

**FACTORS THAT AFFECT TURNOVER INTENTION OF
MEDICAL SALES REPRESENTATIVES IN LEADING
MULTINATIONAL PHARMACEUTICAL
COMPANIES IN THAILAND**



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ABSTRACT

The research was designed to investigate factors influencing the turnover intention of medical sales representative in multinational pharmaceutical companies by using representative samples from 3 leading pharmaceutical companies.

The research was a qualitative research using both questionnaire for demographic information and individual interviewing session as a tool to study opinions on 13 factors from Herzberg's 2 factors theory which is expected to influence the job satisfaction that link to turnover intention of medical sales representative. The interviewing session was set in order to gain the information in wider area which could be used to analyze the problem factors in deeper detail including to find similarity and difference in 3 companies. The ranges of the interviewees are 15 Thai MSR ages between 35-42 years old.

The results showed that from 13 factors the top 3 most influential factors are (1) supervision (2) compensation (3) work itself. The managerial implication of the results for practice and future research are also discussed.

KEY WORDS: Pharmaceutical Company/ Turnover Intention/ Job Satisfaction/ Herzberg's 2 factors theory / Motivation

46 pages

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LIST OF ABBREVIATIONS

PreMA	Pharmaceutical Research & Manufacturers Association
MSR	Medical Sales Representative



CHAPTER I

INTRODUCTION

1.1 The Significance and Origin of The Study

In the past, machines, investments, and location were counted as competitive advantages of the company. But, when the competition entered the knowledge economy era, it leads companies to pay more attention at their employees as a factor in their success. By all organizations, the organization will achieve and surmount their goal, if they can use effectively of human resources in the organization which is a critical point of success. Therefore, the existence and resignation of employees in each organization is a matter for management team to focus on. The study of the factors influencing the turnover intention of employees is a necessity that the corporate executives should know. To help organizations meet employee needs appropriately and reduce the loss of other resources by doing what employees do not need and keep the organization from losing the knowledgeable employees.

International pharmaceutical business in Thailand is a huge investment business. The market is fierce competition with a high market value of Bt58,957mn in 2013 (PReMA TRS Survey Post Survey 2013). Factors from rivals, median price and cost control of public sector impact growth rates of the business below expectation. Including in Thailand, there is a law that manipulate the promotion of pharmaceutical marketing as it relates to health and mortality. The current marketing of prescription drugs, especially prescription-controlled prescription drugs, is required to promote marketing only to healthcare professionals, such as physicians, pharmacists and nurses. In contrast, in other countries, pharmaceutical companies can communicate with patients directly. This is why salespeople or medical sales representatives are a very important factor in the success of the pharmaceutical industry in Thailand.

Medical sales representatives represent important human resources in promoting the marketing of pharmaceutical companies in Thailand. If the company let the medical sales representative leave the company, the key thing that companies may lose is business secrecy, various strategies of medicine, good relationship with medical personnel and including affect to the morale of other medical sales representatives in the company. The study of the factors influencing the turnover intention of medical sales representatives in international pharmaceutical companies in Thailand is very important for the pharmaceutical business.

1.2 Objective of the Study

To study the factors influencing turnover intention in medical sales representative in leading international pharmaceutical companies in Thailand.

1.3 Expected benefit

1. Can understand the factors that affect turnover intention in medical sales representative.
2. The results of this study could help manager teams determine strategies for preventing the resignation of medical sales representatives that are the most important resources of the company. At the same time, these factors can be used as a stimulus to increase the effectiveness of medical sales representatives.

1.4 Scope of Study

This study is a study of only medical sales representatives working in leading international pharmaceutical companies in Thailand. To find the factors influencing the turnover intention of medical sales representatives in leading international pharmaceutical companies in Thailand during the study period from January 2017 to May 2017.

CHAPTER II

LITERATURE REVIEW

2.1 Turnover Intentions

To solve the problem of high turnover rate is one of the challenge of every pharmaceutical company. High turnover intention is associated with the productivity in work and the financial part. For finance part, it is high-priced budgetary and expensive in many other ways. The direct and indirect costs are generally classified as separation cost, learning costs and acquisition costs (Udechukwu, 2009). For save those cost, every company would like to decrease turnover intention of their employees.

Turnover intention is a dimension of whether company's worker design to exit their positions or the company plans to transfer or remove employee from their positions (Faloye, 2014). Turnover intention can either be voluntary or involuntary. Voluntary turnover is a condition that an employee decide to depart the company of his own decision, either to run away negative experiences in the working environment or to seek better opportunities that are more satisfying, in term of career growth or monetarily (Tumwesigye, 2010).

