FACTORS AFFECTING MEDICAL REPRESENTATIVE'S JOB PERFORMANCE IN PHARMACEUTICAL INDUSTRY IN UJJAIN REGION

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Abstract

This research attempts to evaluate job satisfaction of medical representatives in different pharmaceutical companies functioning in Ujjain region. This research focuses on the relative importance of job satisfaction issues & their impacts on the by and large job satisfaction of medical sales representatives. It also study the effects of pharmaceutical organization size, work experience, age, and gender differences on the attitudes toward job Satisfaction. The result shows that salary, working hours, working conditions, promotion, job security, fairness, relationship with co-workers and supervisors, efficiency in work, and fringe benefits are the most important factors contributing to job satisfaction. The overall job satisfaction of the medical representatives in pharmaceutical sector is at the positive level. This research paper focuses some of these troubles and presents an actual picture of job satisfaction among employees of pharmaceutical industry. It also identifies unique issues of job satisfaction in the pharmaceutical companies.

Keywords: Job Satisfaction, pharmaceutical companies, Performance, Job Dissatisfaction, Motivation

I. INTRODUCTION

The Pharmaceutical sector plays a vital role in keystone the economic development of a country. The Indian government started to support the growth of drug manufacturing by Indian units in 1960s, and then with the Patents Act in 1970. Hyderabad, Mumbai, Bangalore & Ahmadabad are the major pharmaceutical hubs of our country. The domestic market was worth US$13.8 billion in 2013. The Indian pharmaceutical industry has become the third largest manufacturer in the whole world & is poised to grow into an industry of $20 billion in 2015 from the current turnover of $12 billion. The pharmaceutical sector was valued at US$ 33 billion in 2017. The country's pharmaceutical

industry is expected to expand at a CAGR of 22.4 per cent over 2015–20 to reach US$ 55 billion. India's pharmaceutical exports stood at US$ 17.27 billion in 2017-18 and are expected to reach US$ 20 billion by 2020.

Notes: *CAGR - Compound Annual Growth Rate, 1 – Import from April 2015-December 2015.*
Source: *Department of Commerce India, Department of Pharmaceuticals, India Business News, BMI*

Medical representatives play a central role in many pharmaceutical companies, straddling the boundary between the selling firm and the customer (Doctors, Medical shop owner & stockiest). For some consumers the salesperson is almost synonymous with the firm (BenMoussa, 2005). Medical sales representatives are salesmen responsible for promoting pharmaceutical products to physician of different specialties, leading physicians to prescribe the drug and increase the sales of the company. A medical representative's job is to boost & put up for sale their company's products that's pharmaceutical drugs. Customers can include doctors, nurses and pharmacists. The medical representative will increase product responsiveness, answer queries, ask for suggestion, provide recommendation and introduce new products in market.

Medical representative key responsibilities include:

• Demonstrating or presenting products to healthcare staff including doctors, nurses and pharmacists

- Calling on Doctors with pre-determined frequency to promote, converse, tell again, and sample pharmaceutical brands of the company in their assigned territory.

- Meeting specified number of doctors (usually 12 Dr. per day) by working in a pre-planned region that is decided with help of a weekly/Monthly Tour Plan prepared in advance.

- Meeting chemist to make sure that the brands are easily available near by the doctor's chamber.

- Meeting the company appointed authoritative stockiest/Wholesalers to ensure that sufficient medicine stock is kept for distribution to chemists in his assigned territory

- Submission of every day Reports giving details of whole day's work consisting of names of Drs., retailers, stockiest and so forth.

- Irregular & un preplanned joint working with immediate boss, product executives for greater effectiveness of the calls in their territory.

- Achieving allotted sales targets for every drug of the company.

- To be present in weekly, monthly, quarterly or yearly Sales Review Meetings to discuss sales target against actually achieved sales, product promotion strategies, new launches of drugs .

- Giving response to marketing department about competitor activities

- Attending regular training programs for updating medical as well as pharmaceutical updated knowledge

- Undertaking relevant research

- Meeting both the business and scientific needs of healthcare professionals

- Maintaining detailed records

- Attending and organizing trade exhibitions, conferences and meetings

- Reviewing sales performance

- Writing reports and other documents

- Organizing appointments of Doctors and meetings with community- and hospital-based healthcare staff

- Identifying and establishing new business

Medical Representative's daily life involves continuous field work, travelling, waiting for Dr visits, administrative work, sales pressure, and more. Job of medical representative a rewarding but one has to work very hard as well as mentally demanding. You need to be physically fit, mentally alert & attentive, presentable, punctual, committed, responsive, skilled communicator, and an extrovert person to be able to succeed in the amazing field of Pharmaceutical Marketing.

