JOB PERFORMANCE AND JOB SATISFACTION OF SALES FORCE IN PHARMACEUTICAL INDUSTRY OF ANDHRA PRADESH

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Abstract
The purpose of the study is to explore the job performance and job satisfaction of sales force working in pharmaceutical companies located in the state of Andhra Pradesh. Companies spend a considerable amount of time and money on managing sales force rather than on any other promotional activity. It is considered as an inevitable tool as managing sales force is as important as managing business entity. Demographic characteristics such as age, gender, marital status, educational profile, professional experience, family profile were considered as potential determinants that affects the performance and satisfaction level of the sales personnel. A survey was conducted taking 600 as sample size with a sampling unit of sales people distributed across seven sales unions in Andhra Pradesh. The results found that marital status influences on job performance and job satisfaction of the sales force in Pharmaceutical Industry and the data analysis suggested that human resource management should put more efforts to promote gender diversity among sales force and to facilitate the female cluster. The Sales manager has to be proactive in noticing the performance change of the sales person and drive the sales person towards continual improvement by triggering their commitment and participation for the benefit of the firm and customer on a whole.

Key words: Sales force management, Job Satisfaction, Job Performance.

Introduction
The term ‘Sales Force Management’ refers to the direction and control of sales personnel. It has gained much importance owing to the critical role it plays. The American Marketing Association (AMA) defines sales force management as “planning, directing, and controlling of the personal selling activities of a business unit which includes recruiting, selecting, training, assigning, rating, supervising, paying, motivating, as all these tasks apply to the sales-force personnel.

The face of any organization is the sales force. Companies spend a considerable amount of time and money on sales force management rather than on any other promotional activity. However, sales force is an expensive affair and companies are looking forward to managing them in an efficient and effective manner.

On a common parlance the pharmaceutical sales force, known as medical representatives and have been termed as ‘detailers’ because of their role in promoting the "details" about drugs in one-on-one meetings with physicians. Sales force employed by pharmaceutical companies has to persuade doctors to prescribe their drugs to patients. Drug companies send representatives to doctors, to provide product information, answer questions on product use and deliver product samples. The quality of their interaction with doctors becomes the key to the success of Pharmaceutical companies.

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The present study charts to examining the influence of demographic variables on sales force performance in Pharma industry. Analyzing the impact of the demographic factors such as age, gender, educational qualification, marital status, monthly income and determining the impact of these variables could bring several viewpoints in parlance to sales force management. To begin with the actual statement the pharma industry requires competent sales force with improved skills and competencies. It is of a great challenge to a pharma industry that the lives of the people across the globe depend on the drugs it offers to the market. Without getting the in depth purview of the process of medical representatives’ management it could be highly difficult for the industry to sustain in the global competitive environment. This has directed to explore the influence of demographic variables on the performance and satisfaction levels of the sales personnel. Even more the role of sales force in the pharma industry is of highest significance.

In general, the task initiated by the sales personnel rests on the effectiveness of the sales manager. It represents that the sales manager categorizes the sales job, assign sales routes and quotas to a sales personnel and track sales lead. The sales manager held responsible to train, motivate, compensate and direct the sales personnel for the generation of sales lead and promote the companies’ products for the prospects identified.

**Review of Literature**

Sarojkumar Sahoo et al. (2014) in the study conducted to cover the factors leading to satisfaction of Pharmaceutical sales force and impact of sales force satisfaction on selling performance in pharmaceutical industry suggested enormous results. The sample size consisted of 250. Demographic factors such as age, marital status, educational qualification, and annual salary were covered. The self-administered structured questionnaires with five point Likert scale was used to measure the qualitative response of the respondents. The major findings pointed out that the career development, achievement orientation, work conditions and accountability are the actual factors of sales force satisfaction.

Deeter-Schmelz and Sojka et al. (2007) identified that, with rapid industrialization and exponential growth in the services sector, more women are entering the sales positions. This study suggests that the important role individual characteristics such as gender, marital status play as an influencing determinants on sales people motivation and performance. In addition, as in other industrialized countries, the trend toward feminizing the nation’s industrial sales forces has spawned research studies investigating gender-related differences impacting sales force management strategies.

Siguaw and Honeycutt et al. (1995) identified that gender differences in selling, reviewed inevitable findings that female sales representatives report lower job satisfaction, lower role clarity, and greater propensity to leave the organization.
McNeilly et al. (1991) used data from 67 male and 71 female salespersons to explore whether gender and performance moderate the relationship between job satisfaction and intention to leave a job. Questionnaire data showed a tendency for men and women to leave their current sales position because of dissatisfaction with different aspects of the job. Men expressed greater satisfaction than women with pay and opportunities for promotion and less satisfaction with their sales managers. For women, the lower their satisfaction with fellow workers, the greater was their intention to leave. For low performers, the less satisfied they were with the job itself, the greater their desire to leave. Dissatisfaction with company policy led to a greater tendency to leave among low performers.

