

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

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## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter deals with literature review of the study.

#### 2.2 Literature Review

Mahmood Ahmad, et al, in their article 'Factors influencing job satisfaction of medical representatives in Pakistan' listed factors associated with job satisfaction and dissatisfaction. The objective of this extensive study was to analyze the motivational problems of medical representatives (MRs) and to examine the effects of environment, job characteristics and personality variables on job satisfaction. The study identifies the factors associated with feeling of job dissatisfaction for Medical Representatives, like: inequitable policy and administration, poor supervision, job insecurity, tedious work itself, unfavorable interpersonal relationship, strict environment, lengthy communication channels, low profile of company, pressure targets, infiltration of stocks, and unethical demands of customers. The study also identifies the factors associated with feeling of job satisfaction for Medical Representatives, like: handsome salary package, sense of achievement, favorable recognition, responsibility, growth opportunity, stimulating work itself, cordial interpersonal relations, job security, good working conditions, and other fringe benefits.<sup>1</sup>

Anbarasan, Vanmathy, Mehta, Nikhil, in their article 'Quality of Working Life among Sales Professionals in Pharmaceuticals, Insurance, Banking & Finance Companies' reported significant difference in the perceived quality of working life among sales representatives of Banking, Insurance, Pharmaceuticals and Finance sectors. Employee Satisfaction and Continuance (ESC) was identified as the only sub-scale that contributed to this significant difference in the perceived quality of working life among the selected sectors. Whereas the other sub-scales like Perceived Job Motivators (PJM), Job Awareness and Commitment (JAC), Un-conducive Work Environment (UWE) and Perceived

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<sup>1</sup> Mahmood Ahmad, et al, 'Factors influencing job satisfaction of medical representatives in Pakistan', Journal of Chinese Pharmaceutical Sciences, 2010, pp 235-238.

Organizational Culture (POC) reported no significant difference in the perceived quality of working life across the sectors. The authors concluded that the difference in the perceptions on quality of working life of the employees is mainly based on their satisfaction and intention to continue in their respective companies. As per the study, sales representatives in Finance sectors have lower employee satisfaction and high turnover intention due to their un-conducive work environment.<sup>2</sup>

Zoltners, Andris A.Sinha, Prabhakant Chong, Philip S. C. address the time management problem confronted by sales representatives in their article 'An Optimal Algorithm for Sales Representative Time Management'. The sales representative planning his itinerary must decide the best way to ration time among the accounts comprising his territory. In this study the time management problem was formulated as an integer program whereby each admissible call frequency for each account was represented by a zero-one decision variable. A branch-and-bound integer programming algorithm for this problem was presented. The algorithm was unique in that two integer programming formulations of the problem were used simultaneously in the search procedure and an approximation-cum-relaxation was evaluated at each branch in the search. Computational testing of the algorithm showed that it can solve many realistic time management problems optimally in fractions of a second.<sup>3</sup>

Moldenhauer Scott, in his article, 'Accelerated Evolution', offered ways for helping pharmaceutical sales representatives adapt to the changing selling environment in the U.S. Article discuss changing scenario of pharmaceutical selling. Author states that, sales efforts continue to be thwarted by limited face time with physicians, managed care hurdles, and

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2 Anbarasan Vanmathy, Mehta Nikhil, 'Quality of Working Life among Sales Professionals in Pharmaceuticals, Insurance, Banking & Finance Companies', *The Indian Journal of Industrial Relations*, Vol. 46, No. 1, July 2010, pp 138-149.

3 Zoltners, Andris A.Sinha, Prabhakant Chong, Philip S. C. 'An Optimal Algorithm For Sales Representative Time Management', *Management Science*; Dec79, Vol. 25 Issue 12, pp1197-1207, 11p.

physician access restrictions. Article emphasizes adopting training techniques to thrive in the fast changing dynamic of physicians' office.<sup>4</sup>

Lloyd, Caroline, Newell, Helen, in their article 'Capture and transfer: improving the performance of the pharmaceutical sales rep', explored how changes in the nature of the customer and the competitive environment were impacting on the way management was structuring the work process and the nature of skills required. By analysing the relationships between customer, employer and employee, researchers evaluated how changes in the pharmaceutical industry and the reorganization of the UK's national health service (NHS) have led management to re-evaluate the balance between control and autonomy in managing sales representatives' work. Researcher argues that management's desire to empower and upskill representatives, through the 'capture and transfer' of knowledge and the recruitment of higher qualified individuals, was being undermined by the use of forms of control which reduced autonomy and routinized the work process. The routinization approach was more pervasive, despite the beliefs by many representatives that it was inappropriate for successful selling within the particular customer environment and its negative impact on job satisfaction and labor turnover. Researcher claims that their evidence would refute any assertion of a general trend towards more skilled and autonomous work, showing that there remain considerable pressures on management to control and downskill their workforce, despite the benefits of autonomous working.<sup>5</sup>

Purani, Keyoor, Sahadev, Sunil, in their study, 'The moderating role of industrial experience in the job satisfaction, intention to leave relationship: an empirical study among salesmen in India', explored the moderating role of industrial experience in the relationship between different facets of a sales person's satisfaction with the job and his/her intention to quit the job. The paper found that industry experience moderates the job satisfaction, disinclination to quit relationship for most of the job satisfaction dimensions. Researcher

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4 Moldenhauer Scott, 'Accelerated Evolution', *Pharmaceutical Executive*, Feb2011, Vol. 31 Issue 2, pp50-52, 2p.

