



**A COMPREHENSIVE STUDY OF WORK LIFE BALANCE, JOB NATURE, JOB CONSTRAINTS, EMPLOYEE ENGAGEMENT OF MARKETING PROFESSIONALS OF PHARMACEUTICAL INDUSTRY IN COIMBATORE DISTRICT, TAMILNADU**

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**ABSTRACT**

*The success of any organization is stemmed out from how an organization values its employees and the employees value the organization. When employees are engaged to their work and also committed to their organization, it would be assumable that the employee turnover rates would be low. This study aims to find out if that really is the case of the field staff, i.e. marketing professionals of pharmaceutical companies in the Coimbatore region, tamilnadu.*

*The researcher have done this study the factors liberates the situation that are constraints in profession and there by affecting the personal life. The researcher has attempted to study the work nature, constraints faced by them, what are the factors that lead to constraints, and what are the consequences of job constraints. The effects of job constraints, and results of*

*constraints. The researcher has done the analysis, through feedbacks and interviews with marketing professional of pharmaceutical industry, and found out what are the factors that would help the employees to engage themselves better amidst of the prevailing constraints that are affecting their results.*

**KEY WORDS:** Job Nature, Job Resources, Job constraints, Employee Turnover Intention rates, Job/Employee Engagements.

### **Introduction:**

Pharmaceutical industry is ever-growing industry with considerable growth in the business world. The pharmaceutical industry is witnessing the new venturing of pharmaceutical companies with its strong infrastructure, to gain its market share. With lieu to this phenomenon, the business environment of pharmaceutical industry is becoming most dynamic, with its uniqueness of marketing and its own marketing strength. In this connection, in order to attain the sizable market share or to retain the same, the field professionals, so-called marketing force are being instigated to achieve so. This has put the companies to fix high targets, high volume of sales, collection of payments, and increased field promotional activities. At the outset, it has been observed the marketing professionals are subjected to enormous stress, which affects their professional work, their career and their personal life. By analysis, the researcher has found that the work life balances of pharmaceutical marketing professionals have miserable, and hence the rate of attrition is being increased, despite introduction of many motivational programs.

### **AN OVERVIEW OF PHARMACEUTICAL INDUSTRY:**

The Indian pharmaceutical Industry has witnessed a robust growth of around 14% since the beginning of the 11th Plan in 2007 from about Rs 71000 crores to over Rs1 lakh crores in 2009-10 comprising some Rs 62,055 crores of domestic market and exports of over Rs 42,154 crores. This also amounts to around 20% of total volume of global generics. However, the Industry is quite fragmented and comprises of nearly 10,500 units with majority of them in unorganized sector. Of these, about 300-400 units are categorized as belonging to medium to large organized sector with the top 10 manufacturers accounting for

36.5% of the market share. As regards the Bulk drugs component of the industry, the market is around Rs 42,000crores giving it a share of around 50% of the total domestic market. This gives the Indian Bulk Drug industry a share of about 9% of the global bulk drug market.

