

THE ROLE OF STRATEGIC LEADERSHIP IN EMPOWERING STRATEGIC HRM TO ACHIEVE STRATEGIC GOALS: A STUDY ON PALESTINIAN PHARMACEUTICAL COMPANIES

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Abstract:

This study aimed to analyze the role of strategic leadership in empowering Strategic Human Resource Management (SHRM) to achieve strategic objectives within Palestinian pharmaceutical companies, amid the political, economic, and administrative challenges facing this vital sector. The study adopted a descriptive-analytical approach and employed a questionnaire to collect data from a sample of 182 administrative employees working in pharmaceutical companies operating in Palestine. The research instrument was designed around four main dimensions of strategic leadership: engaging human resources in strategic planning, allocating resources and providing organizational support, building an empowerment-based institutional culture, and adopting a transformational/entrepreneurial leadership style.

The results revealed that all dimensions of strategic leadership had a significant impact on the empowerment of SHRM. Moreover, the findings showed no statistically significant differences attributed to gender, educational qualification, or years of experience. The study emphasized the importance of aligning leadership practices with HR functions to enhance institutional performance, in line with contemporary literature on human capital as a strategic asset. Based on these findings, the study recommended the reinforcement of empowering leadership styles, greater involvement of human resources in planning processes, and the provision of adequate resources to effectively implement SHRM practices.

Keywords: Strategic leadership, Strategic Human Resource Management (SHRM), administrative empowerment, Palestinian pharmaceutical companies, strategic planning, transformational leadership, entrepreneurial leadership

1. INTRODUCTION

In contemporary organizational environments characterized by rapid change and intense competition, it has become essential to adopt an integrated strategic management approach, particularly in the areas of leadership and human resource management. Current global challenges—including accelerated technological development, fluctuations in demand, growing competitive pressures, and political and economic disruptions—require organizations to adopt strategic leadership capable of crafting a future vision and achieving long-term goals (David et al., 2020; Hill et al., 2021).

Strategic leadership is a critical factor in guiding organizational performance, as it plays a pivotal role in interpreting the external environment, setting strategic goals, mobilizing resources, and directing individuals toward a unified vision. Strategic leadership goes beyond the management of daily operations, extending to the construction of a strategic structure that enhances organizational agility and addresses challenges (Barakat & Naser, 2018; Maziti et al., 2018).

In parallel, Strategic Human Resource Management (SHRM) has emerged as a modern approach aiming to align HR policies and practices with the overall organizational strategy, thereby contributing to effective performance and sustainable competitive advantage (Bos-Nehles et al., 2014; Alabed et al., 2022). Unlike traditional HRM, which focuses on administrative and procedural aspects, SHRM views human capital as a strategic asset that must be developed and positioned at the heart of strategic decision-making (Ulrich, 1997).

This approach is grounded in the Resource-Based View (RBV) theory, which asserts that sustainable competitive advantage often stems from unique and rare internal resources—especially human capital, which encompasses knowledge, experience, skills, motivation, and the ability to innovate (Barney, 1991; Bos-Nehles et al., 2014). To activate this resource effectively, strategic leadership intervention is required to enable HRM to transition from an executive role to a strategic partner in the formulation and execution of the organization's vision (Wright & McMahan, 1993; Alabed et al., 2022).

Strategic leadership is responsible for setting the vision and determining the organization's broad directions. It also contributes to shaping the organizational culture and guiding the allocation of resources in alignment with strategic objectives (Hill et al., 2021). Empowering SHRM is one of the key tools that translate this vision into actual practices, enhancing employee capabilities, motivation, and the creation of a supportive environment, as outlined in the AMO framework (Ability, Motivation, Opportunity) (Zhu et al., 2005; Alabed et al., 2022).

Recent studies have demonstrated that the interactive relationship between strategic leadership and SHRM is a central pillar in achieving organizational excellence in complex environments (Bos-Nehles et al., 2014; Ulrich, 1997). Effective leadership enables human resources to fulfill their strategic role by providing systems and practices that support innovation, retention, and a culture aligned with overall goals (Barakat & Naser, 2018). Palestinian pharmaceutical companies are a fundamental pillar of the national economy due to their vital role in job creation, public health, and contributing to economic self-reliance (Ayyash et al., 2019). However, these companies operate in an environment fraught with political and economic challenges, such as movement restrictions, fragmented governance structures, lack of stability, and limited infrastructure, which complicate their ability to adapt and grow (Barakat & Naser, 2018).

Despite these obstacles, some companies have demonstrated remarkable resilience and adaptability through innovative leadership and management strategies, highlighting the importance of strategic leadership and SHRM in this context (Ayyash et al., 2019). Nevertheless, challenges remain, as studies indicate a limited adoption of SHRM practices, absence of advanced performance evaluation systems, and a lack of strategic training tailored to the complex nature of the pharmaceutical industry (Barakat & Naser, 2018).

2.1 Research Problem

Despite the abundance of literature addressing the role of strategic leadership and human resource management in improving organizational performance (Bos-Nehles et al., 2014; Wright & McMahan, 1993), few studies have explored how strategic leadership interacts with SHRM in unstable environments such as the Palestinian context. Empirical evidence on how leadership empowers HRM in the Palestinian pharmaceutical sector—and its impact on achieving strategic objectives such as resilience, growth, and innovation—remains limited (Barakat & Naser, 2018; Ayyash et al., 2019).

Recent regional studies, such as Alabed et al. (2022), have indicated a relationship between transformational leadership and successful sustainable HR practices in Saudi pharmaceutical companies, which underscores the need for a similar study within the unique Palestinian context.

Palestinian pharmaceutical companies face dual challenges:

- **External challenges** include political and economic instability, import and export restrictions, and fragmented legislation.
- **Internal challenges** include the lack of advanced SHRM systems, weak strategic training programs, and low employee motivation (Ayyash et al., 2019).

These obstacles hinder the employment of human capital as a sustainable competitive advantage unless HRM is empowered through strategic, visionary leadership that transcends the traditional administrative framework (Bos-Nehles et al., 2014; Ulrich, 1997).

Thus, there is a need for an in-depth field study to investigate the mechanisms through which leadership enables SHRM in this context and to assess the impact of such empowerment on organizational performance in a coercive environment—an objective that this study seeks to achieve.

