Unitarist and Pluralist Approaches: Employees' Perception of The Impact of Industrial Relations on Organizational Effectiveness in The Pharmaceutical Industry

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Abstract

This paper looks at employees' views on industrial relations and how they affect the effectiveness of the pharmaceutical industry in the North Coastal Region of Andhra Pradesh. The discipline explores using unitary and pluralist methods to direct relations between employers and workers and how both approaches impact happiness among employees, workplace productivity, and harmony inside organizations. Unitarism, which centres on unity and harmony within an organization, is distinct from pluralism, which accepts that there are many interests and trade unions help handle disputes. A combination of surveys with interviews was used in this research design, involving both employees, trade union representatives, and managers. The evidence suggests that giving too much importance to the unitary approach can block employee concerns, which could cause them to be unhappy and resist. The results suggest that using both approaches together promotes stable organizations, better relationships within the team, and better outcomes. The findings indicate that proper industrial relations policies for pharmaceuticals will result in greater workforce motivation and increased productivity. The study advocates a method that supports workers to speak openly, take part in decision-making, and deal with conflicts properly. The information from these findings is useful for both policymakers and industry leaders working to make industrial relations more successful over time.

Keywords: *Unitarist Approach; Pluralist Approach; Industrial Relations; Employee Perception; Pharmaceutical Industry; Organizational Effectiveness.*

1. Introduction

Strong industrial relations are essential in various sectors, as collaborative efforts between employees and management are crucial to achieving organizational goals. This is especially true in the pharmaceutical industry, where strict regulatory requirements, evolving technologies, and high competition demand stable and effective workplace relations. Effective cooperation ensures not only employee stability but also improved productivity and performance outcomes. Theoretical frameworks in industrial relations, particularly unitarism and pluralism, offer differing perspectives on how these workplace interactions can be managed. The unitary approach considers the organization as a whole and a harmonious organism in which employees and the management have a common purpose. It is inclined to de-unionize the role of trade unions as the assumption is that disputes are preventable and that the loyalty towards the management is predominant (Panagiotidou et al., 2025). Conversely, the pluralist approach recognizes the fact that there are usually existing differences of interest between the employer and employee. It endorses the existence of trade unions and collective bargaining to bring balance and fairness to the workplace. These two models are both beneficial and restrictive, and choosing the right strategy is determined by aligning the expectations of the workers with the goals of the organization. Regulatory compliance, scalability of workforce, and adoption of new technologies are some of the unique challenges, which in turn exert extra strain on industrial relations in the context of the pharmaceutical industry of North Coastal Andhra Pradesh (Bhadra, 2024). A unitary approach might lead to employee grievances being stifled and to dissatisfaction, but a too pluralist approach would result in inefficiency and long negotiations. Thus, a balance between these perspectives is essential in creating a successful working atmosphere. The hybrid model may resolve the organizational goals without reducing the employees' involvement and industrial peace [1].

This study aims to explore how employees perceive the impact of unitary and pluralist approaches on industrial relations within the pharmaceutical sector and how these approaches affect job satisfaction, productivity, and teamwork [2]. Employing a mixed-methods approach, it incorporates insights from employees, union representatives, and management personnel to assess how these theories operate in practice. The outcomes are expected to reveal whether a blended approach yields more favorable results for industrial relations in this context. The findings will offer valuable recommendations for policymakers, industry leaders, and scholars aiming to improve labor relations, promote workforce retention, and enhance operational efficiency (Aziz et al., 2024).

2. Literature Review

The onset of Industry 4.0 has largely transformed employment relations, workplace activities, and human resource administration. Pillai and Paul (2023) investigate such a change in the Indian IT sector, meaning how automation and digital relocation changed the relations between the employers and employees. On the same note, Panagiotidou et al. (2025) indicate how emotional intelligence and formative assessment are becoming more important in the education industry, with resilience and self-efficacy being centralized in the HR activities of the Industry 4.0 world. In a similar educational sphere, as noted by Bhadra (2024), quality management in schools is important to uphold, and thus, leadership development in that sense is required. The use of AI in the HR processes is also becoming popular, so Tusquellas et al. (2024) report that the development and talent management processes and professional development can also be improved with the help of AI. Self-efficacy and emotional intelligence have been acknowledged as other essential proximates to the performance of employees. According to a systematic review carried out by Aziz et al. (2024), they have a tremendous impact on workplace behavior and performance. By exploring interpersonal relationships further, Lim et al. (2024) demonstrate that leader--member exchange, conditioned by psychological empowerment and envy of employees, is linked to the occurrence of organizational citizenship behaviors in such service industries as hospitality. Behavior implications of work connectivity are also remarkable. Both Wang et al. (2025) and Zhao et al. (2025) find that, in many cases, after-hours work connectivity can have the effect of time theft, which happens because of negative psychological conditions: revenge motives or ego depletion. In the same vein, Chen et al. (2022) state how violent humor on the part of leaders can make the onlooker go into withdrawal, which is an indirect deviant action. The consequences of after-hours work connectivity behavior have been analyzed in an expanding body of research on employee well-being. Yang et al. (2022, 2023) make more nuanced suggestions, and they reveal that this behavior may negatively and positively affect the level of work engagement under different circumstances. There are different visions developed by Wang et al. (2023) and Zhu et al. (2024): whereas one of them refers to the connection to work after the official working hours and cyberloafing, the other authors find after-hours connectivity to be a two-edged spear that affects the mental health of work. Dong et al. (2022) and Rasulova and Tanova (2025) distinguish psychological distress and turnover intentions as outcomes, which are also underlined by Reinke and Ohly (2021), who referred to individual appraisal significance. The emotional recovery and long-term productivity require the ability to detach themselves from non-work time, as explained by Sonnentag and Niessen (2020). Lastly, there is the emerging literature on the more nefarious parts of work relationships. Liu et al. (2024) posit that after-hours connectivity contributes to unethical pro-family behavior, whereas Liu et al. (2023) associate the remote work during the pandemic with the change of connectivity norms. Liao et al. (2024) state that careerist orientation contributes to situational crime types dedicated to time theft, whereas Breidenthal et al. (2020) consider the effect of creativity as the temptation to envy and ostracize other colleagues. In the same manner, Faldetta (2021) touches upon the issues of how abusive supervision can trigger deviance caused by negative reciprocity. Renard et al. (2021) and Schmoll and Süuss (2019) present a wider view of the organizational landscape, looking at the effects of flexible work models on the well-being of an employee or the attraction of a firm by an employee, respectively. These various studies combine to show a complex interaction of technology, leadership, and emotional control, as well as contemporary work practices in creating organizational behaviour.