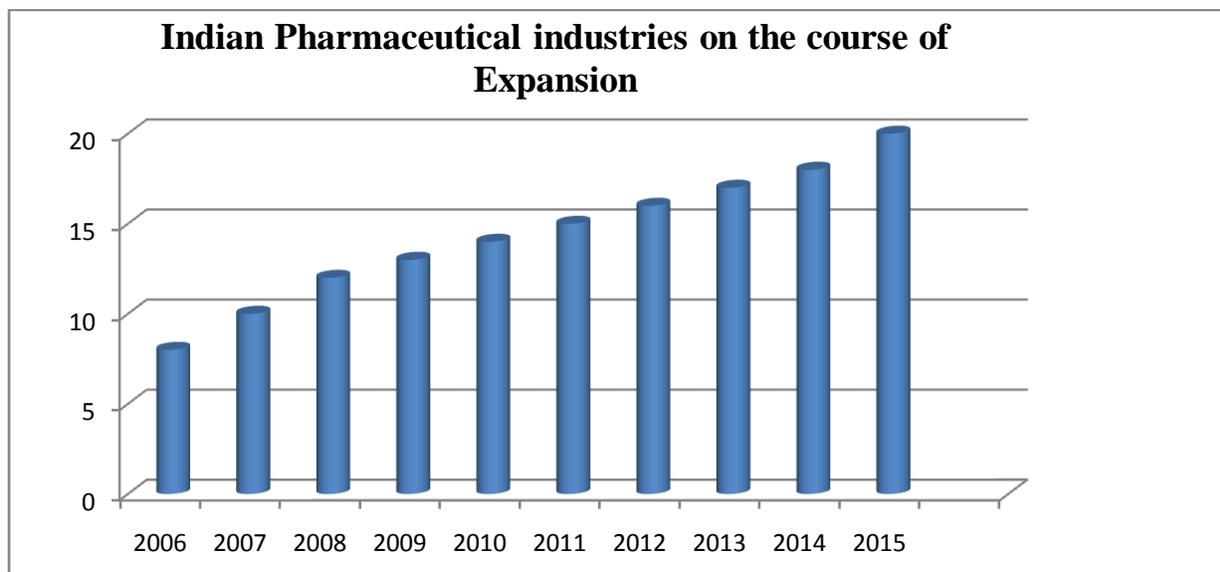
The market will increase at a compound annual growth rate (CAGR) of 3–6% during the next five years, slowing from the 6.2% annual growth rate that occurred during the past five years. Absolute global-spending growth is expected to be \$210–240 billion between 2011 and 2015

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compared with \$251 billion between 2006 and 2010. Removing the effect of exchange-rate fluctuations, absolute global-spending growth will be \$230–250 billion on a constant dollar basis compared with \$228 billion in the previous five years.

### **GROWTH OF INDIAN PHARMACEUTICAL INDUSTRY:**

Since the end of the 1980s India has been exporting more pharmaceuticals than it imports. Over the last ten years the export surplus has widened from EUR 370 m to EUR 2 bn. At 32% in 2006, the export ratio was about twice as high as in 1996 and will likely rise further in the coming years (Germany: 55% at present). New patent law necessitated reorientation. Legal changes in India in 2005 made it considerably more difficult to produce “new” generics. Foreign pharmaceuticals, which enjoy 20 years of patent protection, can no longer be copied by means of alternative production procedures and sold in the domestic market.



In Fig.1 Strong growth continues. Up until 2015, we expect pharmaceutical sales to rise by 8% p.a. to just under EUR 20 bn, compared with an increase of 6% in the world as a whole and 5% in Germany. But even then, India's share in the world pharmaceutical market would only come to slightly over 2% (Germany: 7%). In Asia, India looks set to lose market share, as other Asian countries are registering even stronger growth.

#### **ABOUT PHARMACEUTICAL MARKETING:**

**Pharma marketing professional have the responsibility of educating the communities, doctors, chemists, pharmacists, conducting Continuous Medical Educational Programs (CMEs), competitor activities, feedback to the company, and patient awareness programs, product introduction programs to CRRI, or internships at medical hospitals, and so on.**

Where as if we consider the sales or marketing people of **Banking or Insurance or automobile industries**, they have a set of stipulated customer, database type, **and stereotype of marketing only**. The process of job and duties, roles and responsibility differ with other marketing professional in other sectors like Banking, textile, agriculture, automobile industries etc. **The Roles and responsibility of a Pharmaceutical marketing professional**, are of **multirole** and demands factors of intelligence, application, mentally and physically.

#### **COMPETITION, HIRING, ATTRITION & RETENTION IN PHARMA INDUSTRY:**

In the past decade or more the pharmaceutical industry has witnessed tremendous changes in day-today business environment. The environmental seems to be more dynamic that pushed every business enterprise of pharmaceutical industry, into hectic competition that have put companies in creating their market share, in terms, of prescription, business volumes, product launching, acquisitions & merging of companies, products and shares.