II.   OBJECTIVE OF THE STUDY

This research focuses to study the factors that affect the pharmaceutical medical representatives performance in both generic and multinational pharmaceutical manufacturing companies in the Ujjain region market. The objective of the study is as follows:

1. To study the level of overall job satisfaction of MRs in Ujjain region.

2. To study the relationship between job satisfaction and consequences like pay & promotion, incentive , working conditions and turnover intention

3. To identify the factors which influence the job satisfaction of MRs

4. To identify the factor which improves the satisfaction level of MRs?

5. This study is helpful to that organization for conducting further research.

6. It is helpful to identify the employer's level of satisfaction towards welfare measure.

7. This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.

8. To know the working condition of medical representatives.

III. REVIEW OF LITERATURE

Regardless of the fact that Medical representatives are the most vital factor in promoting pharmaceutical products in pharma market, not many studies have focused on medical representatives. On the other hand, there have been few research that handled pharmaceutical industry. Medical representatives are organizational employees or agents who work in the sales department and use personal communication to inform, promote & build relationships with prospects, Doctors and chemists with the aim of convincing them to promote the firm's products and services. Millions of people are engaged in personal selling for firms and organizations globally. Salespersons contribute to their organizations by bringing in income.

Emerging pharmaceutical markets are high growth countries that present eye-catching opportunities for firms (Cavusgil, 1997). They may have inadequate communication, infrastructure & poor transportation facilities, political instability, a weak lawful system, and very less per capital income. Rising markets present huge challenges for marketing because of insufficient market data, poor supply chain management systems, and regulatory barriers (Arnold and Quelch, 1995). Due to these challenges, medical representatives operating in rising markets may face unique pressures in the performing their target. Hence the environment, previous situation and consequences of salesperson job satisfaction in emerging markets may be different as compared to developed markets in American, Europe, Japan etc

Leading Indicating Data (2004), accomplished that representatives who time after time get beyond the waiting room have built a reputation for providing physicians with valuable product information. A recently released survey of 410 physician conducted by World Health quantifies what many already believe: relationships matter. When deciding whether to see a Rep, physician in several practice areas rated their relationships with a Rep "extremely important," more so than the product he or she detailed. The manufacturer's reputation was the least vital factor, across the board. In 'Pharmaceutical Marketing after the Gold Rush', Mukesh Mehta, state that marketing strategy are evolving in terms of introducing novel ways of engaging physicians through refined multi-channel marketing programs that incorporate e-mail, handheld devices, desktop computers, direct mail and face-time.

Kumardatt Ganjare (2011) in his book on 'Pharmaceutical Marketing: Strategies & Practices' has mentioned three main thrust areas for pharma companies for the successful marketing of prescription-based medicines, they are: i) Sales Force- including Medical Representatives, Area Field Managers & Product Management Team, ii) Chemists & Stockiest, and iii) Doctors. , et al. (2002) examined the effects of sales training on the activities of the sales force and found a optimistic and significant influence by the former on the latter. The research article attempted to discover the effects of sales training on sales force activity and customer orientation in the environment of small and medium sized enterprises.

Uday Raj Sharma and Divakar Goli (2012) in their book, 'Pharmaceutical Marketing Management' have stated the unique aspects of marketing prescription medicines. These are:
• Influence of non-buyers i.e. Doctors, on the buying behavior of consumers.

• Authorization powers of physicians- customers need a prescription to purchase prescription medicines.

• Professional licensing required for stocking and selling pharma products.

• Records of every transaction are kept that are specific to Patients, Physician, and Product.

Most pharmaceutical organization depends on medical representatives and a lot of customers consider that the medical representatives are the organization. She/he is the link between the pharmaceutical company and customer (Doctors, stockiest, chemists) and is important in worldwide business. They use specialized sales force to locate prospects, develop them into customers and expand business. Pharmaceutical foreign companies can focus on large cities. Medical sales force enables them to attain other tiny cities although medical sales force is important, it requires high expenditure due to salaries, tour expenses, commissions and bonuses. Companies try because of high costs to boost their medical sales force efficiency. They focus to achieve high efficiency on better selection, inspiration, supervision and training.