3.1 Research Questions

Based on the knowledge gap regarding the role of strategic leadership in empowering SHRM to achieve strategic goals within the challenging context of Palestinian pharmaceutical companies, this study seeks to answer the following questions:

1. What is the role of strategic leadership in empowering SHRM to achieve strategic objectives in Palestinian pharmaceutical companies?
2. Are there statistically significant differences at the level of significance ($\alpha < 0.05$) in the perceptions of the sample regarding the role of strategic leadership in empowering SHRM attributed to gender?
3. Are there statistically significant differences at the level of significance ($\alpha < 0.05$) in the perceptions of the sample regarding the role of strategic leadership in empowering SHRM attributed to educational qualification?
4. Are there statistically significant differences at the level of significance ($\alpha < 0.05$) in the perceptions of the sample regarding the role of strategic leadership in empowering SHRM attributed to years of experience?

4.1 Study Objectives

This study aims to:

1. Analyze the role of strategic leadership in empowering SHRM to achieve strategic goals in Palestinian pharmaceutical companies.

2. Identify statistically significant differences in employees' perceptions regarding the role of strategic leadership in empowering SHRM attributed to gender.
3. Identify statistically significant differences in employees' perceptions regarding the role of strategic leadership in empowering SHRM attributed to educational qualification.
4. Identify statistically significant differences in employees' perceptions regarding the role of strategic leadership in empowering SHRM attributed to years of experience.

5.1 Significance of the Study

First: Theoretical Significance

1. Expand the literature on the relationship between strategic leadership and SHRM by offering a comprehensive conceptual and analytical treatment of this relationship within a non-traditional, complex, and unstable organizational environment.
2. Contribute to the development of theoretical models that explain how to activate human capital as a source of sustainable competitive advantage, by integrating frameworks such as the Resource-Based View (RBV), the AMO model, and transformational and entrepreneurial leadership theories into an applied field study.
3. Address the lack of empirical studies examining the relationship between strategic leadership and SHRM in unstable contexts, as most existing literature focuses on stable environments and large organizations, whereas this study investigates a vital industrial sector operating under exceptional political and economic conditions.

Second: Practical Significance

1. Provide practical indicators and executive guidance to decision-makers and executives in Palestinian pharmaceutical companies on how to enhance the effectiveness of HRM and transform it into a strategic partner in planning and implementation, rather than maintaining it as a traditional administrative function.
2. Enable the pharmaceutical sector to develop its leadership and management capacities to enhance its adaptability and resilience in the face of environmental constraints and accumulated operational challenges.
3. Support efforts to build Palestinian human capital by highlighting the importance of empowering and professionally developing human resources as a key pillar for achieving growth, sustainability, and organizational innovation.
4. Offer reliable field data that can serve as a foundation for future studies aiming to gain deeper insights into the roles of leadership and HRM in other vital sectors within the Palestinian environment or similar contexts.

6.1 Study Delimitations

1. **Subject Delimitations:** The study focuses exclusively on the relationship between strategic leadership and the empowerment of SHRM, and its impact on achieving organizational strategic objectives. It does not address other functional areas such as finance, marketing, or operations.
2. **Geographical Delimitations:** The study is conducted in pharmaceutical companies operating in the West Bank and Gaza Strip.
3. **Temporal Delimitations:** The data and information collected pertain to the year 2025.
4. **Human Delimitations:** The study sample is limited to administrative staff and those in leadership and supervisory positions in Palestinian pharmaceutical companies who are directly involved in decision-making or the implementation of HR-related strategies. The study does not include technical or purely operational employees.

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

This study is grounded in a set of modern theoretical frameworks in the fields of strategic management and Strategic Human Resource Management (SHRM), aiming to explain the interactive relationship between strategic leadership, the empowerment of SHRM, and the achievement of strategic goals—specifically within the unique context of Palestinian pharmaceutical companies. These frameworks combine the resource-based view (RBV) as a source of competitive advantage with theories of transformational and entrepreneurial leadership, and institutional models for HR empowerment.

2.1 Human Capital as a Modern Strategic Resource

Recent literature reflects a fundamental shift in the perception of human resources—not merely as operational executors but as strategic pillars for institutional excellence and competitive advantage, especially in knowledge-intensive and technologically advanced industries such as pharmaceuticals (Bos-Nehles, Bondarouk, & Nijenhuis, 2014; Alabed, Mansour, & Al-Qudah, 2022).

This shift aligns with the emergence of the knowledge-based economy, where material assets are no longer the primary determinants of organizational value. Instead, knowledge, innovation, flexibility, and employee capabilities have become the core components of competitiveness. Organizations are now required not only to attract high-performing talent but also to foster an environment that enables creativity and active participation in strategic decision-making (Khan et al., 2019).

The study by Alabed, Mansour, & Al-Qudah (2022) demonstrated that successful pharmaceutical companies in unstable competitive environments, such as the Saudi market, stood out for their ability to align HR practices with overall organizational strategy. This was achieved through investments in advanced training programs, performance-linked appraisal systems, and employee innovation initiatives.

Similarly, Khan et al. (2019) found that employees in organizations treating human capital as a strategic resource reported higher levels of satisfaction and commitment, leading to superior performance compared to their counterparts in traditionally managed firms. Strategic HRM practices were shown to boost trust and belonging, thereby enhancing operational efficiency and organizational adaptability.

From a strategic standpoint, Bos-Nehles et al. (2014) emphasized that human capital only becomes a valuable resource when institutionalized through SHRM practices that ensure horizontal alignment across HR functions (e.g., recruitment, training, motivation, appraisal) and vertical alignment with organizational strategies. Effective empowerment necessitates supportive strategic leadership that recognizes the centrality of human capital and grants HR departments an active role in high-level decision-making.

One notable contemporary explanatory model by Alabed et al. (2022) demonstrated the link between human capital and supply chain effectiveness in the pharmaceutical sector. The study highlighted that organizations investing in continuous learning, employee retention, and skills development were more capable of sustaining operations, minimizing waste, and adapting to market shifts—even under turbulent conditions.

In light of the above, treating human capital as a strategic resource requires:

- Adopting a management philosophy centered on the human element as a driver of institutional change.
- Redesigning HR practices to align with strategic objectives.
- Continuously investing in human and cognitive capabilities.
- Promoting a motivational environment that fosters innovation and belonging.

This perspective holds particular significance in the Palestinian context, where resource scarcity, political instability, and regulatory constraints necessitate leveraging internal human capital as a primary source of resilience and adaptation. This underscores the need for strategic leadership that activates SHRM practices and tailors them to the realities of the pharmaceutical sector in Palestine.