#### **NUMBER OF COMPANIES IN INDIA:**

There were 4,655 pharmaceutical manufacturing plants in India, employing over 345,000 workers.

## **NATURE OF JOB ACTIVITIES OF FIELD STAFF OF PHARMACEUTICAL MARKETING:**

The job nature of pharmaceutical marketing professional and his/her duties, roles are of multivariate, when compared to the other marketing professionals of Banking, textile, agriculture, automobile industries etc.

The Roles and responsibility of a Pharmaceutical marketing professional, is like of orchestrating various duties as following:

- 1) Meeting the Doctors.
- 2) Conducting Chemist Audit, Pre- call analysis and Post Call analysis,
- 3) Meeting the Stockiest or Distributors in the particular area, to monitor the stock availability, payment pending, collection, procuring the order, and executing.
- 4) Conducting Competitor activities, Conducting camps,
- 5) Giving Feedback to the management, about the market,
- 6) Reporting etc.
- 7) As a Front line manager, has to co-ordinate with the team, to ensure the strategies of the company, whether it meeting the customer, gaining a customer, objection handling, assisting a medical representative in the field.
- 8) As a Front line manager or Area Business manager, has to co-ordinate with the two or three districts, to ensure in achieving the targets in those areas.
- 9) As a Front line manager or Area Business manager, he has to co-ordinate with the company, his fellow team members, as a bridge to fulfil, the commitment, goals of every month.

## **JOB RESOURCES AND EMPLOYEE TURNOVER INTENTION SCALE (ETIS):**

**The Researcher** has found few factors those can be labelled under Job resources.

- **Job resources** are the Key factors or drivers that have been opined by the Field staff of Pharmaceutical industry which keep them engaged in their profession and jobs related to their role.

- Though the employees feel satisfied when they receive salary at right time, and job security, there are fewer other **Key factors or drivers** that ignite or motivate the field staff to keep them retained in their companies amidst of their constraints related to their marketing jobs.

### **KEY FACTORS OR DRIVERS OF JOB RESOURCES:**

**The following are the Key Drivers or Factors that are found through the cross-section study with the field staff of pharma industry by the researcher, they are as follows:**

- **Working environment:** The environment explains whether the working environment that is field, competition, culture, guidelines by the company, work load, customers those are doctors, chemists, stockiest, paramedical behaviours, peers are conducive for the field staff.
- The work environment also includes the fellow competitors, their practices, and the job as career, opportunities and the acknowledgement in their society.
- Relationship with superiors,
- Relationship with fellow colleagues,
- Motivation – as per Maslow’s and Hawthorne studies analyzed.
- Salary, Welfare benefits.
- Monetary & non-monetary benefits.
- Job security,
- Performance appraisal and feedbacks,
- Training,
- Management style and Policies.

### **ETIS Scale - (EMPLOYEE TURNOVER INTENTION SCALE):**

**The researcher has formulated the ETIS scale** - Employee Turnover intention scale. The researcher has identified some key factors which influences or creates an intention of leaving the organization. In the marketing profession of Pharmaceutical industry of-late, found to be very non-static. The industry witnessed heavy Turnover and attrition, which has become day-today scenario. The researcher identified those factors or otherwise found to be the Job constraints that lead to the Turnover.

## **FACTORS THAT LEAD TO THE INTENTION OF EMPLOYEE TURNOVER ARE:**

- The working nature, timings of the job.
- Job as per qualification.
- Salary as per industrial norms.
- Recognition.
- **Career advancements:** Promotion strategies, training facilities, and other benefits.
- Supervision styles.
- Management policies.
- Decision-making and participation.
- Communication.
- **Job constraints :** Such as a) Long working hours, b) Stress, c)Health issues, d) Interruption in family life, e) Excessive travelling, f) Supervision, g) Heavy work load, h) Unrealistic targets, i)Less salary, j) Unethical competition, k) Lack of recognition.