Turnover intention represents an attitudinal adaptation or a cognitive intimation of the behavioral decision to leave from company. Several conceptual models have assumed job satisfaction and organizational commitment to be antecedents of turnover intention (Elangovan, 2001). Job satisfaction and organizational commitment have been the most often investigated components of affect with regard to turnover intention (Clegg, 1983).

For this study, to demand the turnover intention of quit or transfer, which means that people have an idea that will not work with the organization. There are thought to be resigned or transferred to work at another agency or company, or to do their own business or self-employed. This happens on a voluntary decision on their own, but may not be decisive in this regard.

2.2 Job Satisfaction

Many research show direct relation between job satisfaction and turnover intention. The result from many research shows that if employees had high job satisfaction they will have low intention to leave from their company.

Hoppock (1935) explained job satisfaction is any mixture of psychological, physiological and environmental circumstances that cause a person honestly to say I am satisfied with my job (Hoppock, 1935). Aziri B. (2011) mentioned that from the definition of job satisfaction, even though, many external factors effect to job satisfaction, it remains internal factors that influent to employee feeling about their job. That means job satisfaction shows a set of factors that cause a feeling of satisfaction (Aziri, 2011).

Job satisfaction indicates the degrees to which people find pleasure or accomplishment in their work. Massive research on job satisfaction discloses that individual factors such as a personal's requirement and ambitions define this attitude, accompanied by group and organizational factors such as relationships with colleagues and supervisors and working conditions, work policies, and compensation (Moorhead & Griffin, 2015).

From the definition of job satisfaction above. In conclusion, job satisfaction means attitude and a great sense of job. It is caused by various factors both internal and external. The characteristics include the job characteristic, supervisors or bosses, salary and benefits, workmate, promotion and so on. HR executives need to recognize and nurture employees seriously to increase level of job satisfaction of their employees. Moreover, these elements make workers feel enthusiastic, working with a willing and happy, no absence or resignation. Job satisfaction increase engagement with organizations according to the organization's success goals.

2.3 Herzberg's Two-Factor Theory

This research focus on study the factor that influent turnover intention. The researcher need to find the theory that clarify what factors should be used in this study. One of the well know and was accepted is Herzberg's Two-factor theory.

Herzberg's Two-Factor Theory is considered as one of famous theory to describe factors influent job satisfaction. Herzberg's Two-Factor Theory have been

developed by Frederick Herzberg in the year 1950 to 1959, which suggests that satisfaction in the workplace consists of two concepts. The first is the concept that extent from satisfaction to no satisfaction which is influenced by motivation factors. The second is extended from dissatisfaction to no dissatisfaction and is influenced by Hygiene factors. (Robbins & Judge, 2015) In other words, two-factors theory compose of (1) motivation factors or factors that motivate the work and (2) Hygiene factors or factors that reduce dissatisfaction in the workplace as show in figure 1. The details are as follows (Udechukwu, 2009).