2.2 Strategic Leadership and the Enablement of Key Functions

Strategic leadership is a primary driver in enabling critical organizational functions—particularly SHRM—by reshaping organizational culture and redirecting resources toward long-term goals. In this regard, two contemporary leadership styles have proven effective in dynamic and complex environments: transformational leadership and entrepreneurial leadership.

A. Transformational Leadership

Transformational leadership inspires employees to transcend self-interest and pursue higher organizational goals. This style is characterized by four core elements: idealized influence (role modeling), inspirational motivation, intellectual stimulation, and individualized consideration (Zhu, Chew, & Spangler, 2005).

Alabed, Mansour, & Al-Qudah (2022) found that transformational leadership in Saudi pharmaceutical firms positively correlated with the activation of green HR practices. Transformational leaders enhanced the value of human capital and involved HR departments in designing and implementing organizational policies, improving both environmental and institutional performance.

Similarly, Khan et al. (2019) concluded that transformational leadership enhances job satisfaction and performance by building trust-based relationships, fostering communication, and encouraging employee engagement and learning. This leadership style plays a strategic role in linking HR policies to organizational goals, especially in highly specialized sectors like pharmaceuticals.

Ahmed, Zaman, & Khattak (2017) further highlighted how transformational motivation strengthens employee commitment and belonging, reducing turnover and improving performance—critical in talent-scarce markets like Palestine.

B. Entrepreneurial Leadership

In complex and unstable settings like Palestine, entrepreneurial leadership plays a vital role in ensuring institutional survival and growth. Entrepreneurial leaders are characterized by opportunity sensing, rapid decision-making, flexibility, and encouraging innovation and calculated risk-taking (Barakat & Naser, 2018).

Barakat & Naser (2018) showed that entrepreneurial leaders in Palestinian pharmaceutical companies navigated external constraints (e.g., blockades, import restrictions) by building networks and investing in human capital to enhance organizational resilience. In the case of Pharmacare Pharmaceuticals, entrepreneurial leadership converted crises into opportunities through product development, market expansion, and internal innovation despite operational constraints.

Entrepreneurial leadership also supports the development of agile HR systems that respond to environmental and market shifts. Yaghi & Yaghi (2014) noted that such leaders promote empowerment and autonomy, boosting morale and organizational loyalty, and creating a fertile ground for SHRM success.

Alabed et al. (2022) also demonstrated that combining entrepreneurial traits with sustainable SHRM practices enhances pharmaceutical supply chain performance and market responsiveness.

Modern literature converges on several key insights:

- HR effectiveness in strategic goal achievement is inseparable from the prevailing leadership style.
- Transformational and entrepreneurial leadership are particularly effective in enabling SHRM by:
 - Integrating HR into high-level policy formation.
 - Promoting innovation and organizational learning.
 - Stimulating employee commitment and engagement.
 - Fostering institutional flexibility.

Hence, in complex contexts like Palestine, the enabling role of strategic leadership extends beyond guidance—it redefines the human capital–strategy interface, bolstering institutional resilience and strategic growth.

2.3 The AMO Model in Supporting Organizational Performance

The Ability–Motivation–Opportunity (AMO) model is a key conceptual framework in SHRM research, offering a coherent lens to analyze how HR practices enhance both individual and organizational performance. Its appeal lies in its theoretical clarity and analytical depth (Bos-Nehles et al., 2014; Alabed et al., 2022).

The model proposes that performance results from the interaction of three factors:

1. Ability

Refers to an employee's skills, expertise, and competencies. It can be enhanced through:

- Hiring candidates with specialized qualifications, particularly relevant in pharmaceutical roles.
- Designing continuous training programs aligned with technological and organizational shifts.

Alabed et al. (2022) found that organizations using strategic, needs-based training systems reported better operational quality and environmental responsiveness.

2. Motivation

This refers to the internal and external drivers that push employees to utilize their capabilities, including:

- Fair, performance-linked reward systems.
- Cultures of appreciation and recognition.
- Positive work environments that foster belonging.

Khan et al. (2019) confirmed that tangible and intangible incentives tied to strategic goals improve productivity and reduce employee turnover.

3. Opportunity

This concerns employees' ability to contribute to decision-making and innovation, enabled through:

- Job designs that foster autonomy and creativity.
- Effective internal communication that connects employees with leadership.
- Teamwork and participative practices.

Bos-Nehles et al. (2014) noted that organizations granting employees autonomy and participation demonstrated superior innovation and organizational agility—critical traits in volatile environments like Palestine.

2.4 Strategic Leadership's Role in Activating the AMO Model

Successful AMO implementation requires an enabling environment fostered by strategic leadership. As highlighted by Zhu et al. (2005) and Alabed et al. (2022), transformational and entrepreneurial leadership contribute by:

- Steering training policies toward strategically critical competencies.
- Aligning incentive systems with institutional priorities.
- Broadening employee participation in operational and strategic decisions.

In Palestine, the AMO model is crucial for institutional sustainability. Given limited external resources, pharmaceutical firms must rely on human capital, which can only be fully mobilized through a leadership-enabled AMO framework.

Thus, the AMO model is not a discretionary HR tool, but a strategic imperative in turbulent, competitive environments—and its effectiveness depends on leadership that values human capital and integrates SHRM with environmental and market demands.

2.5 Empowering Strategic Human Resource Management (SHRM)

In fast-changing business environments, HRM is no longer a purely administrative function but a strategic partner in capability-building and competitive positioning. Modern SHRM empowerment involves full integration into strategic decision-making, resource allocation, and structural elevation within the organizational hierarchy (Bos-Nehles et al., 2014).

A. Dimensions of Strategic Empowerment:

- **Structural Empowerment:** Ensuring HR is represented in executive structures and strategic committees, especially in areas like innovation and change management.
- **Operational Empowerment:** Allocating sufficient financial, technical, and human resources to execute development initiatives.
- **Cultural Empowerment:** Embedding values that recognize human capital as a competitive asset and encourage participatory decision-making.

Bos-Nehles et al. (2014) argued that such empowerment enables HR to move beyond its traditional scope and become a true strategic actor.

B. Strategic Leadership as the Main Enabler:

Transformational and entrepreneurial leadership is key to creating the enabling conditions for SHRM through:

- Strategic vision valuing HR as a core element of success.
- Resource provision for HR-led training and development.
- Performance appraisal and reward systems aligned with strategic objectives.