Need For Study
After thoroughly examining the literature, it was found out that there could be a burning need to conduct research on the demographic influence of sales force performance and job satisfaction especially in the context of pharmaceutical Industry. However, it was observed from the review of literature that the majority of the studies were not done in Indian context and the studies which were done in the Indian context have covered only a few elements like training, motivation and compensation.

Research Methodology
The study employed descriptive research method for designing research frame work, variables and sample type. The sample consists of sales personnel from the pharma industry in Andhra Pradesh. A convenience sample was used in that these sales personnel were approached through the researchers’ personal contacts. The study used both primary and secondary data, secondary data was collected from books, journals and reports accessed at IIM Bangalore and SVU Tirupati digital library sources. The primary data was collected by using well structured questionnaire. The questionnaire was pre -tested with 50 sample respondents in Tirupati sales union.

The study covers seven prominent and highly potential sales unions located in Andhra Pradesh. The study was conducted in those seven sales unions namely Tirupati (100), Kurnool (100), Vijayawada (100), Nellore (100), Visakhapatnam (100), Ananthapur (50) and Kadapa (50).

This study used 5 point Likert scale were employed ranging from 1 to 5 (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree). For the analysis of the data the study used simple percentages and correlation. The data collected from the respondents was systematically tabulated in MS- Excel 2007, coded into SPSS 20 package, analyzed and presented in the tables.
Model of the Study

Hypotheses

- **H₁**: Age of the respondents influence on sale force performance and job satisfaction.
- **H₂**: Educational Qualification of the respondents influence on sale force performance and job satisfaction.
- **H₃**: Overall experience of the respondents influence on sale force performance and job satisfaction.
- **H₄**: Monthly income of the respondents influence on sale force performance and job satisfaction.
- **H₅**: Marital Status of the respondents influence on sale force performance and job satisfaction.

Objective of the Study

1. To identify the demographic factors affecting job performance and job satisfaction of sales force in pharmaceutical industry.
2. To investigate which demographic characteristic influence more on job performance and job satisfaction of sales force in pharmaceutical industry.

Data Analysis and Results

Demographic profile of the respondents

Demos mean people. It refers to the vital and measurable statistics of population. Demographic characteristics such as age, gender, marital status, educational qualification, designation, income and experience are the most popular basic factors for segmenting the sales group. Demographic
variables are generally easier to identify and measure their relationships and their influence over other type of variables. The data collected through 600 complete responses from the sales force of seven selected sales unions of Andhra Pradesh are processed and presented below.

**Demographics:** The demographic characteristics of the respondents collected in the present survey include gender, age, educational qualification, monthly income, experience, marital status. Analytical aspects of these characteristics were reported in table .1, and are worth noting.

**Gender**
The final sample (N=600) was composed of 600 males (100%). This is because of a reason where no sales unions have female as sales representatives or sales officers.

**Age Group**
The majority of the respondents are in the ages from 25 to 30 years. The age of the respondents were collected in open ended question. 348 (58%) respondents were in age group of ‘above 25 and less than 30 years’, 126 (21.0%) in ‘less than 25 years’, 126 (21.0%) in ‘above 30 years’ The major age group of sales force was found to be ‘between 25 to 30 years’.

**Educational qualification**
The majority of respondents’ educational qualification was graduation which amounts to 93% of the total population. 558 (93%) respondents were in having graduation and 42 (7%) were post graduates.

**Marital status**
The majority of respondents were single which amounts to 69% of the total population. 414 (69%) respondents were single and 186 married were accounted to (31%) of the total population.

**Table: 1 Demographic Characteristics of the Respondents**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Groups</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>600</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>600</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>in years</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25</td>
<td>126</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>25 – 30</td>
<td>348</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>Above 30</td>
<td>126</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>600</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduation</td>
<td>558</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>Post-graduation</td>
<td>42</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>600</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Marital Status</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>414</td>
<td>69</td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>186</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>600</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data
Occupational profile of the respondents

Respondents are classified into segments according to their monthly income, present experience and overall experience. Table.2 narrates the income wise and experience wise respondents across the sales unions.

**Monthly Income**

It is evident from the table.2 that, 234(39%) of the respondents are in the income range of less than Rs 20k, 168(28%) are in the range between 50k and less than 30k and 198(33%) accounts more than 30k per month. Among all less than 20k has the highest percentage of respondents in this income group.

**Present Experience**

It is reveals from the table.2 that, 276(46%) of the respondents are having a present working experience in between 2 to 4 years, 162(27%) are having less than 2 years. And 162(27 %) accounts above 4 years of work experience. Among all respondents with present experience of 2 to 4 years is the highest percentage of respondents in this group.

**Overall Experience**

It is reveals from the table.2 that, 354(59%) of the respondents are having an overall working experience of 3 to 6 years, 126 (21%) are having less than 3 years. And 120 (20 %) accounts above 6 years of overall work experience. Among all respondents with overall experience of 3 to 6 years is the highest percentage of respondents in this group.