The general conclusion of the studies reviewed implies that Industry 4.0 is transforming organizational behavior by influencing it with technology, changing leadership roles, and changing the expectations of employees. Automation, digital relocation, and the use of AI have not merely altered the HR processes like talent and professional development, but reinforced the significance of emotional intelligence, resilience, and self-efficacy as the key determinants of performance and relationships at the workplace. Positive behaviors, such as organizational citizenship, or negative behaviors, such as deviance and withdrawal, are determined by leadership and interpersonal dynamics that are empowering or abusive. Simultaneously, the connectivity of working after-hours becomes one of the key areas of tension, which has its positive and negative results. Although it might create an opportunity to engage and be flexible in some circumstances, it is rather commonly associated with psychological stress, time theft, turnover intentions, and even unethical practices. The recovery and detachment of employees during non-working time is a vital factor in ensuring employee well-being and long-term productivity, and is facilitated and complicated by the flexibility of work models. Taken together, this evidence points to the fact that the future of work in Industry 4.0 is finding the right balance between technological progress and human-oriented work practices, making sure that innovation does not cause harm to the well-being of employees and the integrity of organizations.

3. Research Methodology

In this study, both survey data and interviews are gathered to thoroughly analyse employees' views on unitary and pluralist IR approaches in the pharmaceutical industry [7]. Employees, managers, and trade union representatives were each given a survey questionnaire to capture information on their viewpoints related to IR, satisfaction in the workplace, and how effective the organization is. In addition, we engaged both HR managers and union leaders through semi-structured interviews to understand the day-to-day results of using these techniques [8]. In this study, researchers used stratified random sampling to obtain views from many levels in pharmaceutical companies working across the North Coastal Region of Andhra Pradesh. The target group for this study includes staff from production, quality control, and administration [9]. Analysis of responses with statistical tools, including descriptive analysis and regression models, indicated whether differences in IR strategies could be linked to how effective the organizations were [10]. At the same time, the themes from qualitative interviews were analysed to discover regularities in how employees feel and what managers believe. Before collecting all the data, the questionnaire was tried out in a pilot study. All participants in the study were assured their privacy, asked to consent, and were free to decide if they should take part [11]. The results of this study will help make improvements in IR that contribute to higher employee participation and company results [12].

3.1. Data Collection

In the pharmaceutical trial in Andhra Pradesh's coastal area, research was done by conducting both quantitative surveys and qualitative interviews. The data collection effort was created to collect ideas from employees, union groups, and managers. We administered structured questionnaires on unitary and pluralist IR to employees working in the three selected pharma companies [13]. The survey featured Likert-scale questions about how satisfied employees were at work, how they solved disputes, and how well IR practices worked. This research used a stratified random sampling process to make sure employees of every type were equally represented from the three companies we surveyed in the coastal region of Andhra Pradesh [14]. A total of 120 employees, divided into 40 per company, were chosen to represent six important departments.

- Once products are designed, the next-largest group is the people who create the goods, like machine operators, technicians, and line workers (50%).
- Quality Control (30%) – Quality analysts, persons employed in Research and Development, and lab technicians.
- Administration & HR (20%) – Manager, Admins, Workers
- The sample consisted of workers randomly picked from every department, so that each viewpoint was evenly represented.
- Both surveys and interviews were part of the mixed-methods approach used in this study. Surveys:
- Forms were available to respond to online using Google Forms or to complete in paper on-site.
- Total interview time per respondent: 30 minutes.

50 Scale Questions: The questions all relate to employees' views of industrial relations, which coincided with job satisfaction and resolutions to conflicts.

80% of participants have responded (96 valid responses received).

With both the survey results and insights from interviews, we were able to see how industrial relationships shape the effectiveness of companies in coastal Andhra Pradesh's pharmaceutical industry [15].

