Impact of Pay and Promotion on Level of Job Satisfaction of Medical Representatives

Sushil Mavale¹, Dr. Parag Narkhede²
Assistant Professor, Symbiosis center for Management studies, Symbiosis International University, Pune, INDIA
Associate Professor, KCES's Institute of Management & Research (IMR), Jalgaon, INDIA

ABSTRACT
Pharmaceutical industry is heavily dependent on sales representatives. Sales representatives’ performance means organisational performance. There are various factors (like pay, promotion, the work itself, supervision, co-workers, etc) affecting job satisfaction. The objective of this research work is to know the relationship between pay and promotion with job satisfaction of medical representatives from North Maharashtra region. Total of 475 medical representatives were contacted to collect the data. A structured Likert scale was used in the questionnaire. Data was analysed with the help of SPSS. Findings of the study show that medical representatives are just moderately satisfied with the pay and promotion, and not highly satisfied.

Keywords--- Medical representatives, Job satisfaction, Pay and promotion

I. INTRODUCTION
In the age of robotics and automatisation, dependence on employees is getting lesser. However it doesn’t hold the same significance in all the contexts. In today’s times, where organisations are moving from complex environment to lean environment using self service technologies, there are still sectors and jobs which certainly require more of a human interaction and least of self service technologies. Pharmaceutical sales is one of those.

Pharmaceutical sales is labor intensive. It is said that even if you are really good, successful or clever, your business and its prospects are highly dependent on people you hire.(Morita, 1986)

II. PHARMACEUTICAL INDUSTRY
The pharmaceutical industry develops, produces, and markets drugs or pharmaceuticals licensed for use as medications (McGuire, Hasskarl, Bode, Klingmann, & Zahn, 2007). Pharmaceutical industry is basically about producing drugs or medicines which are then dispensed in pharmacies and used in medical treatment (WordWeb, 2014). Worldwide, pharmaceutics have a vast history dating back to the ancient times. Let alone India, we have our scriptures talking about Lord Hanuman who went searching for Sanjivani Jadibuti (roots) which has medicinal properties. Today, we have various systems of medicines like Ayurveda, allopathy, homeopathy, unani and such others which have evolved world over.

In the present paper, researcher will be talking about sales representatives working for such pharmaceutical industries. These industries are very pretty much organized and commercialized sector of manufactured and marketed medicines. These industries are in the manufacturing and marketing of well researched drugs and medical devices. In the process, they must abide to various laws and regulations associated with patents, testing, safety and its marketing.

Indian pharmaceutical industry is growing rapidly. As per the report published by ASA and associates LLP in 2014, amongst all science based industries from India, the Indian pharmaceutical industry is at the peak and it has wide ranging capabilities in manufacturing drugs and related technologies. (LLP, 2015)

III. CHALLENGES
According to PwC and CII pharma summit report – 2010, emerging markets are already growing three times faster compared to leading markets of Japan, Europe and North America. Overall, pharmaceutical industry in general have high growth prospects. However, this industry is also facing some serious challenges. Their best-seller drugs are going off-patent widely and there are very few molecules available as a replacement. This is happening because of decline in R&D productivity and
heavily rising regulatory costs which is affecting organisations profit margins (CII, 2010). All these things have an impact on organisations. Organisations want more sales, in turn the medical representatives are motivated and sometimes pushed to their limits to bring in more sales. This in the end is taking toll on their happiness, impacting their job satisfaction.

IV. LITERATURE REVIEW

Various authors have studied job satisfaction with different perspectives. Frequently cited definitions of job satisfaction include definitions by Locke, Hoppock and Spector.

Locke defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” (Locke, 1976)

Hoppock looked at job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person honestly to say I am satisfied with my job (Hoppock, 1935). According to this thinking, though there can be different external factors, there is something internal that makes the employee to feel in a certain way.

Spector put it in a plain way defining job satisfaction as how content the individual is with his or her job, whether that individual likes the job or not (Spector, 1997).

It is also observed that job satisfaction has a positive influence on organizational commitment and negatively influences turnover (R.G. Netemeyer, 1995). Pay and promotion is among widely studied and crucial job characteristics affecting job satisfaction (O’Brien, 1980); (Yankeelov, 2008). Job satisfaction and work culture is proven to have practical implications on employee engagement and employee retention (Sonica Rautela, 2016).

Every individual have different attitudes in general. In organizational behavioural studies, the attention is more to three job-related attitudes which comprises of Satisfaction, Job Involvement and Organisational Commitment (Khanka, 2010). Dr. Khanka points out certain organisational determinants of job satisfaction viz. Pay, work, quality of supervision and working conditions.