Alabed et al. (2022) found that transformational leadership promoting "green" practices inspired HR to adopt sustainable measures, directly improving supply chain performance and institutional resilience.

C. Empowerment in the Arab and Pharmaceutical Context:

In developing economies' pharmaceutical sectors, SHRM empowerment is not a luxury—it is a strategic necessity. Firms in these sectors face:

- External pressures (e.g., political and economic constraints).
- Internal challenges (e.g., weak administrative systems, siloed functions).

Case studies, like Pharmacare Pharmaceuticals in Palestine, showed that empowered HR enabled organizational innovation and resilience—especially under visionary entrepreneurial leadership (Barakat & Naser, 2018).

D. Linking Empowerment to Strategic Performance:

Modern studies link SHRM empowerment to:

- **Institutional Innovation** via employee skill development.
- **Organizational Flexibility** through proactive workforce preparation.
- **Overall Performance** through streamlined operations and customer satisfaction.

Khan et al. (2019) and Bos-Nehles et al. (2014) concluded that HR practices yield tangible outcomes only when backed by strategic leadership that provides space for real impact.

In volatile settings like Palestine, SHRM empowerment is a cornerstone of survival and transformation—central to moving beyond traditional bureaucracy and toward innovation-driven resilience.

2.6 Application in the Palestinian Context

Palestine presents one of the most complex political and economic environments globally. Institutions, including pharmaceutical firms, face intertwined challenges affecting their administrative capacity and strategic efficiency (Ayyash et al., 2019).

A. Strategic Leadership as a Survival Imperative:

In such a context, strategic leadership is not just an advantage—it is existential. Leaders must:

- Maintain long-term vision amid instability.
- Exhibit flexibility in decision-making.
- Mobilize human resources and build internal trust.

Barakat & Naser (2018) documented how strategic leadership helped firms like Pharmacare Pharmaceuticals attract investment and pursue growth despite systemic constraints.

B. Weak Formal HR Practices as a Development Barrier:

Most Palestinian pharmaceutical firms still follow traditional HRM models focused on administration rather than strategic alignment. Ayyash et al. (2019) highlighted:

- Absence of strategic performance appraisal systems.
- Weak long-term training programs.
- Minimal HR involvement in decision-making.

This limits institutional competitiveness and hinders sustainable advantage development.

C. The Impact of Leadership Awareness of HR's Role:

Strategically aware leaders can:

- Stimulate innovation under pressure.
- Cultivate learning and adaptable organizational cultures.
- Forge community and knowledge-based partnerships.

Barakat & Naser (2018) noted how informal networks, low-cost training, and flexible structures enabled performance gains despite adverse conditions.

D. SHRM Empowerment as a Transformational Lever:

Strategic SHRM empowerment—embedding HR into core strategy and resourcing—can be a powerful change driver. Alabed et al. (2022) showed that "green" transformational leadership fostered supply chain improvements through HR-partnerships, offering a scalable model for Palestine's pharmaceutical sector.

In summary, Palestine's pharmaceutical firms require extraordinary leadership capable of mobilizing human capital despite resource scarcity, fostering a cultural shift that positions SHRM at the heart of strategic design—thereby enabling innovation, resilience, and sustainable growth amid ongoing instability.

2.7 Previous Studies

Study by Alabed, Mansour, & Al-Qudah (2022): This study aimed to analyze the impact of green transformational leadership on enhancing human resource performance and environmental sustainability within pharmaceutical companies in Saudi Arabia. It adopted a descriptive-quantitative approach using a questionnaire to measure the relationship between leadership styles and sustainable HRM practices. The sample consisted of 210 mid- and senior-level employees across five Saudi pharmaceutical firms.

The results revealed that green transformational leadership significantly contributes to enhancing HR capacity in adopting sustainable practices and that the empowerment of HRM serves as a key mediating variable in the relationship between leadership and environmental performance. The study recommended integrating HR into strategic planning processes to amplify institutional impact.

Study by Barakat & Naser (2018): This study sought to understand the role of entrepreneurial leadership in building organizational resilience in Palestinian companies, with a specific focus on the pharmaceutical industry. A qualitative case study approach was employed, analyzing the experience of Pharmacare Pharmaceuticals as a successful model operating under complex political and economic constraints. Data were collected through in-depth interviews with ten senior executives and internal document analysis.

Findings showed that leadership characterized by entrepreneurial vision and the ability to manage risk and scarce resources contributed to organizational innovation and crisis resilience. The study highlighted the importance of integrating HRM as a strategic partner to overcome institutional challenges and enhance adaptive capacity.

Study by Khan, Khan, & Khan (2019): This study aimed to assess the relationship between transformational leadership and employee performance in technologically intensive industrial organizations, employing a quantitative survey method. Data were collected via questionnaires distributed to a sample of 275 employees in Pakistani industrial firms, and analyzed using multiple regression models.

The results indicated a positive correlation between transformational leadership and job satisfaction, individual performance, and organizational commitment. The study further demonstrated that institutional empowerment practices amplify the effectiveness of transformational leadership, particularly in dynamic and unstable operational environments.

Study by Ayyash, Barakat, & Naser (2019): This study explored the factors influencing the performance of Palestinian pharmaceutical companies, with an emphasis on institutional, leadership, and human resource variables. It adopted a descriptive-analytical methodology based on field surveys distributed to 180 employees across various departments in local pharmaceutical firms.

The findings revealed that the Palestinian work environment is marked by significant political and organizational instability, necessitating adaptive and strategic leadership styles. The study also showed that weak HR practices—such as limited training, poor strategic recruitment, and ineffective performance management—are among the primary constraints limiting firms' effectiveness. It recommended activating the strategic role of HR through leadership aware of the unique challenges in the Palestinian context.

Study by Bos-Nehles, Bondarouk, & Nijenhuis (2014): This study investigated the relationship between the implementation of HRM practices and organizational performance, focusing on the role of leadership empowerment in facilitating successful implementation. A quantitative approach was used, drawing from a sample of 118 industrial organizations across Europe, including both employees and managers at different hierarchical levels.

The results indicated that the mere design of advanced HRM practices is insufficient to enhance performance; rather, such practices must be supported by empowering strategic leadership that integrates HR into the decision-making process. The study highlighted that institutional empowerment directly affects the HRM's capacity to execute strategic tasks.