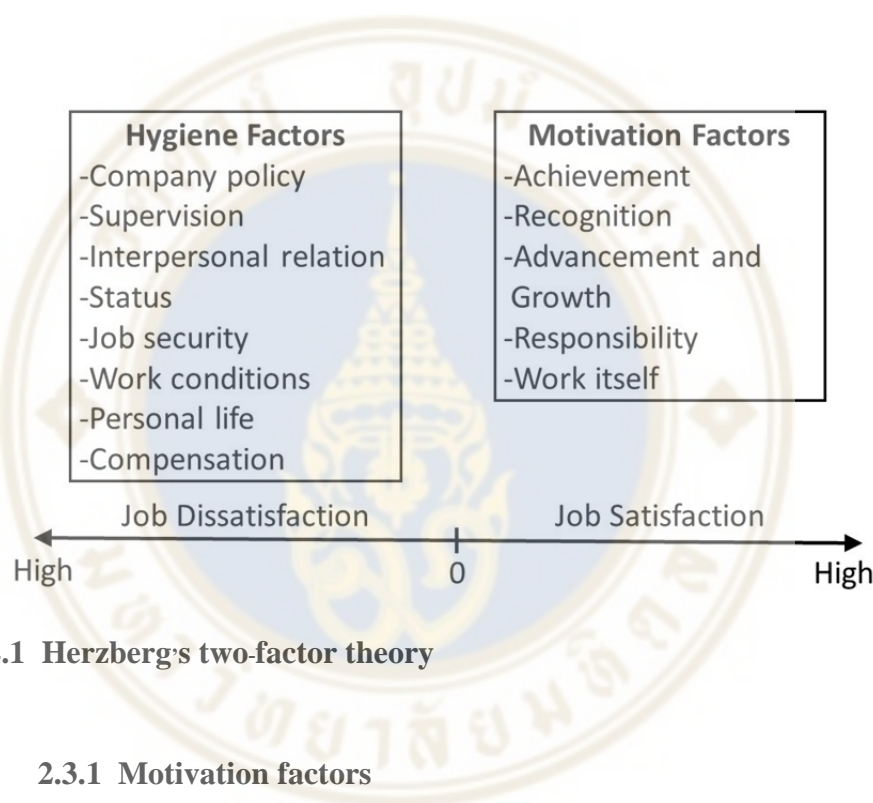


Figure 2.1 Herzberg's two-factor theory

2.3.1 Motivation factors

Motivation factors or motivators is the internal demand within the employee's influence on satisfaction in the workplace. These factors related directly to work. Motivation factor encourages practitioners with satisfaction. Motivation factors lead employees to a positive attitude and a real incentive in working. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolize the psychological needs that are perceived as an additional benefit. Motivation factors include five areas:

1. Achievement is the success of the operation or able to operate successfully meet the goals. When employee participates in the work of department that have to use the ability to solve problems and knowing how to prevent problems from occurring, after the job was done, they feel satisfied with the achievements. Achievement includes feeling after the use of knowledge and vigilant in individual goals that they have the opportunity to decide on their own work as appropriate and feel of the success of the work and the results of the work according to the goals.

2. Recognition means get the respect of the people around or has praised about the talent and ability. Including encouragement or any other expression that demonstrate the ability acceptance such recognition within the organization. Pride in the profession, to be recognized by the organization, to be recognized by peers and honorable prestige in career can increase satisfaction of oneself.

3. Advancement defined as progression in the work or opportunities for growth to step up to a higher position or has promoted from operational success. It includes the opportunity to further education or receive training, It would be an incentive to people in the organization to work for.

4. Responsibility is to be assigned a job or participate in job assignments. Not too much control and lack of freedom to work. Including the appropriateness of workload. It includes to gain the trust from other staff in responsible and has been assigned an important task, and so on.

5. Work itself or job description is an interesting of job. Does it require creativity? Are they important? or Is it valuable to work for? The challenging of work, the freedom to work or a task that match with the knowledge and skills that have been studied are included in this part.

2.3.2 Hygiene factors

Hygiene or Maintenance factors are factors that reduce dissatisfaction at work. Hygiene factors are not directly related to work. Hygiene factors are only thing that prevent the staff from dissatisfaction. Hygiene factors cannot create motivation. In most cases, it is fundamental that employees must be given as normal. If not, or not enough, the staff was not satisfied with the work. However, it does not mean that if provide these factors, employee is more satisfy in the workplace. Hygiene factors are

those job factors which are essential for existence at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment scenario. The hygiene factors symbolize the physiological needs which the individuals want and expect to be fulfilled. Hygiene factors consisting of 8 factors including.

1. Company Policy and Administration is the management and administration of the organization including communication, policy control, administrative procedures, agency regulations, standard operating procedure. The organization has to be operated with good governance and manipulated under code of conduct. Committee has to write a clear and fair policy and notice inform policy thoroughly.

2. Supervision is characteristic of command and control of supervisors including justice and distribution in the division. The ability of the supervisors in the administration, suggestion for the subordinate, coaching, good command, assignments with clear procedures and excellent operational control are all effect to job dissatisfaction. Hearing comments or suggestions from subordinates are included.

3. Interpersonal relations include interpersonal relations with your supervisor, peer and subordinate. Interpersonal relation with supervision refers to the communication whether verbal or behavior that represents a good relationship with each other to work together. A mutual understanding as well as intimate and sincere cooperation, aided by the supervisor. Interpersonal relations with peers or colleagues means contact, whether verbally or non-verbally expressing a good relationship in working together, for example, they have a good understanding of each other, such as intimacy, sincerity, cooperation, and the help from colleagues. Interpersonal relations with subordinates means contact, whether non-verbal or verbal expressing in good relationships in work together. They have good understanding of each other, such as intimacy, sincerity, cooperation and receiving and help from subordinates.

4. Status or position is a profession that must be recognized by the society. Honor, dignity and importance of the company was included.