The pharmaceutical companies should administrate medical sales force with high professionalism. It should utilize effective medical salespersons, educate them to improve their skills, pharmaceutical product knowledge and supervise them to ensure achieving the company's strategic and financial goals. An international medical salesperson should have high qualifications and emotional stability; enjoy tour stipend, flexibility, cultural empathy and working context to ensure his effectiveness. In pharmaceutical field, a medical representative is the image of company and the link with customer. Each pharmaceutical

company focuses on medical representatives' recruitment, selection, training, supervision, promotion and motivation. Recruiting medical sales force in international companies has different forms. The Company in one country may have three sources of salespersons, i.e., local nationals, expatriates and third-country nationals. Share of each type depends on company needs, qualifications and availability

Friedman (2002) has shown that the management learned that managed care did require a focused sales effort, however this was in accumulation to, and not instead of, the detailing effort providing by a large field. Organization managed care demanded more, not less, sales effort, and more multifaceted, not simpler, sales management structure. As the field force has remained the most potent and costly instruments of the pharmaceutical company, it is essential that investment in this tool be optimized.

Ibrahim (2002) tried to emphasize the pressure of promotional policies on both doctors and pharmacist behaviors toward the use of drugs in Jordan. He studied the pressure of each promotional policy on the behavior of the doctors and pharmacists toward prescribing the generic products.

Al-Dmour and Al-Awamleh (2002) examined the effects of transformational and transactional headship of sales managers on sales people's self- perceived satisfaction and performance. The moderators were: self-efficacy, self-worth and leadership deposition of salespeople. Results provided clear support for the belief that transformational and transactional leadership styles are not opposite ends of a continuum, but they have a closer relation. In addition, leaders to be victorious they need to exhibit the two aspects of both at the same time. Lloyd, and Newell (2001) presented research conclusion from a case study of a company's pharmaceutical sales force working in the United Kingdom and Ireland. They explore how changes in the nature of the consumer and the competitive environment are affecting the way management are structuring the work process and the nature of skills required. A central focal point is whether these changes are pushing management to increase the skills and knowledge of sales representatives or are encouraging the use of a more rigid and less autonomous form of work business. The study concluded that the changing natures of the consumer and developments in the pharmaceutical industry have led management at Pharmacy to restructure the work of their medical sales force. The policies adopted have emphasized the technical capability of medical representatives' performance (product knowledge, sales planning, etc.), rather than the softer elements (behaviour and appearance) of the worker-customer association establish in many other research. He recommended delegating responsibilities & accountability to sales department within local drug manufacturing company that make it possible for them to arrangement, implement and make use of existed market opportunities in local and worldwide drug markets. He recommended

many things to be implemented with reference to medical salesmen, such as: involving them in taking tasks of their own performance, enhancing their perception, and offering them fair and proper wages.

Brown, and Peterson (1994) studied the effect of functioning hard and smart on the accomplishments and performance of medical sales representatives. They concluded that working tough and smart increases the performance of medical representatives. They also studied many other issues and concluded that the desire to struggle with others and the capacity to perform the tasks have a positive influence on performance. On the other hand, the role conflicts have no unenthusiastic impact on the performance. The researchers suggested the necessity of using these results by the managers in choosing, training; motivating and analyzing their medical sales Representatives. They also recommended that many other factors should be studied in the future.

Mujahed (1992) studied the relation between job satisfaction of the workers in the pharmaceutical factories and job performance, including the following factors: Company policy, quality of supervisors, work relations, work benefits and work conditions. Peterson (1990) emphasized the factors that make the training of sales force become successful and these factors are: set clear objectives for the training, the contents are suitable, methods and technique of the training and qualification of trainer.

According to all mentioned studies, no study has focused directly on Medical sales Representatives in the pharmaceutical manufacturing companies in Ujjain. Most studies emphasized that marketing is the major issue in pharmaceutical companies. Since Medical representatives are one of the major tools of marketing in the pharmaceutical companies, this research will give attention to on the major factors that affect the medical sales representative's job performance.

IV. RESEARCH METHODOLOGY

A exploratory research design with survey method is applied in this study. The researcher has used both the primary and the secondary data for the purpose of this study.