5 Lloyd, Caroline, Newell, Helen, 'Capture and transfer: improving the performance of the pharmaceutical sales rep', *International Journal of Human Resource Management*, May2001, Vol. 12 Issue 3, pp464-483, p20, 3 Charts.

observed that Industry experience has a moderating effect when the effect of a salesperson's satisfaction with the organizational HR policies, supervisor satisfaction, compensation policies and career development and disinclination to quit, considered.<sup>6</sup>

Hafer, John, Sirgy, M. Joseph, attempted to explain relationship between professional growth and personal growth of insurance sales people. They observed that both professional growth and personal growth are interdependent, however the results provided no support for their postulate that this relationship develops over time. The study demonstrated that professional growth for sales people may contribute the personal growth, and personal growth, in turn, may contribute to professional growth. Researchers suggested, sales manager should make every effort to contribute to both personal and professional development of his sales personnel. Professional development not only entails job satisfaction but also job performance and organizational accomplishment. Making sure that sales people are satisfied with their jobs and that most of their socio-biological needs are met, would contribute to organizational effectiveness through growth in both the quantity and quality of job performance and personal selling.<sup>7</sup>

Jones, Eli, Katak, Donna Massey, Futrell, Charles M., Johnston, Mark W., in their article 'Leader Behavior, Work-Attitudes, and Turnover of Salespeople: An Integrative Study' concluded that- 'Managers should quickly identify sales people who are experiencing role stress and persuade them to participate in stress reduction program. Such program would facilitate turnover reduction'. This study contributes to understanding interrelationship between leader behavior and role stress variable. The study focused on

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6 Purani, Keyoor, Sahadev, Sunil, 'The moderating role of industrial experience in the job satisfaction, intention to leave relationship: an empirical study among salesmen in India The moderating role of industrial experience in the job satisfaction, intention to leave relationship', *Journal of Business & Industrial Marketing*; 2008, Vol. 23, Issue 7/8, pp475-485, 11p, 8 Charts, 4 Graphs.

7 Hafer, John, Sirgy, M. Joseph, 'Professional Growth versus Personal Growth of Salespeople: A General Systems Model', *Journal of Personal Selling & Sales Management*; Nov83, Vol. 3 Issue 2, p22, 9p.

direct effects of leader behavior on both role conflict and role ambiguity, and the linkages of the leader behavior variables to turnover.<sup>8</sup>

McKay, Sandra, Tate, Uday, in their research titled 'A Path Analytic Investigation of Job-Related Tension: A Case For Sales Management', found that higher levels of role conflict and work overload result in higher levels of family conflict. Job tension is a mediating construct linking role stressors and work-family conflict with work affective outcomes; job tension has a direct impact on organizational commitment and intent to turnover; and while conflicting work situations lead to job tension, ambiguous working conditions were conducive to job dissatisfaction. This study examined sources and outcomes of job tension and the mediating role of work-family conflict and job tension in linking role stressors with work affective constructs.<sup>9</sup>

Darrat Mahmoud, Amyx Douglas, Bennett Rebecca, in their study 'An Investigation Into The Effects Of Work-Family Conflict And Job Satisfaction On Salesperson Deviance' found that work-family pressures significantly affect salesperson deviance. They also observed that, 'as work-family conflict increases, job satisfaction decreases'. Research suggested that an alarming 40 percent of sales representatives admitted to engaging in workplace deviance and 66 percent did not feel that deviant conduct would result in significant punishment. This study examined work-family conflict as a primary antecedent of salesperson deviance. Salespeople experiencing increased divergence between work and family roles would likely react by violating organizational norms that would inevitably affect key organizational outcomes.<sup>10</sup>

M.S.Nimbalkar et al in their article 'Urban Transportation Problems In A Million City: A Case Study Of A Pune Urban Area' has discussed problems of Pune. The objective

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8 Jones, Eli, Kantak, Donna Massey, Futrell, Charles M., Johnston, Mark W., 'Leader Behavior, Work-Attitudes, and Turnover of Salespeople: An Integrative Study', 'Journal of Personal Selling & Sales Management'; Spring96, Vol. 16 Issue 2, p20.

9 McKay, Sandra, Tate, Uday, 'A Path Analytic Investigation Of Job-Related Tension: A Case For Sales Management', Journal of Marketing Management (10711988); Winter1999, Vol. 9 Issue 3, p106-113, 8p.

10 Darrat Mahmoud, Amyx Douglas, Bennett Rebecca, 'An Investigation into The Effects of Work-Family Conflict and Job Satisfaction on Salesperson Deviance', Journal of Personal Selling & Sales Management; Summer2010, Vol. 30 Issue 3, p239-251, 13p.

of this study was to study transportation problems. The study mentions Traffic congestion, increasing vehicles, Environmental problems, Parking problems, and Inadequate Public Transport are major problems. Study advocates implementation of use of advanced technology like skyline bus, monorail, and GPS navigation system to improve public transport.<sup>11</sup>

### 2.3 Conclusion

It is observed that most of the research done; is related to sales person other than Medical Representatives. Most of the studies on Medical Representatives have addressed factors of job satisfaction and dissatisfaction, motivational factors, job characteristics, and personality variables (Mahmood Ahmad, 2010) Quality of working life, Job Motivators, Job Awareness and Commitment, Un-conducive Work Environment and Perceived Organizational Culture (Anbarasan and Mehta, 2010) Limited face time with physicians, physician access restrictions (Moldenhauer Scott, 2011). Changes in the nature of the customer and the competitive environment and its impact on the work process and the nature of skills required (Lloyd & Newell, 2001).

The literature review indicates that a very little significant work have been done so far, related to the problems of medical representatives. Hence, this research is useful and contribute to knowledge of medical representatives management. Next chapter deals with theoretical background of the study.

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11 Nimbalkar, M.S., et al, 'Urban Transportation Problems In A Millioncity: A Case Study Of A Pune Urban Area', Sodh, Samiksha aur Mulyankan (International Research Journal), p352-354.