**Table 2 Occupational Profile of the Respondents**

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Groups</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Monthly Income (in thousands)</strong></td>
<td>Less than 20 k</td>
<td>234</td>
<td>39.0</td>
</tr>
<tr>
<td></td>
<td>20 – 30 k</td>
<td>168</td>
<td>28.0</td>
</tr>
<tr>
<td></td>
<td>Above 30 k</td>
<td>198</td>
<td>33.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>600</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Present Work Experience (in years)</strong></td>
<td>Less than 2</td>
<td>162</td>
<td>27.0</td>
</tr>
<tr>
<td></td>
<td>2 – 4</td>
<td>276</td>
<td>46.0</td>
</tr>
<tr>
<td></td>
<td>Above 4</td>
<td>162</td>
<td>27.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>600</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Overall Work Experience (in years)</strong></td>
<td>Less than 3</td>
<td>126</td>
<td>21.0</td>
</tr>
<tr>
<td></td>
<td>3 – 6</td>
<td>354</td>
<td>59.0</td>
</tr>
<tr>
<td></td>
<td>Above 6</td>
<td>120</td>
<td>20.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>600</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Primary data

A bivariate Pearson Correlation was employed to examine the statistical significant relationships between demographic variables and the factors of job performance and job satisfaction.
Table 3 Demographic influence on sales force performance and job satisfaction

<table>
<thead>
<tr>
<th>Pearson (Correlation Value)</th>
<th>Job Performance</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age of the respondent</td>
<td>-0.188</td>
<td>-0.284</td>
</tr>
<tr>
<td>Educational Qualifications</td>
<td>0.031</td>
<td>0.008</td>
</tr>
<tr>
<td>Overall Experience</td>
<td>0.031</td>
<td>0.008</td>
</tr>
<tr>
<td>Monthly Income</td>
<td>-0.021</td>
<td>-.290**</td>
</tr>
<tr>
<td>Marital Status</td>
<td>.155**</td>
<td>.198**</td>
</tr>
</tbody>
</table>

Note: ** Correlation at 0.01 level, *correlation at 0.05 level
Source: Primary data

From the table 3, it was evident that the age of the respondents with job performance and job satisfaction was negatively correlated and age of the respondents with job satisfaction was also negatively correlated at 0.01 significance levels. The overall experience of the respondents with job satisfaction was negatively correlated at 0.01 significance levels and there was no correlation between the overall experiences of the respondents with job performance. The monthly income of the respondents with job satisfaction was negatively correlated at 0.01 significance levels. The marital status of the respondents with job satisfaction and job performance was positively correlated at 0.01 significance levels. There was no correlation between the educational qualification of the respondents with job performance and job satisfaction. From the table 6.3 it clearly exemplifies that age of the respondents was highly negatively correlated with job performance and job satisfaction where as marital status of the respondents was highly positively correlated with job performance and job satisfaction.

Limitations of the Study

1. The perceptions of the respondents may be biased. The researcher could not consider all the responses given were authentic.
2. The study is limited to selected regions of Andhra Pradesh and the findings may be at variance with other region’s sales force.
3. The study couldn’t cover all the factors significantly influencing the job performance and job satisfaction of sales personnel.

Discussion

- The sample consists of 600 male sales representatives (100%). No female respondents exist due to the reason that there were no female sales personnel and sales supervisors.
- It was observed from the study that 348 (58%) of the respondents were between the age group of 25 and 30 years that shows the sales personnel commitment towards the sales job.
- 93% of the respondents responded that educational qualification affects job performance.
- It was evident from the study that 276 (46%) of the respondents are having a present working experience in between 2 to 4 years.
From the analysis of current study H₅ - Marital Status of the respondents influences job performance and job satisfaction of sales force in selected sales unions of Andhra Pradesh is accepted with 99% level of significance. Except H₅, all hypotheses were rejected based on their significance level.

**Suggestions**

- The sales union selected for the study has to encourage female participation by adopting flexible policies when the pharma business fall under mother care and baby care exclusively.
- It was suggested that the sales manager has to monitor the progress of their assigned sales force by conducting sales meetings often.
- The Sales manager should be pro active in noticing the performance change of the sales person and drive the sales person towards continual improvement.
- To promote professional growth, the sales managers should be held responsible to organize counseling, one – to – one meetings with sales force, motivate the sales force that helps them improve professionally, career planning and development.
- The sales manager of the pharma industry has to be keen on understanding the changing desires and aspirations hat helps them in directing the sales personnel to the targeted sales quotas effectively.

**Scope for Further Research**

There are many avenues for future sales management research in various markets. Salesperson’s business lives are under enormous pressures due to changing environmental conditions. Studying the effect of demographic changes and its impact on sales management practices may explain the broader framework. Along with identifying of demographic characteristics, this study can be extended to other challenging areas like training, motivation, compensation to get deeper insights of valuable information.

**Conclusion**

The research concluded that demographic variables could influence on job performance and job satisfaction of the sales personnel in pharma industry in select sales regions of Andhra Pradesh. Changing demographic characteristics could pose varied set of challenges to a sales manager. The sales manager has to notice the change of performance and job satisfaction of sales personnel ahead of time and make possible adjustments in terms of sales force structure, commitment and improvement. A good sales force structure and commitment allows the sales people to meet the changing demand of the customers’ needs and wants and in turn helps the sales person to sell the firms’ products and services.
References