**Organisational determinants**

**Pay:** Employees are satisfied if they are getting fair remuneration for the work contribution by them. Compared to consolidated ones, employees are more satisfied with flexible plans. Certain studies oppose this widely accepted common notion.

**Work:** To certain employees, work itself gives them immense satisfaction. However for employee, if his job is not interesting, if the job is unclear; employee gets dissatisfied from his work.

**Quality of supervision:** If supervisor pays attention to employee’s concerns, treats them with respect and if the supervisor is competent then the employees are found to be satisfied in the job. Poor quality of supervision and less concern about employees’ welfare leads to dissatisfaction in employees.

**Working conditions:** Working conditions is about the environment and context in which work is performed. Darkness, crowded, unhealthy environment, extreme temperatures and such other things may lead to dissatisfaction.

Compensation plays a very important role in employees’ job satisfaction and also his job quitting intentions. Lack of incentives forces an employee to quit his current job (Iverson RD, 2003). Because low pay and absence of incentives cannot meet individuals needs hence employee is dissatisfied and thinks about quitting current job and looks after better job opportunity (Deci EL, 1999).

Promotions is about the elevation and enhancement of the position of an employee in the organisation. It helps in improving efficiency of the employee. It is observed that if employee is promoted on
the basis of his performance, employee interest towards his work increases (Nelson, 1995).

Understanding the nature of relationship between various factors affecting job satisfaction, in present paper, the researcher is trying to find out the relationship between pay and promotion to job satisfaction of medical representatives.

V. RESEARCH HYPOTHESIS

To accomplish the objective of the research; the data was collected from primary as well as secondary sources. This quantitative research finds out relationship between pay and promotion to job satisfaction.

H1: “There is a high level of job satisfaction among medical representatives with respect to pay and promotion”

Secondary data: It consists of company’s published reports, papers, research papers published in journals and articles.

Primary data: Primary data was collected by distributing questionnaires.

Population: Medical representatives working for multi-national corporations from North Maharashtra region, India.

Sample size: The target sources for the research are 475 medical representatives working for multi-national corporations from North Maharashtra region, India.

Sampling Procedure: Simple random sampling is used to select respondents.

Instrument Used for Data Collection: A five point Likert Scale is used for collecting and analyzing the questionnaire where 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree.

Data analysis: Collected primary data was tabulated analysed as per the research objectives. Questionnaire had five point Likert scaled close-ended questions to study the relationship between pay and promotion to job satisfaction of medical representatives from North Maharashtra region.

VI. RESULTS AND ANALYSIS

For the analysis of data collected for this research, SPSS 19 was used. Following are the test results with respect to t-values and p-values as shown in the Table1.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Test value</th>
<th>T- value (t)</th>
<th>P- value (Sig.)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>My salary is satisfactory with respect to my job responsibilities I handle</td>
<td>2.70</td>
<td>4</td>
<td>-19.660</td>
<td>.000</td>
<td>Significant</td>
</tr>
<tr>
<td>My company provides me satisfactory allowances with rising inflation, time to time</td>
<td>2.86</td>
<td>4</td>
<td>-17.627</td>
<td>.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Management is always concerned about the growth and development of employees</td>
<td>3.16</td>
<td>4</td>
<td>-13.301</td>
<td>.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Getting promotion is faster and easy depending on performance</td>
<td>3.36</td>
<td>4</td>
<td>-10.312</td>
<td>.000</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Each statement was measured on a 5 point Likert’s scale (1 = Strongly Disagree, 2= Disagree, 3= Neither, 4=Agree, 5=Strongly Agree)

Test: Test value was taken as 4. Since a mean value above 4 indicates high level of Job satisfaction.

Level of significance α = 0.05
is faster and easy depending on performance

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel that management will be fair and ethical while promoting any employee based on performance</td>
<td>3.13</td>
<td>-14.863</td>
<td>.000</td>
</tr>
</tbody>
</table>

Table 1

VII. CONCLUSION

From table 1, it can be seen that, all the five variables have mean value less than 4 and p-value less than 0.05. Hence the hypothesis “There is a high level of job satisfaction among medical representatives with respect to pay and promotion” is false. The level of job satisfaction is observed to be moderate.

VIII. LIMITATIONS AND SUGGESTIONS

The sample was limited to medical representatives from North Maharashtra region. Researchers can certainly use the samples across the nation and apply the study to variety of industries. In context of medical representatives’ job satisfaction, there is a need to study relationship of job satisfaction with factors other than pay and promotion.

REFERENCES