Study by Maziti, Chinamania, & Marange (2018): This study examined the relationship between strategic leadership, innovation, and competitive advantage in small enterprises in South Africa. Using a quantitative methodology, the research was based on a sample of 150 small and medium-sized enterprises from various sectors. The findings established a strong positive link between strategic leadership and innovation practices in HR and marketing, which contributed to noticeable competitive advantages. The study emphasized that leadership which engages employees, encourages initiative, and supports organizational learning fosters a performance- and innovation-enhancing environment.

Study by Reed (2019): This study aimed to identify the most effective leadership strategies for improving employee engagement in the information technology sector. A qualitative methodology was applied, relying on semi-structured interviews with 15 leaders from U.S.-based tech companies.

The results showed that leaders who involved HR departments in the planning and execution of organizational change achieved higher levels of employee loyalty and engagement. The study underscored the importance of empowering HR as a strategic partner in managing human capital, rather than relegating it to a purely administrative role.

Commentary on Previous Studies

The reviewed literature—spanning both Arab and international contexts—consistently underscores that empowering Strategic Human Resource Management (SHRM) cannot be achieved in isolation from conscious strategic leadership that recognizes the value of human capital in realizing institutional objectives. Multiple studies reiterated that transformational and entrepreneurial leadership styles are critical in integrating HR into planning and implementation processes and in providing the necessary institutional support for their success.

Moreover, the literature highlighted the importance of adapting leadership and HR strategies to local contexts. Palestinian studies, in particular, emphasized the distinct challenges of operating in a turbulent environment that requires leadership marked by vision and empowerment capability.

Despite the diversity of methodologies and samples, the findings converge on the interactive relationship between leadership and HRM as a central pillar for achieving effective performance and institutional innovation. This convergence further validates the theoretical foundations of the present study and its emphasis on strategic leadership as a facilitator of SHRM within the complex Palestinian pharmaceutical sector.

3. METHODOLOGY AND PROCEDURES

This section presents the applied part of the study, aiming to analyze the field data and interpret the responses of employees in Palestinian pharmaceutical companies regarding the role of strategic leadership in empowering Strategic Human Resource Management (SHRM) to achieve strategic goals. The study adopted the descriptive-analytical approach, as it is the most suitable for describing the phenomenon under investigation and analyzing its various dimensions, with the goal of developing a comprehensive understanding of the relationship between strategic leadership styles and HR empowerment within the Palestinian industrial context.

A scientifically validated questionnaire was developed as the primary data collection tool, encompassing key dimensions that assess aspects of strategic leadership (transformational, entrepreneurial, enabling, and participatory) in addition to indicators measuring the empowerment of SHRM and its reflection on achieving the company's strategic goals in terms of performance, innovation, and organizational sustainability. Data were analyzed using the SPSS software package, with a combination of descriptive and inferential statistical tools, such as means, standard deviations, t-tests, and ANOVA, employed to test the hypotheses and extract statistically significant results.

3.1 Research Methodology

The study relied on the descriptive-analytical method to examine the nature of the relationship between strategic leadership and the empowerment of SHRM and to analyze the impact of this relationship on achieving strategic objectives in Palestinian pharmaceutical companies. This methodology is appropriate for the study's goal of understanding the organizational reality through the collection and quantitative analysis of field data based on rigorous scientific criteria.

A structured questionnaire was developed as the main data collection tool, designed in alignment with modern theoretical frameworks such as the AMO model and Human Capital Theory. It included a set of items distributed across axes that measure strategic leadership dimensions, HR empowerment, and indicators related to achieving strategic goals.

3.2 Population and Sample of the Study

The study population consists of administrative and supervisory staff in officially registered pharmaceutical companies operating in the West Bank and Gaza Strip. A stratified random sample was selected, totaling 185 employees, of which 182 valid questionnaires were retrieved and deemed suitable for statistical analysis, representing a response rate of 98.4%.

The sample size was determined using sample size tables for finite populations to ensure a 95% confidence level and a maximum margin of error of $\pm 7\%$. This sample size is considered sufficient for conducting statistical analyses and generating generalizable results.

Table (1): Distribution of Sample by Demographic and Professional Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	114	62.6%
	Female	68	37.4%
Educational Level	Bachelor or below	129	70.9%
	Postgraduate	53	29.1%
Years of Experience	Less than 5 years	47	25.8%

	5 to 10 years	76	41.8%
	More than 10 years	59	32.4%
Total		182	100%

These distributions indicate a relatively balanced sample in terms of gender and experience. Most respondents hold a bachelor's degree or below (70.9%), while 29.1% have postgraduate qualifications. The largest group by experience falls in the 5–10 years range (41.8%), followed by those with over 10 years (32.4%) and those with less than 5 years (25.8%). This diversity enhances the study's representativeness and the generalizability of its findings.

3.3 Research Instrument

The study relied on a validated questionnaire specifically designed to measure the extent to which strategic leadership contributes to empowering SHRM to achieve strategic goals in the Palestinian pharmaceutical sector. The questionnaire was built upon an extensive review of contemporary literature and applied models addressing the relationship between strategic leadership, human capital, and SHRM practices—particularly in politically and economically challenging contexts (e.g., Alabed et al., 2022; Bos-Nehles et al., 2014; Khan et al., 2019).

The instrument included 32 items distributed across four main dimensions that represent the key areas of leadership empowerment for strategic HR practices:

1. Involving HR in Strategic Planning This dimension assesses the extent of HRM involvement in strategic planning processes, participation in setting institutional directions, involvement in strategic committees, and decision-making on policies related to human capital development.

2. Allocating Resources and Organizational Support This dimension addresses leadership's commitment to providing the necessary financial, human, and technological resources to activate HRM as a strategic actor, and its flexibility in supporting organizational infrastructure and updating HR systems in line with strategic goals.

3. Building an Empowerment-Oriented Organizational Culture This dimension focuses on the organizational climate fostered by leadership—particularly participatory culture, talent appreciation, support for individual initiatives, learning opportunities, and active employee engagement in performance enhancement and sustainability.

4. Adopting Transformational/Entrepreneurial Leadership Styles This dimension measures the adoption of modern leadership approaches that encourage innovation, positive change, and long-term vision through inspirational motivation, participatory problem-solving, and fostering a culture of excellence.

The questionnaire employed a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree," allowing flexible and accurate measurement of attitudes.