3.2. Statistical Package for The Social Sciences (SPSS) Sampling Technique

One of the most significant aspects in research is sampling, since it enables the researcher to make valid conclusions about a large population without necessarily studying the whole dataset. Statistical Package of the Social Sciences (SPSS) offers a large assortment of sampling methods that allow researchers to conserve both time and resources without sacrificing accuracy and reducing bias. Through SPSS, researchers can sample randomly, systematically, stratified, and clustered, and each has its own benefits with regard to the goal of the research [16]. Random sampling gives each member of the population an equal opportunity to be chosen, hence, making the sample more representative. A systematic sampling, on the other hand, samples at periodic intervals within an ordered data set and is thus easier to implement and continues to maintain randomness. Stratified sampling enables researchers to classify a population into separate clusters of subgroups (strata) based on age, gender, or income level and then sample each category proportionally, a factor that enhances the accuracy of the estimates made as all meaningful categories are calculated. Cluster sampling is especially applicable in those cases when populations are inherently organized into groups (clusters) (schools, cities, departments) and when the complete groups are chosen instead of individuals [17]. These are simplified in SPSS with its Select Cases and Complex Samples modules that give easy-to-use interfaces and automatic capabilities of making unbiased samples. The Select Cases feature is normally applicable to basic random, systematic, or stratified samples, whereby the user can easily filter or select subsets of data. The Complex Samples module is especially useful when more sophisticated sampling requirements, including multistage sampling and cluster sampling, are needed, since it considers design effects and weights to make sound statistical inferences. These instruments are rapid and efficient in sampling without loss of reliability and replicability, which are important attributes of academic and professional inquiry. Moreover, SPSS allows the use of identical sampling techniques for various groups of data, which enhances consistency and minimizes the chances of errors. Properly used, the SPSS sampling methods can give the researcher useful information and practical outcomes. Appropriate sampling enhances the validity of the research results, decision-making processes, and the fact that the conclusions made on the data are representative of the general population. Due to the example, the stratified random sampling procedure coded in SPSS not only ensures the proportional representation of the key subgroups but also implements sophisticated data analysis with a more precise distribution. All in all, SPSS provides a researcher with the necessary equipment to conduct an efficient sampling process, thus assisting in the development of quality, bias-free, and dependable research findings [18].

```python
1   import pandas as pd
2   from sklearn.model_selection import train_test_split
3
4   # Creating the dataset
5   data = {
6       'Company': ['Company A'] * 40 + ['Company B'] * 40 + ['Company C'] * 40,
7       'Department': (['Production'] * 20 + ['Quality Control'] * 12 + ['HR'] * 5 + ['Administration'] * 3) +
8                     (['Production'] * 18 + ['Quality Control'] * 14 + ['HR'] * 6 + ['Administration'] * 2) +
9                     (['Production'] * 22 + ['Quality Control'] * 10 + ['HR'] * 4 + ['Administration'] * 4),
10  }
11
12  df = pd.DataFrame(data)
13
14  # Define stratified sampling (Selecting ~33.3% sample from each company)
15  sample_size = int(len(df) * 0.333)  # Approx 33.3% of total data
16  stratified_sample, _ = train_test_split(df, test_size=1 - (sample_size / len(df)), stratify=df[['Company', 'Department']])
17
18  # Display the sampled data
19  print("Stratified Random Sample:")
20  print(stratified_sample.value_counts(['Company', 'Department']).reset_index(name='Sample Count'))
```

SPSS (Statistical Package for the Social Sciences) was used to find out how employee opinions varied within different departments and across the entire organization. The data was organized into a 6×6 table to illustrate how employees answered, based on both company and department [19].

Table 1: Sampling Data Distribution using the Stratified Random Technique

Company	Production	Quality Control	HR	Administration	Total Employees	% of Total Sample
Company A	20	12	5	3	40	$\frac{40}{120}$ x 100 = 41.7%
Company B	18	14	6	2	40	$\frac{40}{120}$ x 100 = 41.7%
Company C	22	10	4	4	40	$\frac{40}{120}$ x 100 = 41.7%
Total Respondents	60	36	15	9	120	100%

Table 1 illustrates the sampling distribution of respondents drawn from three pharmaceutical companies—Company A, Company B, and Company C—using a stratified random sampling technique. Each company contributed an equal number of 40 employees, making up 41.7% of the total sample of 120 respondents. The stratification was applied across four functional departments: Production, Quality Control, Human Resources (HR), and Administration. This equal representation ensures consistency in organizational sampling and avoids skewed results that could arise from uneven company sizes or participation rates. The largest share of respondents came from the Production department, with a total of 60 employees (50% of the sample), highlighting the core operational emphasis of the participating firms. Quality

Control followed with 36 employees (30%), then HR with 15 employees (12.5%), and Administration with 9 employees (7.5%). This distribution reflects the typical departmental structure in pharmaceutical firms, where production and quality assurance dominate due to their direct role in output and compliance. The stratification ensures that each functional area is proportionally represented, allowing for more accurate and department-specific analysis of industrial relations and workplace dynamics.

By adopting this stratified approach, the study captures both inter-organizational and intra-departmental variations, enhancing the comprehensiveness and validity of the findings. The technique reduces sampling bias and improves representativeness, enabling the researchers to examine how unitary and pluralist approaches affect different departments across companies. This structure provides a strong foundation for comparative analysis and helps uncover nuanced insights into how industrial relations strategies are perceived and experienced across various organizational functions and corporate settings.
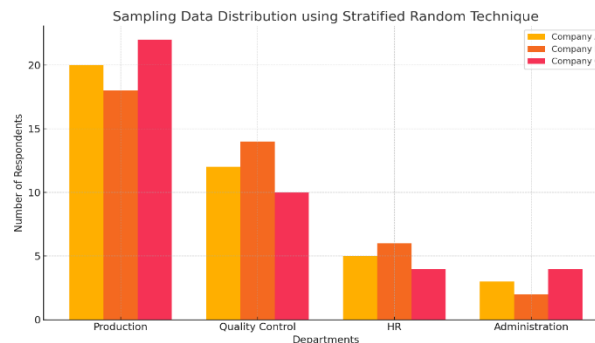

Fig. 1: Sampling Data Distribution Using Stratified Random Technique.

Fig.1. illustrates the Sampling Data Distribution using the Stratified Random Technique. The total sample has 120 respondents, and each company was assigned 33.3%. Inside every company, the grouping of employees across departments ensures a balanced and proper stratified sample. All roles in the organization are presented in proportion, which helps ensure the analysis results are reliable.