5. Job security means a person's sense of security, sustainability of work, security, image, reputation, or size of a company or organization that affects their performance.

6. Personal life is a good or bad feeling as a result from the work or duty of the worker, including the current state of living and ease of travelling from home to workplace.

7. Work conditions are the physical environment at workplace, such as, sound, light, temperature, ventilation, atmosphere, and work environment. Working hours was included. Other environmental aspects such as equipment and tools were one of factors in work condition. These things have an impact on the workforce and are a source of job satisfaction.

8. Compensations and Welfares are the rewards an organization pays to an employee for its work. Whether in the form of salaries, wages, incentives or commissions that different in each employee created different level of satisfactions as well as salary upgrades in the appropriate work by moving the payroll appropriately to the satisfaction of the person who works. It also includes awards given to employees as a result of work in various positions of the organization or as a kind of compensation that employees receive in addition to their payroll salaries, for instance, health and life insurance benefits, vacation or pension etc.

From factors mentioned above, if motivation factors are lower than they should be, the efficiency and effectiveness of the work will be reduced. And vice versa, when the hygiene factor was lower than what should it be, it will make employees frustrated in the work, boredom and discouragement. It may be effect employees decide to leave, so it is very necessary for management team has to provide both groups of factors to meet the needs of the employees appropriately. Providing both factors motivate and eliminate the sense of frustration in the work of the employees. When employees in the organization are satisfied, they will have more love and commitment to the organization. It creates collaboration in organization and everyone work effectively and helps organizations grow and develop in the future.

2.4 Proposed framework

After analyze the literature review of factor that influence employee in turnover intention, the summarize of the literature review can be explained and depicted in the figure 2.2 which explain factors and relationship between Herzberg's Two-Factor Theory, job satisfaction, and turnover intention which use as a framework for this study.

The framework provided in figure 2.2 represents the hypotheses of factors from Herzberg's Two-Factor Theory which have the impact to job satisfaction both in dissatisfaction and satisfaction aspect. From these factor, if the company has good provide and fulfill their employee need it has positive effect on job satisfaction of their employee. But, if the company does not prepare well in these factor or cannot fulfill the need of their employee, it has negative effect for job satisfaction of their employee. The relation of job satisfaction and turnover intention is negative effect. It means that if company can increase job satisfaction of their employee, it will effect to decrease turnover intention of their employee.

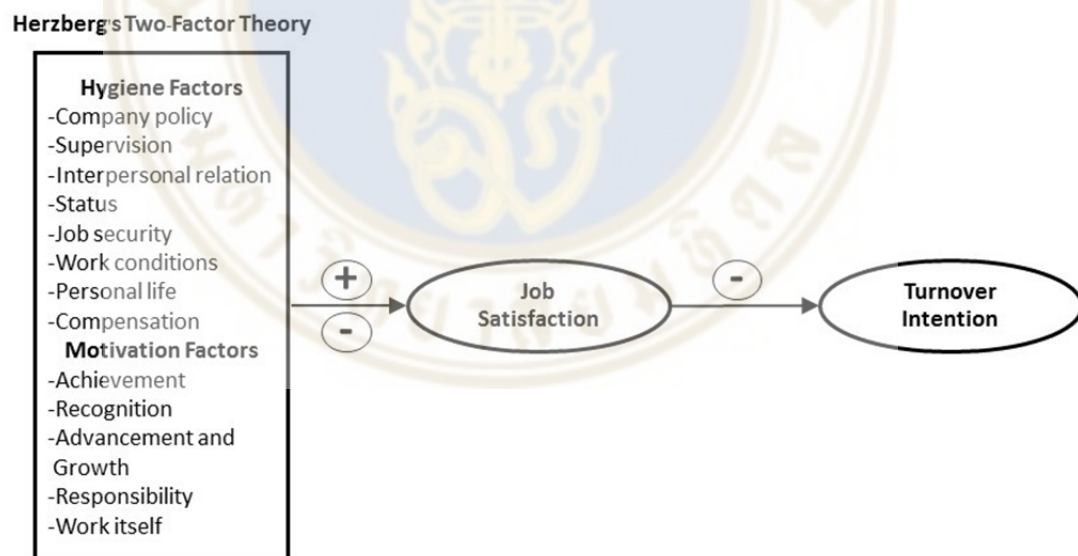


Figure 2.2 Project Framework

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Setting

The researcher is strongly committed to studying the factor that influence turnover intention of medical sales representatives which working in leading pharmaceutical companies in Thailand. The purpose is to bring research results that help human resource management formulate strategies to prevent resignations of medical sales representative that are the most important resources to the company. At the same time, these factors can be used as a stimulus to increase the effectiveness of medical sales representatives.