The instrument underwent academic validation by a panel of experts in strategic management and leadership to ensure item relevance, clarity, and alignment with theoretical constructs. Data were analyzed using SPSS to compute means, standard deviations, and statistically significant differences across demographic variables (gender, education, experience), supporting hypothesis testing and answering the research questions.

3.4 Psychometric Properties of the Instrument

To ensure the validity and reliability of the instrument in measuring the role of strategic leadership in empowering SHRM and achieving strategic goals, several psychometric tests were conducted:

1. Face Validity The questionnaire was reviewed by a panel of experts in leadership, HRM, and strategic management, who assessed the relevance and clarity of the items within the four theoretical dimensions. Based on their feedback, necessary revisions were made to improve the precision and comprehensiveness of the items, enhancing face validity.

2. Content Validity A pilot test was conducted on a sample of employees from pharmaceutical firms not included in the main study. Participants evaluated item clarity and relevance to the four dimensions. Both qualitative and quantitative feedback were analyzed, and expert agreement exceeded 80%, indicating a high level of content validity.

3. Reliability (Internal Consistency)

Verifying the reliability of the research instrument represents a fundamental step in ensuring the consistency and stability of its performance in measuring the intended constructs. In this study, internal consistency reliability was assessed for the questionnaire developed to measure the dimensions of strategic leadership's role in empowering Strategic Human Resource Management (SHRM). The evaluation was conducted using Cronbach's Alpha coefficient, which is one of the most widely recognized and applied methods in quantitative research for assessing internal consistency.

The results revealed that the instrument demonstrates a high level of reliability, ranging from acceptable to excellent across the four main dimensions. Specifically, the Cronbach's Alpha for the dimension of involving human resources in strategic planning was 0.753, indicating good reliability. For the dimension of resource allocation and organizational support, the value reached 0.788, also within the good range. The dimension concerning the development of an empowerment-oriented organizational culture scored 0.767, while the dimension of adopting a transformational or entrepreneurial leadership style achieved 0.793, which falls into the very good category. Most notably, the overall reliability coefficient for the full questionnaire, which comprised 32 items distributed equally among the four

dimensions, reached 0.912. This value signifies a very high degree of internal consistency and suggests that the instrument reliably measures the phenomenon under study.

These reliability coefficients confirm the strong internal structure of the instrument and indicate that its items are coherently linked to their respective theoretical constructs. Furthermore, the results reflect the sound methodological design of the instrument, its alignment with the theoretical framework adopted in the study, and the appropriateness of its item distribution across the four dimensions. Such high reliability ensures the instrument's effectiveness in collecting accurate and valid data in the field, thereby reinforcing the robustness of the statistical analyses and enhancing the credibility and generalizability of the study's conclusions and recommendations.

Table (2): Cronbach's Alpha Reliability Coefficients for Questionnaire Dimensions

Dimension	No. of Items	Alpha (α)	Reliability Level
HR Involvement in Strategic Planning	8	0.753	Good
Resource Allocation and Organizational Support	8	0.788	Good
Empowerment-Oriented Organizational Culture	8	0.767	Good
Transformational/Entrepreneurial Leadership	8	0.793	Very Good
Overall Instrument	32	0.912	Excellent

These results confirm that the instrument demonstrates high internal consistency, ensuring confidence in the reliability of the collected data for subsequent statistical analysis and interpretation.

3.5 Study Variables

The study included two main types of variables to examine the impact of participants' demographic and professional characteristics on their perception of the role of strategic leadership in empowering SHRM within pharmaceutical companies:

1. Independent Variables:

These include the participants' demographic and professional traits:

- **Gender:** Male, Female
- **Years of Experience:** Less than 5 years, 5–10 years, More than 10 years
- **Educational Level:** Bachelor or below, Postgraduate

2. Dependent Variables:

These are the four dimensions measuring SHRM empowerment through strategic leadership practices:

- Involvement of HR in strategic planning
- Allocation of resources and organizational support
- Building an empowerment-based organizational culture
- Adopting transformational/entrepreneurial leadership styles

These dimensions reflect the level of empowerment granted by strategic leadership to HRM and its contribution to achieving institutional strategic objectives. The relationship between these variables was statistically examined in light of the independent variables mentioned.

3.6 Statistical Methods

The study data were analyzed using a range of statistical methods appropriate for the research objectives and variable types via the Statistical Package for the Social Sciences (SPSS). Initially, descriptive statistics—such as means and standard deviations—were used to understand the trends in participants' responses across each SHRM empowerment dimension.

Inferential statistics included:

- **Independent Samples t-test** to detect statistically significant differences in responses by **gender** and **educational level**.
- **One-Way ANOVA** to identify differences across **years of experience**.
- **Scheffé post hoc test** to examine the specific group differences after identifying significant ANOVA results.

These statistical techniques are appropriate for the study's descriptive-analytical design, enabling robust interpretation of the relationships and differences between independent variables and their influence on dependent SHRM empowerment indicators.

4. Study Results

The study results are presented based on the responses of the sample participants regarding the dimensions of strategic leadership and its role in empowering Strategic Human Resource Management (SHRM). The data collected through the questionnaire, designed to measure four dimensions—HR involvement in strategic planning, resource allocation and organizational support, building an empowerment-based institutional culture, and adopting a transformational/entrepreneurial leadership style—were analyzed accordingly. The means of each dimension were interpreted based on the interpretive standard adopted in similar studies (Alawneh, Y., 2022), which classifies the levels of impact as follows:

- Above 3.5: High level of impact
- From 2.5 to 3.49: Moderate level of impact

- Below 2.5: Low level of impact

Based on this criterion, the results were analyzed to determine participants' perception of the importance of strategic leadership in empowering SHRM, as well as to identify statistically significant differences in these perceptions based on gender, years of experience, and educational qualification. These results contribute to presenting an accurate picture of leadership practices within Palestinian pharmaceutical companies and highlight the strengths and weaknesses in the relationship between leadership and SHRM.

First Question: What is the role of strategic leadership in empowering SHRM to achieve strategic objectives in Palestinian pharmaceutical companies?

Means and standard deviations were extracted for the sample's responses regarding the role of strategic leadership in empowering SHRM to achieve strategic objectives in Palestinian pharmaceutical companies and were compared against the predetermined interpretive levels. Table (3) presents the results related to each dimension of the study.