## **IMPORTANCE OF EMPLOYEE ENGAGEMENT AS VITAL FACTOR IN PHARMACEUTICAL MARKETING:**

**EMPLOYEE ENGAGEMENT:** **Employee Engagement** is focused and gained factor, in the recent management practices of any industry in the business world. Although many authors and researchers opined that Employee engagement is complex concept. It has been extensively studied during the last decades, and many different definitions of employee engagement have been created by many different authors (e.g. **Rutledge, 2005; Cook, 2008; Elegbe, 2010; Hellevig, 2012 Vance, 2006 MacLeod & Clarke, 2009.**).

**Employee engagement** is more a psychological contract than a physical one. (**Sarah Cook, 2008**, in her article the “Essential Guide to Employee Engagement”).

No matter how the definitions differ from each other, it is safe to say that almost all authors find employee engagement to be a very important aspect in the profitability of business and the success of human resource management policies (e.g. Vance, 2006; Cook, 2008; MacLeod & Clarke, 2009).

## **STATEMENT OF THE PROBLEM:**

In this study the researcher intended to study the job nature of marketing professionals of pharma industry. The researcher have identified that the pharmaceutical industry is a growing industry with enormous space with phenomenon of new companies evolving every other day.

Because of the phenomenon, the pharmaceutical companies adhered the policy of acquisition or some sort of joint venture in an attempt to make profits which led to a hectic competition between companies. Hence every companies faced considerable head count, so companies tried to attract field force into their companies, there many companies witnessed frequent employee turnover, because their employees leave the company due to work pressure, high targets, being attracted by other companies for better salary, environment, supervisor's style, stress and other job related constraints.

## **OBJECTIVES OF THE STUDY**

- 1) To ascertain the socio-economic conditions of Marketing Professionals of selected respondents in the study area
- 2) To analyze factors influencing work engagement of the field staff employees, selected respondents in the study area,
- 3) To assess Job resources and turnover intention scale of employees with selected respondents in the study area.
- 4) To analyze the constraints faced by the field staff employees of pharmaceutical sectors.

## **SCOPE OF THE STUDY:**

The researcher done the study why an employee chose this job and what is the status of socio-economic condition of the employee.

The researcher have analyzed the factors those were influencing work job engagement despite of many job constraints.

This study would give the precise identification of areas and those areas of improvement will make an employee to indulge themselves in their work to attain the goals of organization.

This study can help the management to know for which the reason employees tend to change their job, through dissatisfaction factors faced in the organization and also helps to recover by providing the optimum suggestions or solutions.

#### **LIMITATION OF THE STUDY:**

The study has been taken in Pharmaceutical manufacturing and marketing companies located in Coimbatore district. It may not be applicable to other industries located in other parts and other type of industries like service sector etc.

The prominent limitation of the study is that to get interview and feedback from the employees, to fill the questionnaire. It took frequent follow in case of some respondents.

#### **RESEARCH METHODOLOGY:**

The present paper is ascertained to study factors that work life balance, job nature, job constraints, employee engagement of marketing professionals of pharmaceutical industry in coimbatore district, tamilnadu. Statistical tools used were percentage analysis of demographic profile.

The survey method used in the present study is simple random survey and the research design choice, irrespective of Indian and multinational companies. The study being designed in such way that it depends on the kind of constraints being faced by the employees of the Indian and multinational companies of pharma industry.

#### **SAMPLE SIZE AND DATA:**

The target respondents are 250.

## **PRIMARY DATA:**

The primary data were collected through questionnaire followed by the discussions with Doctors, Nursing superintendents, first line and second line managers, field force, and employees of Pharma companies, nursing homes, institutions located in Coimbatore district.