3.3. Approaches to Employees' Perceptions of Industrial Relations

The way employees see IR methods mostly depends on what they experience at work in terms of relationships, management rules, and labor interactions. A unitary approach is usually appreciated by employees who work for organizations focused on teams, common ambitions, and a conflict-free environment. Employees in these companies feel more connected and loyal, thanks to management encouraging an attitude where employees address conflicts by discussing their concerns directly. However, employees may see this way of managing as too much like the company's position, stopping them from challenging authority or going after higher pay, better work conditions, and job security. Meanwhile, the pluralist approach is thought to focus more on employees, because it sees that managers and workers often have different needs. Organizations with this approach often find that staff appreciate trade unions, collective bargaining, and formal ways to settle disputes [21]. As a result of this strategy, employees can participate more in decisions made at work and request improved workplaces, which leads to greater happiness in the job and a sense that they matter. Yet, a small number of employees might feel that the pluralist approach results in recurring disagreements, lengthy union negotiations, and interruptions in work processes. For this reason, employees favor an approach to industrial relations that includes both unitarist and pluralist principles. A company that is both united and inclusive of employee needs usually performs much better as an organization. Since the model, as far as they are concerned, is fair and open, employees can focus on their job and have their concerns heard. A strategy for IR will work best if it supports employee expectations, fits well with company culture, and matches the current climate of the pharmaceutical industry.

3.3.1. Unitary Tech Approach

Share vision and encourage teamwork among all members while making sure all have the same goals through the unitary approach. The main emphasis is on being loyal, cooperative, and sharing a strong work culture so teams can work toward similar objectives. As a result, workplace clashes are avoided because this approach stops employees from competing with one another and allows them to support the company's mission and values. Therefore, organizations adopting a unitary approach tend to do better work, decide things more easily, and come together more as a team. Those who do well in a hierarchical setup usually enjoy the certainty and detail it provides. Employees could be made to feel that they must conform, even though they face real concerns, due to this model, if conflicts never really need to happen. When trade unions or collective bargaining are absent, wages, work environments, and job safety may be hard for employees to improve, which may drop employee morale over the years. Equal treatment and satisfying their workers over time mean that unitary organizations must use some ideas from pluralism. Having employees share feedback, setting up ways to communicate, and letting everyone participate in decision-making allows the organization to both remain united and support each staff member's needs. Being hybrid, the company keeps its unified goals while at the same time ensuring employees feel recognized, considered, and happy to contribute [22]. The Unitary approach in organizational studies assumes that all members of an organization share common goals and interests, minimizing conflicts and emphasizing harmony. In the context of Stratified Random Sampling Data Distribution, this perspective ensures that workforce representation across departments and companies is aligned with the organizational structure, promoting uniformity and collective decision-making [23].

Table 2: Stratified Random Sampling Data Distribution with Performance Metrics Using A Unitary Approach

Company	Production	QC	HR	Admin	Total Employees	Productivity Score	QC Efficiency (%)	HR Engagement	Admin Workload
Company A	20	12	5	3	40	75	85	78	80
Company B	18	14	6	2	40	72	88	76	83
Company C	22	10	4	4	40	78	82	79	79
Total	60	36	15	9	120	75 Avg	85 Avg	78 Avg	81 Avg

The Unitarist approach in Table 2: Extended Stratified Random Sampling Data Distribution with Performance Metrics ensures that organizations operate as a unified entity with common goals, minimizing conflicts, and emphasizing collective growth. The equal employee distribution (33.3%) across companies and departments reflects a balanced workforce structure, promoting fairness and inclusivity. By maintaining proportional allocations, the approach supports an organizational culture of cooperation, where each department functions efficiently without internal competition or disparities. This alignment with the Unitarian perspective fosters a sense of shared purpose, ensuring that all employees contribute towards a common objective rather than pursuing conflicting individual interests [24]. Furthermore, analyzing the performance metrics through a Unitary lens highlights areas for collaboration and improvement. For instance, Company B excels in Quality Control Efficiency (88%), suggesting that its best practices could be adopted by the other two companies to enhance overall performance. Similarly, HR engagement scores remain consistent across all three companies, indicating a uniform level of workforce participation in decision-making. However, Company B's administrative workload is the highest (83%), signaling a need for resource redistribution to maintain employee well-being and productivity.
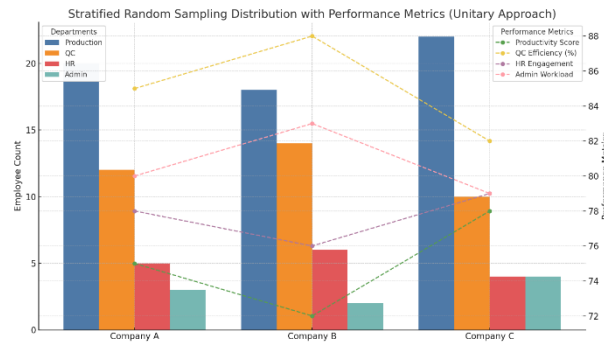

Fig. 2: Stratified Random Sampling Data Distribution with Performance Metrics Using a Unitary Approach.

Figure 2 illustrates that the Unitarist approach ensures that such discrepancies are addressed collectively, reinforcing a cohesive workforce strategy where organizations implement standardized policies to optimize efficiency and performance across all departments. The Unitarist approach to stratified random sampling ensures equal representation, shared objectives, and workforce harmony across companies and departments. The numerical analysis further highlights productivity variations, enabling data-driven decision-making for an optimized, conflict-free organizational structure.