Table (3): Means and Standard Deviations Regarding the Role of Strategic Leadership in Empowering SHRM to Achieve Strategic Objectives in Palestinian Pharmaceutical Companies

Dimension	Mean	Standard Deviation	Result
HR involvement in strategic planning	3.93	0.501	High
Resource allocation and organizational support	3.91	0.557	High
Building an empowerment-based institutional culture	3.91	0.514	High
Adopting transformational/entrepreneurial leadership	3.94	0.479	High
Overall role of strategic leadership in empowering SHRM to achieve strategic objectives	3.92	0.439	High

The results showed that all dimensions were within the high-impact level, with mean scores ranging between 3.91 and 3.94. This indicates a high level of awareness among the participants regarding the role of strategic leadership in enhancing the empowerment of SHRM within the pharmaceutical business environment. The dimension "adopting a transformational/entrepreneurial leadership style" recorded the highest mean (3.94) with a standard deviation of (0.479), followed by "HR involvement in strategic planning" with a mean of (3.93). The dimensions "building an empowerment-based institutional culture" and "resource allocation and organizational support" both recorded a mean of (3.91). The overall mean of the empowering role of strategic leadership in SHRM was (3.92), reflecting a high level of strategic leadership impact on SHRM in achieving organizational goals.

These results can be attributed to the organizational nature of Palestinian pharmaceutical companies, which operate in a complex environment requiring conscious leadership capable of motivating human capital and directing it towards achieving flexible and innovative strategic objectives. The findings indicate that when strategic leadership practices are based on genuine HR involvement in planning, institutional support, and the adoption of transformational and entrepreneurial leadership styles, they contribute to enhancing the position of HRM as an effective partner in formulating and implementing the organization's strategic direction.

These results are consistent with the findings of Alabed et al. (2022), which showed that transformational leadership in Saudi pharmaceutical companies contributed to activating green HRM practices and enhancing sustainable performance. They also align with the study by Bos-Nehles et al. (2014), which demonstrated that the effectiveness of SHRM implementation is directly linked to leadership empowerment in terms of resources, cultural, and institutional support. Similarly, the current results confirm the conclusions of Barakat & Naser (2018) in the Palestinian context, where entrepreneurial leadership contributed to organizational resilience through investment in human capital and expanding its authorities.

Accordingly, it can be stated that the presence of strategic leadership with a clear vision and integrated empowering roles is a fundamental factor in raising the efficiency of SHRM and enhancing its ability to contribute to achieving institutional objectives, particularly in vital sectors that require dynamic responsiveness, such as the pharmaceutical sector.

Second Question: Are there statistically significant differences at the level ($\alpha < 0.05$) in the sample's perceptions of the role of strategic leadership in empowering SHRM attributed to gender?

To answer this question related to the gender variable, the Independent Samples T-test was used. Table (4) presents the results:

Table (4): Independent Samples T-test for Significance of Differences in the Study Sample's Responses Regarding the Role of Strategic Leadership in Empowering SHRM Attributed to Gender

Dimension	Gender	N	Mean	Std. Deviation	t	Sig.
HR involvement in strategic planning	Male	114	3.93	0.557	0.062	0.950
	Female	68	3.93	0.394		
Resource allocation and organizational support	Male	114	3.94	0.601	0.964	0.336

	Female	68	3.86	0.475		
Building an empowerment-based institutional culture	Male	114	3.85	0.561	- 2.254	0.125
	Female	68	4.02	0.405		
Adopting transformational/entrepreneurial leadership	Male	114	3.94	0.504	- 0.045	0.964
	Female	68	3.94	0.437		
Overall role of strategic leadership in empowering SHRM to achieve strategic objectives	Male	114	3.92	0.488	- 0.340	0.734
	Female	68	3.94	0.344		

As shown in Table (4), the differences in mean scores between males and females across all dimensions did not reach the level of statistical significance ($\alpha < 0.05$). The t-values ranged between (0.062) and (-2.254), and all significance values (Sig.) were above 0.05. For example, in the dimension of "HR involvement in strategic planning", both males and females had nearly identical mean scores (3.93), with a significance value of (.950), which is not statistically significant. Similarly, for the dimension "Adopting a transformational/entrepreneurial leadership style", the t-value was (-0.045) and the Sig. was (.964), also indicating no significant difference. The overall mean score for the strategic leadership role was (3.92) for males and (3.94) for females, with a non-significant difference (Sig. = .734).

These results indicate that there are no statistically significant differences attributed to gender in the participants' perceptions regarding the role of strategic leadership in empowering SHRM within Palestinian pharmaceutical companies. This can be interpreted as both males and females, working within the same organizational environment, sharing a common perception of the prevailing leadership style and HR empowerment mechanisms due to their exposure to the same institutional policies and systems, regardless of gender.

These findings are consistent with those of Khan et al. (2019), who reported no substantial gender-based differences in evaluating transformational leadership practices in industrial institutions. They also align with Bos-Nehles et al. (2014), who emphasized the inclusive effect of strategic leadership on the work environment, irrespective of employees' demographic characteristics.

Accordingly, the results of this analysis confirm that the perception of the role of strategic leadership in empowering SHRM is generally shared among employees and is not influenced by gender differences. This reflects a degree of homogeneity in professional experiences and organizational awareness between males and females within the Palestinian pharmaceutical sector.

Third Question: Are there statistically significant differences at the level ($\alpha < 0.05$) in the sample's perceptions of the role of strategic leadership in empowering SHRM attributed to educational qualification?

To answer this question related to the educational qualification variable, the Independent Samples T-test was used to compare the responses of participants from two qualification levels: Bachelor's degree or below, and postgraduate degrees. The results are presented in Table (5):

Table (5): Independent Samples T-test for Significance of Differences in the Study Sample's Responses Regarding the Role of Strategic Leadership in Empowering SHRM Attributed to Educational Qualification

Dimension	Qualification	N	Mean	Std. Deviation	t	Sig.
HR involvement in strategic planning	Bachelor or below	129	3.91	0.394	- 1.241	0.216
	Postgraduate	52	4.01	0.684		
Resource allocation and organizational support	Bachelor or below	129	3.96	0.460	1.577	0.117
	Postgraduate	52	3.81	0.727		
Building an empowerment-based institutional culture	Bachelor or below	129	3.91	0.477	- 0.157	0.875
	Postgraduate	52	3.93	0.584		
Adopting transformational/entrepreneurial leadership	Bachelor or below	129	3.94	0.448	- 0.140	0.889
	Postgraduate	52	3.95	0.551		
Overall role of strategic leadership in empowering SHRM	Bachelor or below	129	3.93	0.382	0.061	0.951
	Postgraduate	52	3.93	0.546		

The third question aimed to test the existence of statistically significant differences at the level ($\alpha < 0.05$) in the participants' perceptions of the role of strategic leadership in empowering SHRM attributed to their educational qualification. As shown in Table (5), the differences in means between the two groups were relatively close across all

dimensions, and no statistically significant differences were recorded, with all significance values (Sig.) exceeding 0.05.