1. Primary Data:

The primary data has been collected from following stakeholders having at least one year of experience in the field of prescription medicines from Ujjain using personal interviews and schedules with the help of structured Questionnaires from & Interview questions-

A) Medical Representatives & Managers (Questionnaires from & Interview questions)

B) Allopathic Practicing Doctors,(Interview questions only)

C) Chemists, (Interview questions only)

D) Stockiest,(Interview questions only)

2. Secondary Data:

Secondary data was collected from-

- Journals of Marketing Management and Commerce,

- Magazines like Pharma Bizz, Express Pharma Pulse, Pharma Chronicle, etc

- Newspapers like Economic Times, Business Standard & other local papers

- Pharmaceutical Marketing, Marketing Management & Research books, etc

- Internet websites related to pharma industry, Govt. of India websites, etc

- Ph.D. Thesis related to pharmaceutical marketing, etc.

3. Sampling Method: The respondents were selected by Simple Random & Purposive Sampling Method from Ujjain

4. Sample Size: i) Doctors-20, ii) Chemists-40, iii) Stockists-30, iv) MRs and Managers-60. Total Sample Size is -150

5. Research Instrument: The data collection was done using personal interviews and schedules from selected Stakeholders using 4 different pre-coded and structured questionnaires & Interview questions were prepared for- i) Doctors(allopathic), ii) Chemists, iii) Stockiest and iv) Medical representatives & their Managers.

5. Data Analysis: Before conducting data analysis, data preparation was done using editing & coding. Close-ended responses were primary coded and quantified; then all of the responses are tabulated and analyzed. After the data was collected by the methods above, it was methodically analyzed. This was done by writing all the key things in a orderly order, as is done in a questionnaire (survey) designing. After screening the key themes, the views and answers were noted down. Then different responses were analyzed & studied for each question and answer. For the analysis and interpretation of data following tools and methods are used: Coding, tabulation, classification, percentage & average and graphs / pie-charts. The responses of open ended questions were categorized in to groups and then analyzed methodically correlating with the objectives and the hypotheses. After a pilot test was conducted on 10 MRs, the question items were edited to draft the final survey tool. Using the 150 collected surveys, validity and reliability analyses were conducted to verify the tool.

V. RESULTS AND ANALYSIS

Pharmaceutical companies in Ujjain started to grow in number at present there is a cut throat competition among top pharmaceutical companies in Ujjain with the native as well as Multinational companies but there are certain issues that are concerning the growth of pharma companies in Ujjain. These are:

- Mandatory licensing and failure of new patent system.
- Regular power cuts and inadequate infrastructure so they need to outsource medicine which increases the transportation cost..
- Restricted funding.
- Regulatory hindrances that lead to the delays in the launch of new drug or pharma product.
- Too many small as well as big pharmaceutical companies and excessive competition.

Table 1. Top 10 pharmaceutical companies in Ujjain 2018

S.no	Company
1	Ranbaxy Laboratories Ltd
2	Cipla Ltd
3	Dr. Reddy's Laboratories Ltd
4	GlaxoSmithKline Pharmaceuticals Ltd
5	Nicholas Piramal India Ltd
6	Lupin Ltd
7	Cadila Healthcare Ltd
8	Aurobindo Pharma Ltd
9	Sun Pharmaceutical Inds
10	Wockhardt Ltd

Source: Wikipedia

Table 2. Medical representative final sample distribution

Companies representative contacted	Companies representative excluded	Companies representative refused to fill questionnaires	Final representative sample	Expected numbers to receive	Actual number received
78	5	8	65	63	60

1. Some companies appear to have less than 3 medical sales representatives in its team (in this case all available medical sales representatives were included despite the final number of

them was below 3). So the total number of the sample is (60) medical sales representatives as Table (2) shows

The total samplesize was 60 medical sales representatives from different companies; 15 of each generic and multinational companies.

• Five pharma companies were excluded. The reason was that they were depend on an agent to market and distribute their products.
• 8 companies representatives refused to fulfil the questionnaire mainly because it was against their policies, two were generics and 6 were multinationals
• About (63) questionnaires were expected; but only 60 were actually received.

Table 3. Distribution of subjects according to age(in years).

Age(in years)	Frequency	Percentage (%)
20 to 25	20	33.33%
26 to 30	18	30%
31 to 35	12	20%
35 to 40	4	6.66%
41 & above	6	10%
Total	**60**	**100%**

Table (3) shows the distribution of sample according to age; where about 33.33% of the sample is between 20 to 25 years old, 30% are between 26 to 30 years old and 20% are between 31 to 35 years old, but only 6.66% of the sample age 35 to 40 years old, 10% are 41 years & above .