3.2 Population and Sampling

The ranges for interviewee of this study is 15 medical sales representatives. To compare different factors, researcher chose 3 different companies from different continents, Company A (USA), Company B(UK) and Company C (Japan). In each company the researcher settled 5 individual interview in each company.

3.3 Data collection

From studying in theory and research-related factors that influence the turnover intention in Chapter II, the researcher can find that the turnover intention significantly effect with a sequel of job satisfaction and organizational commitment. The factors that are antecedents of job satisfaction and organizational commitment have several factors. This research used qualitative research methodology with open-ended questions when sensitive questions being explore for seeking factors that lead to the employee turnover intention.

The interview record is later analyzed for developing the interpretation of a research result. The question asked are divided into 2 parts – general characteristic of respondents and factors influence job satisfaction, organizational commitment and turnover intention.

The general population characteristics of respondents are (1) Sex (2) Age (3) Marital status (4) Education level (5) Graduation field (6) Working time in all drug companies (7) Working time in the current company (8) Number of job changes. It will be a check list and will use Frequency to calculate the percentage to present the results.

From factors influent job satisfaction, organizational commitment and turnover intention part, the researcher exploration used a developed list of open ended questions which you can see at Appendix A.

The researcher agreed to custom direct interviews with interviewees by using open-ended questions to comfort any anxiety with the conversation between the researcher and respondents. Besides, it can also deliver precise and literal key answers about specific skill, experiences and knowledge in each interviewee and also including the interviewee's own perception and true feeling. Open-end questions were preferred to shepherd qualitative interviewing because it improve respondents to fulfill the research questions more sincerely and truthfully. Moreover, this category of question lets interviewees express their own emotional and attitude responses.

The probing technique was used to confirm validity of the data. The probing technique is approached for expanding the answer of interviewees for pursuing more described, specified and complete information during the interview.

During the interview, reflective note capturing was also worked to mark and record noticed and spotted data. Reflective note is a proficient instrument to capture critical point and important learning. During the interview, reflective note was a restricted activity that exploited to decode, interpret and clarify principal information in each interviewing.

3.4 Data Analysis

After finished all interviews the researcher use coding qualitative data process which is an important phase of filtering clarification and interpretation from the interview

to analyse all information (UC Davis, 2015). The process of coding assist as a method to mark, accumulate and unify the qualitative data. After the interview, the interviews' recording and reflective note were decoded into categories based on project framework in chapter III, which use hygiene and motivation factors as a pre-set code. The researcher used a systematic way to code data by using the question such as What is this saying?, What does it represent?, What is this example of? or What kind of events are at issue here? (UC Davis, 2015) Then, assign a word, expression, phrase, number or symbol to each coding category. Finally group them in categories such as response, consolation intensity, anticipations, positive or negative thought or beliefs.



CHAPTER IV

FINDING AND DISCUSSION

The outcome of the interview data assembled are exhibited in this chapter. This outcome revealed the factors that cause the turnover intention in medical sales representative in leading multinational pharmaceutical company in Thailand. Throughout chosen demographic characteristics with intended welcoming interview state of affair from medical sales representative in Bangkok area from 3 companies (Company A, Company C and Company B)

4.1 Demographic Characteristic

Table 4.1 Demographic Characteristic of respondents

Demographic background	Quantity	Frequency Percentage (%)
Gender		
Male	3	20
Female	12	80
Total	15	100
Age range group		
20-30	7	46.67
31-40	7	46.67
41-50	1	6.67
Total	15	100
Marital status		
Single	11	73.33
Married but no children	2	13.33
Married with children	2	13.33
Total	15	100

Table 4.1 Demographic Characteristic of respondents (cont.)