For instance, in the dimension "HR involvement in strategic planning", the mean for those with a bachelor's degree or lower was (3.91), while it was (4.01) for those with postgraduate degrees, with a non-significant value (Sig. = .216). Similarly, the overall mean score for the role of strategic leadership in empowering SHRM was identical between the two groups (3.93), with a non-significant t-value (0.061) and significance level (Sig. = .951).

These results indicate that there are no statistically significant differences attributed to educational qualification in the perceptions of the participants regarding the role of strategic leadership in empowering SHRM in Palestinian pharmaceutical companies.

This can be attributed to the fact that participants, regardless of their academic qualifications, share the same professional environment and are subject to the same leadership systems and institutional policies. Moreover, leadership practices in this context appear to rely more heavily on organizational and institutional factors rather than individual academic attainment. It is also possible that ongoing interaction in the work environment contributes to harmonizing perceptions among employees with different qualifications.

This finding is consistent with the conclusions of Bos-Nehles et al. (2014), who emphasized that the effectiveness of SHRM is more closely linked to institutional empowerment mechanisms and effective strategic leadership rather than employees' academic levels. Alabed et al. (2022) also supported this notion, showing that leadership support and an enabling environment directly influence HR performance, regardless of educational background.

Therefore, the results of this analysis confirm that educational qualification is not a determining factor in individuals' perceptions of the role of strategic leadership in enhancing the empowerment of SHRM, reflecting a degree of perceptual homogeneity among employees within the Palestinian pharmaceutical sector.

Fourth Question: Are there statistically significant differences at the level ($\alpha < 0.05$) in the sample's perceptions of the role of strategic leadership in empowering SHRM attributed to years of experience?

To answer this question concerning the variable of years of experience, a One-Way ANOVA test was conducted to measure differences between the responses of participants categorized into three groups: less than 5 years, 5 to 10 years, and more than 10 years of experience. The results are presented in Table (6):

Table (6): ANOVA Test for Differences in the Study Sample's Responses Regarding the Role of Strategic Leadership in Empowering SHRM Attributed to Years of Experience

Dimension	Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
HR involvement in strategic planning	Between Groups	0.463	2	0.232	0.921	0.400
	Within Groups	45.022	179	0.252		
	Total	45.485	181			
Resource allocation and organizational support	Between Groups	0.771	2	0.386	1.244	0.291
	Within Groups	55.459	179	0.310		
	Total	56.230	181			
Building an empowerment-based institutional culture	Between Groups	0.261	2	0.131	0.491	0.613
	Within Groups	47.582	179	0.266		
	Total	47.843	181			
Adopting transformational/entrepreneurial leadership	Between Groups	0.808	2	0.404	1.776	0.172
	Within Groups	40.744	179	0.228		
	Total	41.553	181			
Overall strategic leadership role in empowering SHRM	Between Groups	0.429	2	0.215	1.114	0.330
	Within Groups	34.468	179	0.193		
	Total	34.897	181			

As shown in Table (6), the ANOVA results indicate that all F-values failed to reach the level of statistical significance (Sig. > 0.05) for any of the study's dimensions or the overall scale. For instance, the dimension "HR involvement in strategic planning" recorded an F-value of (0.921) with a significance level of (Sig. = 0.400), which is not statistically

significant. Similarly, the overall dimension of strategic leadership's role in empowering SHRM yielded an F-value of (1.114) with a significance level of (Sig. = 0.330), also not significant.

These results suggest that there are no statistically significant differences attributed to years of experience in the participants' perceptions of the role of strategic leadership in empowering SHRM within Palestinian pharmaceutical companies.

This outcome can be explained by the nature of the institutional environment in the pharmaceutical industry, which tends to enforce a high degree of standardization in managerial practices and organizational culture, thereby minimizing the influence of years of experience on employees' perceptions. Moreover, effective strategic leadership is typically built on established institutional practices that are implemented uniformly, regardless of employees' experience levels.

This finding aligns with the results of Alabed et al. (2022), which indicated that the effectiveness of strategic leadership in supporting HR depends more fundamentally on institutional culture rather than on personal variables of employees. It is also supported by Bos-Nehles et al. (2014), who emphasized that well-designed SHRM programs lead to consistent outcomes among employees regardless of their professional backgrounds.

Accordingly, these findings reinforce the assumption of institutional perceptual homogeneity regarding the role of leadership in supporting HR within Palestinian pharmaceutical companies, as evidenced by the absence of statistically significant differences based on years of experience.

5. Recommendations

1. Senior leadership in Palestinian pharmaceutical companies should actively involve Human Resource Management (HRM) departments in the formulation of strategic plans, thereby enhancing the alignment of functional goals with long-term institutional objectives.
2. It is essential to provide the necessary financial, technical, and human support for implementing Strategic Human Resource Management (SHRM) practices, particularly in areas such as training, succession planning, and organizational development.
3. Encouraging the creation of a work environment that fosters initiative and creativity by granting employees space to participate in decision-making and recognizing their contributions to improving institutional performance.
4. Training administrative leaders to adopt transformational and entrepreneurial leadership styles, which have proven effective in empowering human resources, increasing their motivation, and enhancing innovation within the organization—especially in challenging environments such as the Palestinian context.
5. Reviewing organizational policies and procedures to ensure the existence of clear mechanisms that integrate strategic leadership with HRM practices in a manner that supports the institution's strategic objectives.
6. Documenting and disseminating successful leadership practices within Palestinian pharmaceutical companies (such as the Pharmacare model) as examples that can be generalized and further developed across other companies in the same sector.
7. Encouraging researchers to conduct future studies that measure the impact of leadership empowerment on other variables such as employee satisfaction, organizational commitment, and both financial and non-financial performance, while expanding the sample size to include other industrial sectors.
8. Designing periodic training programs for executive leaders and HR managers on the latest trends in strategic leadership and SHRM, to ensure the development of sustainable leadership capabilities in the sector.

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