**METHOD:** Sample method used is simple random method.

## **ANALYSIS AND INTERPRETATIONS:**

### **SOCIO-DEMOGRAPHIC PROFILE- PERCENTAGE ANALYSIS**

**Table No 1**

#### **PERCENTAGE ANALYSIS FOR GENDER & OVERALL OPINION ABOUT WORK ENVIRONMENT OF PHARMA FIELD STAFF EMPLOYEES:**

Sno	Particulars	Gender	Frequency	Percentage
1	GENDER	MALE	230	92
2	GENDER	FEMALE	20	8
	Total		250	100

The table no 1 highlight that 92% of gender was male respondents which is highest when compared to 8% of the gender is female respondents, out of 250 respondents.

**TABLE No 2**

#### **PERCENTAGE ANALYSIS FOR AGE AND OVERALL OPINION ABOUT RELATIONSHIP BETWEEN SUPERIORS & PHARMA FIELD EMPLOYEES:**

Sno	Particulars	Age	Frequency	Percentage
1	Age	20 – 30 years	160	64
2	Age	31 – 40 years	60	24
3	Age	41 & above	30	12
	Total		250	100

The table no 2 highlights that the highest level of 64% of the respondents belongs to the age group between 20-30 years, and lowest level of 12 % of the respondents belongs to the age group of 41 and above, and medium level of 24 % of the respondents belongs to the age group of 31 to 40 years.

**TABLE NO 3**  
**PERCENTAGE ANALYSIS FOR EDUCATIONAL QUALIFICATION AND OVERALL OPINION ABOUT RELATIONSHIP BETWEEN SUPERIORS & EMPLOYEES:**

Sno	Particulars	Education Level	Frequency	Percentage
1	Educational Qualification	Under graduate	140	56
2	Educational Qualification	Post graduate	40	16
3	Educational Qualification	Post graduate &above	40	16
4	Educational Qualification	Diploma	30	12
	Total		250	100

The table no 3 highlights that the highest level of 56% of the respondents were with the education qualification of undergraduate, lowest level of 12% for the both the group of respondents with postgraduate and above and diploma respectively and medium level of percentage of 16% of the respondents were of Post graduate level.

**TABLE NO 4**  
**PERCENTAGE ANALYSIS FOR SALARY & AND OVERALL OPINION ABOUT RELATIONSHIP BETWEEN SUPERIORS & EMPLOYEES:**

Sno	Particulars	SALARY LEVEL	Frequency	Percentage
1	SALARY	10000 – 15000	160	64
2	SALARY	15001 – 20000	60	24
3	SALARY	20000 and above	30	12
	Total		250	100

The table no 4 highlights that the highest level of 64% of the respondents belongs to the Salary group of (10000-15000), lowest level of 12% of the respondents with (20000 and above) of salary group, and medium level of 24% of the respondents with the salary group of (15001-20000).

**TABLE NO 5**

**PERCENTAGE ANALYSIS FOR DESIGNATION & OVERALL OPINION ABOUT RELATIONSHIP BETWEEN SUPERIORS & EMPLOYEES**

Sno	Particulars	Designation Name	Frequency	Percentage
1	Designation	Area manager	30	12
2	Designation	Medical Representative	220	88
	Total		250	100

The table no 5 highlights that the highest level of 88% of the respondents belongs to the designation of Medical Representative, lowest level of 12% of the respondents belongs to the category of Area manager.

**TABLE NO 6**

**PERCENTAGE ANALYSIS FOR DIVISION & OVERALL OPINION ABOUT RELATIONSHIP BETWEEN SUPERIORS & PHARMA FIELD EMPLOYEES:**

Sno	Particulars	Name of the Division	Frequency	Percentage
1	Division	General	160	64
2	Division	Ortho and Gynaec	40	16
3	Division	Cardio- Diabetic	40	16
4	Division	Super Specialities	10	4
	Total		250	100

The table no 6 highlights that the highest level of 64% of the respondents belongs to the General division, lowest level of 4% of respondents of Super specialties division, and medium level of percentage of 16% of the respondents belongs to Ortho - Gynaec and Cardio-diabetic division respectively.