Demographic background	Quantity	Frequency Percentage (%)
Educational level		
Bachelor's degree	13	86.67
Master's degree	2	13.33
Total	15	100
Duration of work in all international pharmaceutical companies		
1-3 years	1	6.67
4-7 years	8	53.33
8-10 years	4	26.67
More than 10 years	2	13.33
Total	15	100
Duration of work in current international pharmaceutical companies		
1-3 years	9	60
4-7 years	3	20
8-10 years	2	13.33
More than 10 years	1	6.67
Total	15	100
Number of company changing		
Never	3	20
1-2 times	9	60
3-5 times	3	20
Total	15	100

4.2 Factors Influent Turnover Intention in Medical Sales Representative

Through the question and answer session, from hygiene and motivation factors, the researcher ask question that “By given 5 points, how would you rate which 3 factors that most likely lead to your resign intention?”. The respondent was given 5 points to rate any 3 factors from hygiene and motivation factors that most possible initiated the turnover intention. For example, interviewee A choose Supervision, Compensation

and Work itself as 3 factors that he thought these 3 factors are major factors that influence intention to leave from his company. Then, from 3 factors he had chosen, he had 5 points to rate each factor. 5 point means this factor is the most important factor for him to leave from company and 1 point means this factor is the least important factor for him to leave company. For instance, from 3 factors interviewee A have chosen, he gave Supervision 5 points, Compensation 4 points and Work itself 4 points. After accumulate the answers from 15 interviewees, researcher had calculated the total score in each factor and shown them in percentage. The results are shown in table 4.2

Table 4.2 Factors from interviewee categorized by point

Factor	Point (%)
Hygiene factors	
Supervision	21.62
Compensation	16.76
Company policy	11.89
Work condition	9.19
Personal life	8.11
Job security	5.95
Interpersonal relation	4.86
Status	0
Motivation factors	
Work it self	15.14
Responsibility	2.70
Advancement and growth	2.16
Recognition	1.62
Achievement	0
Total	100

After collect and calculate score from 3 most possible factors that initiate turnover intention in 15 interviewees, the highest score factor is Supervision factors which including relationship with supervisors. "Supervision" is 21.62%, it means from

total 100 point, interviewees give 21.62 point for this factor to initiate their intention to leave from their company.

One of interviewees who give this factor 5 point said “ *In the past, when I work with my old company, my supervisor is a very bad person, he call me at 8 am every morning to check that where am I and he always blame me on Line group when I did something wrong. So, I decided to quit after work with him only 3 months. Although, I can achieve my target and get a lot of money.*” Most of interviewees who rate this factor as a highest score said that They chose and rated this factor in high score because they thought supervisor or sales manager is the closest person who give direction to medical sales representative if they had a problem or conflict with their supervisor they would not perform good in their work and also may create misunderstanding of the direction and goal of the company. From these reasons, medical sales representatives will have turnover intention to change the job or company.

The second rank is “Compensation”. One of interviewee who chose this factor and rate it in high score said “*The money is very important for medical sales representative, I chose this job because it give me high income if I compare with other jobs.*” The other one said “*If I cannot achieve my target, I will not get the incentive. If this happen more than 3 months, I will find new job.*” These examples show the important of compensation that all company should focus and provide the suitable incentive scheme to their medical sales representative.

The third rank is “Work itself”. From many change in pharmaceutical business in Thailand, especially loss of exclusivity and patent expiration of their product, it made role and responsibility of medical sales representative are very tough and harder working. One of interviewees who chose this factor said “*My responsibilities were expanded, my territories are increase from 4 hospitals to 10 hospitals. I must take care more customers, it made me loss focus and sometimes it made my customers dissatisfaction about less frequency of meeting them. It increases my stress and sometimes I think I should find new career.*”

4.2.1 Company policy and administration factor and turnover intention

All of interviewees in all 3 companies are satisfied with the image and management of their companies, They are proud to work in their companies. One of

interviewees from Company A said *“I am very proud that I am working with Company A. This company is my destination when I was just a pharmacist student.”* Another one from Company B said *“Company B is in the top 5 international pharmaceutical company. I think Company B gave me a lot of experience and skill.”* Another one from Company C said *“The Company has a clear management policy and takes care of all employees appropriately. By treating all employees equitably. Executives listen to employees’ opinions and give employees the opportunity to express their opinions freely.”* They thought their companies are well-known organizations in the business community and accepted in society. Communication in all 3 companies are appropriate, the company provides information about the company to all employees to understand and acknowledge the same in every matter and use effective communication tools. One from Company A said *“My company provides IPAD for all medical sales representative. I can check email from everywhere. When there is some important news my supervisor will call me or post in Line group to read that email immediately.”* Another one from Company A said *“My company very strict about confidential information. The device that company gave to medical sales representative are used only for work not personal. It can keep secret in our company and create trust to our customers.”* Another from Company C said *“When there are important problems or rumors both inside and outside the company, my director will response very quickly, he will announce the direction via email or provide town hall to get his employee go in the same direction.”* With its image and management, all medical sales representatives from this 3 companies do not have the idea to leave the organization.