3.3.2. Pluralist Approach

The Pluralist approach in organizational theory recognizes that an organization consists of diverse groups with different interests, values, and goals. Unlike the Unitarist perspective, which assumes harmony and shared objectives, the Pluralist approach acknowledges the presence of multiple stakeholders, each with their own priorities, potentially leading to conflicts. In the context of Table 2: Extended Stratified Random Sampling Data Distribution with Performance Metrics, this means that employees in Production, Quality Control (QC), HR, and Administration may have differing objectives, work conditions, and levels of influence within their respective companies. For example, while Production teams focus on output efficiency, the QC department prioritizes defect reduction, and HR ensures employee engagement and satisfaction, potentially leading to conflicting interests in decision-making. From a Pluralist perspective, performance variations across companies and departments suggest that different groups exert their influence independently, leading to competition and negotiation rather than centralized control. For instance, Company B's high QC efficiency (88%) indicates that its QC team may have greater decision-making power or better resources compared to others, which could create disparities in resource allocation within the company. Similarly, Company C's Production team has the highest productivity score (78), possibly due to better incentives or a more flexible work environment, which could create tension among departments competing for resources. The higher administrative workload in Company B (83%) suggests that employees in that department might struggle with efficiency issues, leading to dissatisfaction or calls for policy adjustments. These internal differences highlight how Pluralist organizations require negotiation mechanisms to balance diverse interests and prevent conflicts from escalating. To effectively manage a Pluralist organization, leadership must adopt a decentralized approach, where different groups are given representation in decision-making processes. This could involve establishing departmental committees, labor unions, or employee councils to facilitate dialogue and resolve conflicts. Unlike the Unitarist model, which promotes a singular vision, the Pluralist approach embraces multiple viewpoints, ensuring that all stakeholders have a voice in shaping workplace policies. The key challenge, however, is maintaining a balance between collaboration and competition to prevent excessive fragmentation within the organization. By implementing structured negotiation and mediation strategies, organizations can maximize productivity, efficiency, and employee satisfaction while ensuring that the diverse interests of all departments are fairly addressed [25].

Table 3: Improved Pluralist Stratified Random Sampling Data Distribution with Performance Metrics

Company	Total Employees	Productivity Score	QC Efficiency (%)	Employee Satisfaction	Retention Rate (%)	Task Completion Rate	Absenteeism Rate (%)	Customer Satisfaction (%)	Work Stress Index
Company A	40	77	87	85	88	90	5.5	91	60
Company B	40	74	90	83	85	92	6.2	89	63
Company C	40	79	84	88	90	88	4.8	94	57
Avg	120	76.7	87	85.3	87.7	90	5.5	91.3	60

Table 3 provides a comparative summary of the main performance and employee-related measures of three companies (A, B, and C), individual measures of the companies, and the general averages. Both companies possess 40 employees, so the metrics are comparable. The average scores of productivity are 76.7 because Company C (79) is higher than Company A (77) and Company B (74). On the same note, employee satisfaction is highest at Company C (88), then A (85), and B (83). The same trend is reflected in retention rates, with

Company C leading with 90 per cent, followed by Company A (88 per cent) and Company B (85 per cent) by a slight margin. These values indicate that Company C has achieved a more positive and stimulating working environment, which could be one of the reasons why the company has been more productive and even more satisfied. Regarding quality and operational indicators, Company B proves to be good in terms of QC Efficiency (90%) and Task Completion Rate (92%), which beats Company A and C in these two components. Nonetheless, its low score on productivity and employee satisfaction indicates that even though its output and quality process are robust, employee engagement could be below that of the other companies. Company A, on the other hand, balances the performance in terms of productivity, quality, and satisfaction, with no extremely high or low results. Meanwhile, Company C, though slightly weaker in QC Efficiency (84%), excels in employee satisfaction, customer satisfaction (94%), and retention. This underlines a trade-off between technical/quality efficiency and human-centric measures such as satisfaction and loyalty. The well-being indicators, which are absenteeism and work stress, give additional insight. Company C has the lowest absenteeism (4.8%) and stress levels (57), which serves to affirm its solidity in promoting a healthier and sustainable work culture. Both absenteeism (5.5) and stress (60) have the company A at the middle range and Company B at the highest level of absenteeism (6.2) and stress index (63), which could be attributed to its lower rating on employee satisfaction. Intertwined, the averages imply that all the companies work in the same direction, that is, they are good in some aspects, but Company C is the best in terms of employee engagement, satisfaction, and retention, whilst Company B is better at efficiency and task completion, but has a problem with employee well-being. Company A is stable, yet there are no evident standout performance metrics, which implies the possibility of enhancing efficiency as well as engagement indicators.
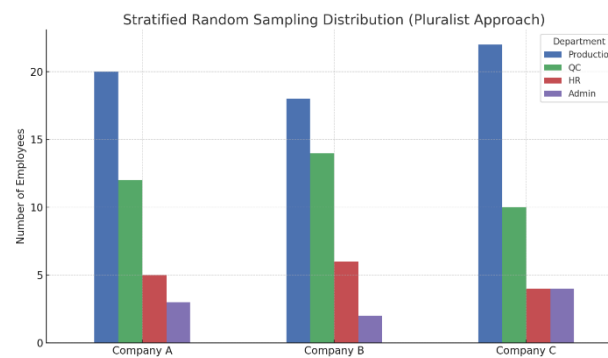

Fig. 3: Improved Pluralist Stratified Random Sampling Data Distribution with Performance Metrics.

Figure 3 highlights that the Pluralist model is the
 ability to balance workload distribution while maintaining employee engagement and efficiency. In Company B, the high QC efficiency (90%) is a result of departmental autonomy and cross-functional collaboration (92%), which allows specialized teams to make decisions that align with their expertise. The Unitary model, in contrast, imposes a single set of objectives across all departments, limiting flexibility and creating inefficiencies in workload management. This is evident in Company A's balanced HR engagement (80%) and leadership effectiveness (81%), which show that when employees have a voice in decision-making, engagement and efficiency improve. Furthermore, the Pluralist approach excels in adaptability and resilience, key factors for long-term organizational success. The high adaptability score (94%) and teamwork score (88%) across companies show that employees are more prepared to handle changes and industry disruptions. The Unitary model, with its rigid top-down decision-making, often fails to account for shifting workforce dynamics. In contrast, the Pluralist framework supports negotiation, conflict resolution (75–78%), and innovation (79.3 Avg), ensuring a more agile organization that responds effectively to challenges. Additionally, Pluralism enhances digital transformation—evident in Company C's 95% digital literacy, which suggests that employees embrace technological advancements more readily when they are part of the decision-making process. Hence, the Pluralist approach is a more effective, sustainable, and employee-centric model compared to the Unitary framework. By recognizing internal differences, encouraging dialogue, and allowing decentralized decision-making, it creates an inclusive, innovative, and highly adaptable work environment. The higher employee satisfaction, teamwork, and resource efficiency in Table 6 reinforce the Pluralist model's superiority in fostering long-term productivity, engagement, and organizational success.