**TABLE NO 7**

**PERCENTAGE ANALYSIS FOR LENGTH OF SERVICE (in Yrs) OVERALL OPINION ABOUT THE RELATIONSHIP BETWEEN SUPERIORS & PHARMA FIELD EMPLOYEES:**

Sno	Particulars	Number of Years	Frequency	Percentage
1	Length of Service	0-5	180	72
2	Length of Service	6-10	40	16
3	Length of Service	11-15	20	8
4	Length of Service	15 and above	10	4
	Total		250	100

The table no 7 highlights that the highest level of 72% of the respondents belongs to the group of length of service of (0-5 yrs), and lowest level of 4% of the respondents are with length of service of (15 years and above), and medium level of 40% and 20% of the respondents were with the length of service (6-10 yrs) and (11-15 yrs) respectively.

**TABLE NO 8**

**PERCENTAGE ANALYSIS FOR NUMBER OF COMPANIES WORKED AND OVERALL OPINION ABOUT THE RELATIONSHIP BETWEEN SUPERIORS & PHARMA FIELD EMPLOYEES:**

Sno	Particulars	Number of Companies	Frequency	Percentage
1	Number of Companies Worked	1-2	180	72
2	Number of Companies Worked	3-4	50	20
3	Number of Companies Worked	5 and above	20	8
	Total		250	100

The table no 8 highlights that the highest level of 60% of the respondents by the group (1-2) companies worked, and 10% of the respondents by the group (5 and above) companies worked, and medium level of 30% of the respondents by the group (3-4) companies worked.

**TABLE NO 4.9**

**PERCENTAGE ANALYSIS FOR MARTIAL STATUS AND OVERALL OPINION ABOUT THE RELATIONSHIP BETWEEN SUPERIORS & PHARMA FIELD EMPLOYEES:**

Sno	Particulars	Status	Frequency	Percentage
1	Marital Status	Single	150	60
2	Marital Status	Married	100	40
	Total		250	100

The table no 9 highlights that the highest level of 60% of the respondents belongs to the marital status group of single, and lowest level of 40% of the respondents belongs to the marital status of married group.

**RESULTS AND FINDINGS:**

The researcher have found out that the pharmaceutical profession characterized by multirole job performance when compared to other marketing profession or jobs. The pharmaceutical marketing demands for multifunction other marketing with customers like doctors, it has the function such as pre-analysis, post analysis of call, surveys, with hospitals, clinics, paramedical centres such as medical shops, distributors etc.

As the profession involves multifunction, it involves, extensive travelling, and long working hours. Because of which a marketing profession from pharmaceutical industry face an unbalanced life between their work life and personal life, despite, good salary, decorum of the profession, its pride, and uniqueness, the field staff of pharmaceutical industry found the job nature, environment, found to be most tedious, and end up in sometime, intention of leaving the profession or job. This data found to be true with female professionals where they stay for brief period, and after which they tend to have the intention of leaving the job or profession.

**SUGGESTION AND CONCLUSIONS:**

As the work nature of Pharmaceutical marketing have the job constraints as the profession itself demands so, it's true and in fact it does affects the balance between their work life and personal life, hence, in eventually, the marketing professional gets his work-life balance disturbed. This leads to the stress, and some time job disengagement.

The researcher has found out and suggests that though companies endeavours to development new policies, motivational programs, trains the front-line managers, to provide conducive atmosphere to the field professionals, but the employees does understand that the nature of job involves, field work, such as meeting the doctors, chemists, paramedical centres, distributors, and competition and so on, which are the job nature itself.

As the profession, demands the multifunctional, policies such as best salary, risk allowances, helmet allowances, insurance policies for employees and family members, vehicle maintenance allowances, frequent training programs, LTA, and so on, where it would be real time engagement drivers for the employees to keep them engaged in their profession for best results and would promote the retention of the employees with best expected level of the company.

Source: (Primary data, feedback from companies like Abbott, Pfizer, Glaxo-Smithkime, MSD, Sanofi-Aventis, Lupin group etc.)

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