However, some medical sales representatives also commented, the company's direction and management strategies are uncertain and ambiguous, lack of confidence in executive management, unhappy with some management policies and feel unstable in the organization position. One of interviewees from Company B mentioned *“From the news in last year about bribery in China of Company B , it made current situation is stricter. The company’s SOP (Standard Operating Procedure) are very strict if compare with the past and many new rules created obstacles in my work such as limit policy in marketing activities with doctors or a lot of documents and hard copies that I need to provide for support my expense reimbursement.”* One of interviewees from Company A said *“PreMA is very strict, but my company is stricter. I must refuse my*

customers for some activities that I use to support them. It made some of my customers are dissatisfied.” Another one from Company A said *“Policies in my company always change each 6 months, I must always adapt myself to survive in this company.”* These reasons may make the medical sales representative decide to quit from their company.

4.2.2 Supervision and interpersonal relationship with supervisor factor and turnover intention

13 from 15 Medical sales representatives in all 3 companies are very satisfied with their supervisors. Because of the help and advice of the supervisor about the job well. Supervisors of interviewees also had the knowledge and skills appropriate for the job, and most importantly, 12 interviewees thought their supervisors were well-matched with them. One of interviewees from Company B said *“My supervisor gave the subordinate a comfortable talk-and-talk manner. My supervisor is also a fair person, reliable and trustworthy.”* Another from Company C said *“My supervisor can help and teach the right techniques and procedures closely to me which can be used to actually work.”* With the leadership style of the supervisor, the subordinates have a strong commitment to the organization. 13 medical sales representatives in the sample do not even think about leaving their organizations because of their supervisors.

However, 2 medical sales representatives are not satisfied with their supervisors. One of interviewees from Company A said *“My supervisor was not impartial, sometimes she did not listen to my opinions and just need me to do with her orders.”* Another one from Company A said *“My supervisor unfairly treated with subordinates such as providing higher target but gave lower budget for investment to me but my peer was treated differently.”* For these reasons, medical sales representatives may decide to quit.

4.2.3 Interpersonal relationship with colleague factor and turnover intention

Most of the interviewees are very satisfied with their colleagues. Because their colleagues are very kind. They help each other when problems and obstacles occur in work. It makes friends, and unity in their team, and creates ability in working together as a team very well. One of interviewees from Company B said *“We have the camaraderie, so everyone in my team can talk to each other whether it's a job or a*

private matter.” All of samples have the peace of mind to work with their peers and make them feel at work with the social nature of the co-workers. One of interview from Company A said *“Every month medical sales representative must come to train in office. Our product manager and sales manager will provide many activities to build relationship between team member such as brain storming activities to solve the problem together in team or find new partner to practice selling skill together and show the role play to other members.”* From these example, it made all interviewees are committed to the organization. All interviewees do not even think about leaving the organization because of their current colleagues.

One from Company C said *“My company will provide sport day every year to motivate teamwork and create bonding inside company. I think it a very good idea because I feel very fun and better know each other in my team.”* Another from Company A said *“My company provide team building every half year. I just go to Japan in January with my company. Every team must create show and find the winner, it made a lot of fun and show secret abilities of some member in my team.”* These are example that team building activity can increase good relation in interpersonal relationship and can made medical sales representatives do not leave from their company.

However, one of interviewees from Company A said *“Some of my colleagues have selfishness and lack of responsibility for the job. I try to avoid to work with those persons.”* From this opinion, it shows that there is some divide in the social work, it may cause noncooperation between them when they work together. Especially, when confront with obstacles, they can't work together in solving problem. For these reasons, it may cause medical sales representative decide to quit.

4.2.4 Status factor and turnover intention

All of interviewees thought they are very important to their company. Because they are the intermediary between their customers and their companies. One of interviewees from Company A said *“My duties like worker ants in their colony that have to gather food for the colony or defend and attack like soldier ants when they have an enemy. These responsibilities were necessary for the company to survive in fierce competition of the pharmaceutical business.”*

Another respondent from Company B said *“I can involve in targeting and can express the opinion how I work to maximize efficiency in my team.”* Another interviewee from Company A said *“I feel I am engaged in work and committed to my organization because my company always teach me to think that this is my company I should work as an entrepreneur. This company will survive because of me so I do not have the idea to leave this organization.”* Another from Company A said *“My company create “straight talk” culture by giving “straight talk coin” to every employee. When someone need to straight talk or express their opinion in meeting or to another person they can show this coin as a symbol to remind everyone to listen others opinion. Moreover, my company provide 360 degree survey in the end of each year, which every employee will rate both their supervisors and subordinate including their colleagues but, the assessment does not know who is an assessor.”* From these examples show the positive thinking about their status in their company.