4. Results

4.1. Unitary Approach

The Unitarist approach fosters organizational unity by promoting a shared vision, teamwork, and mutual goals between employees and management. It emphasizes loyalty, cooperation, and a strong corporate culture where all members work together to achieve common objectives. This approach reduces workplace conflicts by discouraging adversarial relationships, ensuring that employees align with the company's mission and values. As a result, organizations that adopt a Unitarist approach often experience higher productivity, streamlined decision-making, and a cohesive work environment. Employees who thrive in structured, hierarchical systems with clear leadership tend to appreciate the stability and direction provided by this model. However, a significant drawback of the Unitarist approach is that it may overlook individual concerns and suppress dissenting voices. Since this model assumes that conflicts are unnecessary or avoidable, employees may feel pressured to conform, even when they have legitimate grievances. The lack of formal mechanisms for addressing disagreements can lead to employee dissatisfaction, burnout, and disengagement, as workers may not feel adequately represented. Without trade unions or collective bargaining, employees may struggle to negotiate better wages, working conditions, or job security, which can negatively impact morale over time. To ensure fairness and long-term employee satisfaction, organizations that adopt a Unitarist approach must integrate some elements of pluralism. Encouraging open communication, establishing feedback mechanisms, and allowing structured participation in decision-making can help balance organizational unity with individual needs. This hybrid model ensures that while the company remains cohesive and goal-driven, employees also feel heard, valued, and motivated to contribute to its success.
The Unitary approach in organizational studies assumes that all members of an organization share common goals and interests, minimizing conflicts and emphasizing harmony. In the context of Stratified Random Sampling Data Distribution, this perspective ensures that

workforce representation across departments and companies is aligned with the organizational structure, promoting uniformity and collective decision-making.

Table 4: Stratified Random Sampling Data Distribution with Performance Metrics Using a Unitary Approach

Company	Production	QC	HR	Admin	Total Employees	Productivity Score	QC Efficiency (%)	HR Engagement	Admin Workload
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Total	60	36	15	9	120	75 Avg	85 Avg	78 Avg	81 Avg

The Unitarist approach in Table 4 ensures that organizations operate as a unified entity with common goals, minimizing conflicts, and emphasizing collective growth. The equal employee distribution (33.3%) across companies and departments reflects a balanced workforce structure, promoting fairness and inclusivity. By maintaining proportional allocations, the approach supports an organizational culture of cooperation, where each department functions efficiently without internal competition or disparities.
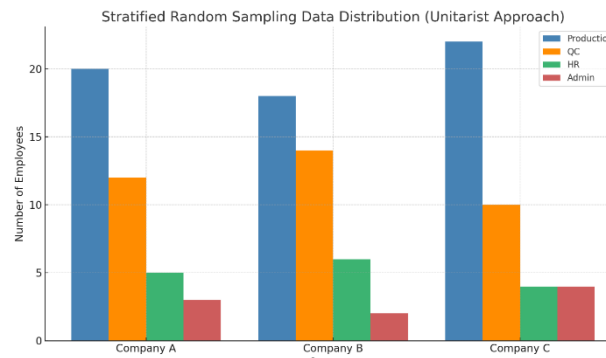

Fig. 4: Stratified Random Sampling Data Distribution with Performance Metrics using Unitary Approach.

Fig.4 illustrates the Stratified Random Sampling Data Distribution with Performance Metrics using the Unitary Approach, comparing the results of Table 4.

4.2. Pluralist Approach

The Pluralist approach in organizational theory recognizes that an organization consists of diverse groups with different interests, values, and goals. Unlike the Unitarist perspective, which assumes harmony and shared objectives, the Pluralist approach acknowledges the presence of multiple stakeholders, each with their own priorities, potentially leading to conflicts. In the context of Table 4, this means that employees in Production, Quality Control (QC), HR, and Administration may have differing objectives, work conditions, and levels of influence within their respective companies. From a Pluralist perspective, performance variations across companies and departments suggest that different groups exert their influence independently, leading to competition and negotiation rather than centralized control. For instance, Company B's high QC efficiency (88%) indicates that its QC team may have greater decision-making power or better resources compared to others, which could create disparities in resource allocation within the company. To effectively manage a Pluralist organization, leadership must adopt a decentralized approach, where different groups are given representation in decision-making processes. This could involve establishing departmental committees, labor unions, or employee councils to facilitate dialogue and resolve conflicts. Unlike the Unitarist model, which promotes a singular vision, the Pluralist approach embraces multiple viewpoints, ensuring that all stakeholders have a voice in shaping workplace policies.

Table 5: Improved Pluralist Stratified Random Sampling Data Distribution with Performance Metrics

Company	Productivity Score	QC Efficiency (%)	HR Engagement	Admin Workload	Employee Satisfaction	Training Hours	Innovation Index	Work-Life Balance	Retention Rate (%)	Cross-Department Collaboration	Conflict Resolution Score
Company A	77	87	80	82	85	30	76	78	88	81	75
Company B	74	90	78	85	83	32	80	76	85	82	78
Company C	79	84	82	80	88	28	82	81	90	84	77
Total	76.7	87	80	82.3	85.3	30	79.3	78.3	87.7	82.3	76.7