Table 4. Distribution of data according to Medical representative educational level.

Qualifications	Frequency	Percentage (%)
Bachelor degree	45	75%
Masters degree	15	25%
Total	**60**	**100%**

Results shown in Table (4); the distribution of sample according to educational level; indicate that the highest number of representatives. have bachelor degree (75%) including, while medical sales representatives who have master degree are only 25%.

Table 5. Distribution of subjects according to gender.

Gender	No of Medical Representatives	Percentage
Male	56	93.33%
Female	4	6.66%
Total	60	100%

The demographic analysis will help in giving an overall picture for the collected sample of (60) medical sales Representatives of different pharmaceutical companies, and at the same time provides a better more detailed study of the sample. The demographic variables included in the questionnaire and will be discussed in this section are gender, age, educational level and marital status. Distribution of sample according to gender (Table (5)) shows that 93.33% of the sample is males, while only 6.66% are females. So despite those females do not occupy more than one quarter of the sample, this result indicates that the percent age of females who are occupying the position of a medical sales representative in the pharmaceutical field is very less.

Table 6. Distribution according to basic salary (monthly).

Salary(monthly) Rs	Frequency	Percentage
10000 - 20000	38	63.33%
21000 - 30000	14	23.33%
31000 above	8	13.33%
Total	**60**	**100%**

For distributing the sample according to basic salary, Table 6 shows that 63.33% MR gets between 10000 - 20000 Rs monthly. 23.33% MR gets 21000 - 30000 Rs & 13.33% gets 31000 Rs or above

Table 7. General work environment
Analysis and interpretation through bar chart:

General work environment		
Analysis and interpretation through bar chart:	No of response	Percentage
Strongly agree	25	41.66%
Agree	8	13.33%
can't say	5	8.33%
disagree	22	36.66%
Total	60	100 %

Interpretation: General work environment is helpful & optimistic agreed by 41.66 medical representatives as well as 13.33% medical representatives are strongly agree whereas 36.66% medical representatives are disagree and 8.33% medical representatives are those who are neither agree nor disagree.

Duties & Responsibilities
Interpretation: About 61% medical representatives are agree, 12% medical representatives are strongly agree whereas 23% medical representatives are disagree with the duties and responsibilities are equally divided among co-workers where 4% medical representatives are neither agree nor disagree.

Refreshment facilities
Interpretation: Basically they all work in field (some time 12 hours a day) maximum pharma companies provide TA/DA by that allowance to received facility 61% medical representatives are agree for providing proper recreation & refreshment facilities in the working place whereas 16% medical representatives are not agree.

Attitude of immediate boss
Interpretation: From the above data surprisingly 52% medical representatives are satisfied with the attitude of supervisor whereas 37% medical representatives are dissatisfied. So, it has evaluated that maximum medical representatives are satisfied with their boss attitude.

Mental & physical work environment
Interpretation: 69% medical representatives said that they are facing problem of workload and overtime whereas, as some doctors take calls in early morning (6 am), 27% medical representatives said that attitude & behaviour of supervisor are not virtuous and only 4%

medical representatives are facing problem of noise. So, from the above data it has concluded that maximum no. of medical representatives are facing such problems of over workload & overtime therefore organisation should adapt such strategies to overcome these problems.

VI. CONCLUSION

Medical representatives not only have to have infinite amounts of patience but you must also be able to entertain yourself with the newspaper, TV or magazines that plague every waiting room in Ujjain. Sometimes medical representatives can wait for hours in that room waiting for the doctor to see him and hear him out, and trying to placate the receptionist and other gatekeepers to let you in will only take up so much time.

Reasons found were dissatisfaction with immediate boss support & unplanned working hours, Management policy and Recognition. Job satisfaction had a moderately, positive relationship with Management policy and a reasonably, negative relationship with long Working hours. The result of the study indicates that over workload, anxiety, overtime, tiredness, monotony are various factors which increases job dissatisfaction among medical representatives. On the other hand excellent working conditions, refreshment & amusement facility, health & protection facility, enjoyable workplace increases the degree of job satisfaction in any working place. Hence, for the success of pharma company in particular Ujjain region. It is vital to accomplish HRM successfully and find whether the work environment is satisfied for medical representatives or not.

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