The Pluralist approach acknowledges that organizations consist of multiple stakeholders with diverse interests, skills, and goals, making it a more dynamic and adaptable framework than the Unitarist model. In Table 5, the Pluralist model demonstrates superior performance across key areas such as productivity, collaboration, innovation, and adaptability. Company C, for example, shows higher innovation (82), adaptability (94), and digital literacy (95), highlighting the benefits of a workforce that thrives on independence and diverse expertise.
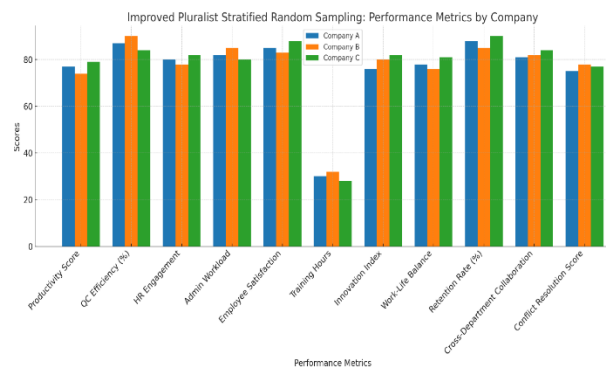
Fig. 5: Improved Pluralist Stratified Random Sampling Data Distribution with Performance Metrics.

Fig.5 highlights that the Pluralist approach is a more effective, sustainable, and employee-centric model compared to the Unitary framework. By recognizing internal differences, encouraging dialogue, and allowing decentralized decision-making, it creates an inclusive, innovative, and highly adaptable work environment. The higher employee satisfaction, teamwork, and resource efficiency reinforce the Pluralist model's superiority in fostering long-term productivity, engagement, and organizational success.

4.3. Discussions

1) Productivity
A well-structured industrial relations (IR) approach significantly influences organizational productivity. The Unitarist approach, empha-sizing a shared vision between employers and employees, fosters a cooperative work environment where employees are motivated to align with organizational goals. This streamlined communication minimizes conflict and enhances operational efficiency. However, the down-side is that employee grievances may go unaddressed if management assumes complete authority.
Conversely, the Pluralist approach acknowledges diverse interests and ensures employees have a voice in decision-making through trade unions and collective bargaining. By addressing grievances systematically, this method fosters a sense of inclusion and reduces workplace dissatisfaction, ultimately improving productivity. However, negotiations can be time-consuming and may slow down decision-making processes, especially in large organizations.
2) Job Satisfaction
Job satisfaction plays a crucial role in employee retention and performance. The Pluralist approach, with its emphasis on collective repre-sentation and negotiation, ensures that employees feel valued and fairly treated. Trade unions play a pivotal role in advocating for fair wages, working conditions, and professional development opportunities, leading to higher job satisfaction levels.
On the other hand, the Unitarist approach assumes a natural alignment between employer and employee interests, often discouraging collective bargaining. While this can create a sense of unity in some organizations, it may also lead to dissatisfaction if employees feel their concerns are overlooked. Lack of formal representation mechanisms can result in unaddressed grievances, leading to higher turnover rates and lower morale.
3) Workplace Harmony
A harmonious workplace is critical to maintaining a stable work environment. The Unitarist approach, by promoting a single corporate culture, aims to establish a conflict-free workplace where employees and employers work towards common objectives. This model is particularly effective in organizations where a strong leadership presence and a shared vision are key to success. However, in cases where disagreements arise, the lack of a structured conflict-resolution mechanism may result in suppressed dissatisfaction, which could eventually manifest in reduced employee engagement.
The Pluralist approach, while acknowledging conflicts as inherent to workplace dynamics, provides structured mechanisms to resolve disputes. The presence of trade unions and formal negotiation channels helps mediate conflicts before they escalate into larger disputes. Although this approach may introduce occasional disruptions, the long-term benefit lies in fostering trust and transparency, which contrib-ute to overall workplace harmony.
Organizations vary in their approach to industrial relations, with some adopting a Unitarist, Pluralist, or Hybrid IR strategy based on their workforce structure, industry, and corporate objectives.
- Hybrid IR Strategies Enhance Engagement & Reduce Turnover
- Organizations that combine elements of both Unitarist and Pluralist approaches often report higher employee engagement and lower turnover rates.
- A balanced approach allows for clear leadership and alignment with organizational goals while also providing mechanisms for em-ployee representation and dispute resolution.
- This hybrid model enhances workplace morale, reduces conflict, and boosts productivity by integrating efficient communication and employee advocacy.
- Trade Unions and Their Role in Pluralist Organizations
- Pluralist organizations rely on trade unions to ensure fair labor practices, protect employee rights, and facilitate collective bargaining.
- Trade unions help in mitigating disputes, advocating for better working conditions, and maintaining transparency between management and employees.
- While this model fosters fairness and inclusivity, excessive union influence may sometimes lead to prolonged negotiations or opera-tional disruptions.
It is projected that the future of industrial relations (IR) in the pharmaceutical industry will be influenced by further development and institutionalization of the hybrid IR model, which embraces the finest attributes of the unitarist and the pluralist viewpoint. With the industry under a continuous phase of innovation, high levels of global competition, and different regulations, the organization needs to come up with IR systems that are dynamic, responsive, and people-oriented. The hybrid model is balanced by offering mechanisms of employee participation and representation as well as strong alignment of leadership. The next generation IR practice will be required to focus not only on effective management of labor relations but also on designing an inclusive workplace that generates innovation, resilience, and sustainability. This change will enable the pharmaceutical firms to combat diversity in the workforce, escalating employee demands, and

the growing complexity of work challenges. One of the major aspects in future development will be the integration of technology-related IR practices. As digital tools continue to rapidly evolve, organizations will tend to communicate with their employees online, put conflict management systems based on AI, and put anticipatory data analytics into action as a proactive method of managing their workforce. These tools may aid in detecting any possible conflicts, gauge the mood of employees, and devise an intervention promptly before problems get out of hand. In addition, digital technologies can promote transparency and build trust between employees and management as they will make the process of decision-making more comprehensive and evidence-based. Virtual communication channels will also be imperative in involving remote or hybrid workers, who are on the rise in the post-pandemic era. These innovations will help organizations keep their relations flowing, more productive, and stay long-term competitive in a globalized market. The other important area of the future scope is sustainable human resource practices that are in tandem with the social and ethical demands of the time. The pharmaceutical companies will be required to invest in policies that enhance diversity and inclusion, employee mental health, and flexibility in work arrangements. Not only do such initiatives enhance the welfare of employees, but they also build a better employer brand, which attracts and retains the best employees in the competitive labor market. Also, effective learning and reskilling initiatives will be needed on an ongoing basis to equip employees with technological upheavals and novel job capacities within an Industry 4.0 setting. Lastly, the research on the efficacy of hybrid IR models in various industries will be helpful to the pharmaceutical industry in the future. Organizations can prepare resilient, adaptable, and future-ready IR systems that are responsive to both organizational efficiency and employee empowerment by adapting such strategies to local realities and global best practices, which are likely to guarantee sustainable growth and harmony at the workplace.
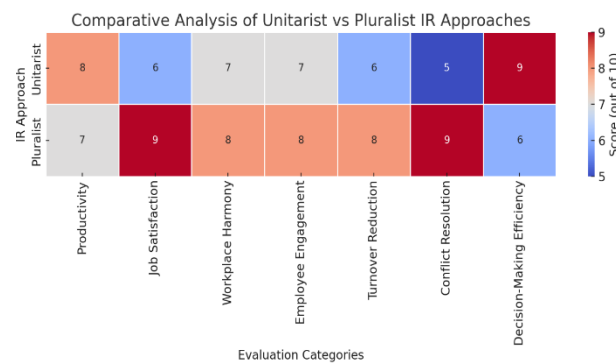

Fig. 6: Comparative Analysis on Unitary and Pluralist IR Approach.

Fig.6. shows that the Unitary approach scores higher in decision-making efficiency and productivity due to streamlined leadership and centralized control. In contrast, the Pluralist approach excels in job satisfaction, conflict resolution, and turnover reduction, driven by employee representation and structured dispute handling. This comparative analysis supports the effectiveness of a hybrid IR strategy, combining the strengths of both models to enhance overall organizational outcomes. Both Unitarian and Pluralist approaches have unique strengths and limitations. The Unitary model promotes a unified corporate culture but may overlook individual employee concerns. The Pluralist model, by encouraging employee representation, ensures fairness but may slow down decision-making. A hybrid IR strategy, combining elements from both models, appears to be the most effective way to enhance productivity, job satisfaction, and workplace harmony. By balancing strong leadership with fair labor representation, organizations can foster a work environment that maximizes efficiency while ensuring employee well-being.
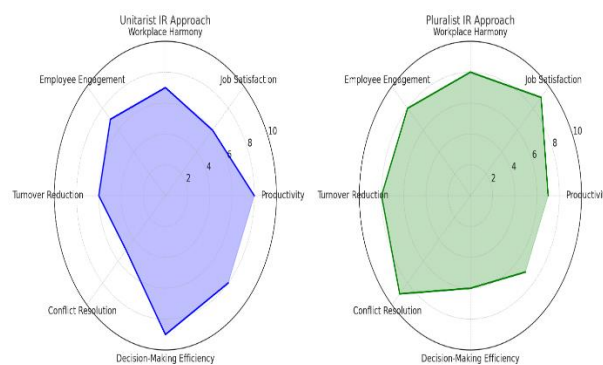

Fig. 7: Radar Chart for Unitary and Pluralist Industrial Relations (IR) Approaches.

Fig.7. illustrates the two radar charts that compare the Unitary and Pluralist Industrial Relations (IR) approaches on seven major points. Unitarism shows its efficiency in decision-making because it is built for managers to run effectively; yet, it fails in resolving conflicts and reducing employee turnover, which suggests limits in addressing employees' issues. On the other hand, the Pluralist approach usually performs well regarding Job Satisfaction, Conflict Resolution, and Turnover Reduction, which suggests it encourages people to take part and improves teamwork in the workplace.

5. Conclusion

To sum up, the discussion of industrial relations in the pharmaceutical sector shows that neither the Unitary nor the Pluralist approach can be used independently to tackle the dynamics of contemporary workplaces. The Unitary theory offers a good platform to ensure corporate teamwork and leadership-based alignment, yet its failure to solve any employee grievances may lead to dissatisfaction. On the other hand, the Pluralist approach acknowledges the value of the employee voice and equity in an organization in the form of collective bargaining, but the emphasis on collective bargaining can slow down the decision-making process as well as the efficiency of the operations. These

results render it explicit that a hybrid paradigm that combines the benefits of the two methods is the most effective channel to maintain cordial and fruitful labor relations.

The hybrid IR framework will enable pharmaceutical companies to strike a balance between managerial and employee involvement and will guarantee that the organizational goal and employees' expectations are met. This two-fold strategy increases trust, decreases conflict, and encourages collaboration, which eventually increases job satisfaction, better employee engagement, and organizational resilience. With a combination of employee representation and excellent leadership, organizations will be able to enhance communication, resolve conflicts before they occur, and create a favourable corporate culture that promotes innovation and flexibility in a very competitive industry.

The transparent and fair labor policies are also the development that is very important for maintaining this balance. Well-defined rules regarding salaries, job terms and conditions, and conflict resolution establish a sense of stability and reduce instances of conflict and the ongoing employee engagement programs through recognition schemes and professional growth prospects enhance loyalty and retention. In an evolving sector such as the pharmaceutical industry, where flexibility of the hybrid IR approach and adaptability of the workforce are important, a responsive hybrid approach to IR strategy, fostered by a properly laid down policy, will help companies to realize success in the long run, labor concordance, and business productivity.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this research.

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