However, one of interviewee from Company C still has an opinions and feelings that she does not have the opportunity to make decisions and use judgment to make decisions about her own functions freely. She said *“It is not possible to present an opinion at the meeting. At times, comments and suggestions are not being used to administer and define how things work. I still have to do some tasks that I think it does not create useful result such as Call Plan or Weekly Report.”* These reasons have had an impact on the interviewee's decision to quit.

4.2.5 Job security factor and turnover intention

12 of interviewees are satisfied with the security of their job. All of respondents which has experience more than 4 years believe that the company will not force them out of company because of their relationship with customers, skill and experience in their territory. One of interviewee from Company C said *“It will take a long time and use huge resources to develop new staffs to have skill, knowledge and relationship with customers equal to the old one.”* It shows that she believes she had a high security from her position because of many year in experience and long term relationship with her customers that are high value for her company.

However, 3 interviewees still have feeling of non-security in their position. One of respondents from Company B said *“My company attempt to change the task*

and job description of medical sales representative by adding more technology to medical sales representative's role such as the company provided IPAD to all medical sales representative and enforce them to use it as an intermediary between the company and customers. Inside the IPAD, it contains all of essential information and data including customers' data, product information, working schedule and POS (point of sales) system which this information easily transfer to new staffs." One of interviewee from Company A mentioned *"My company was changed every year. It made me feeling insecure and doubtful what will happen to me next year."* The other from Company A said *"5 years ago, when my team was combined with another team, my business unit director call me to meet him privately and said that I must change to another area which very far from my home and it suddenly start. I was shocked and feel demotivated almost 2 months."* These reasons show uncertainty factors about their position and can lead to turnover intention to resign to another company or business.

4.2.6 Work condition factor and turnover intention

All of interviewees are very satisfied with the environment in which they work. One of interviewee Company C said *"I am very satisfied with my work condition because I feel that the journey back and forth between workplace and my accommodation is very convenient. I can manage which time is the best time to avoid the traffic because my tasks are flexible and not usual like officers that need to work from 9 AM to 5 PM."* All interviewees must have own private vehicles which may increase their expense but all 3 companies provided car allowance and fleet card for fuel fee for them. Facilities in the workplace, such as drinking water, restrooms, rest areas and canteen, all interviewees thought there were appropriate and sufficient to meet the needs. The workplace environment is good for the job, such as adequate lighting, air condition and no disturbance sound. With such an environment, most respondents do not have the idea to leave the organization.

However, one of interviewee from Company A said *"There are insufficient equipment and tools, such as computer notebooks to borrow when I need to work at office or the problem of printer that waste my times. But these do not the important cause of decision to leave from my company."* So, to increase satisfaction of medical

sales representative every company should provide enough tool and device for all employees.

Additionally, one of interviewee from Company B said *“I love to meet my customers. I think we are not only talk about business but also can talk with other things like news, travelling or eating. We act like a friend more than business partner. This condition make me love this job. Moreover, when I have problems about health not only myself but also including my family I can consult with my customers which are doctors to help me solve those problems.”* For this example show that good relationship with their customers can create good work conditions for medical sales representative.

4.2.7 Personal life factor and turnover intention

All of interviewees are satisfied with the amount of work load. Since the amount of work assigned is reasonable, not too much and too little, compared to the number of hours worked each day. One of interviewee from Company C said *“I do not work overtime if it is not necessary. Workload does not affect my personal life, family life and friends. The assignment is reasonable. An amount of work is appropriate for the number of employees in my company.”* Another one from Company A said *“I can manage my time very well because my work schedules were flexible.”* Another one from Company B said *“When I have completed my job in each day, I can go anywhere without complaint from my manager.”* With such workload and flexible time all of respondents do not have the idea to leave the organization.

On the other hand, One of interviewee from Company A mentioned *“In special occasion such as conference or team building activity which happen on weekend, I can’t deny although I had business with my family but it was not a critical point because I can deal with my family.”*

4.2.8 Compensation factor and turnover intention

All interviewees from Company A and Company C are satisfied with their incomes, benefits and welfares. One of interviewee from Company C said *“I feel that my benefits are better than other companies, but total incomes are not different.”* Another one from Company A said *“Majority of the income of medical sales representative is from incentive or commission. If my sales value cannot achieve my target, I would*

loss my incomes about 60% in that month.” Another one from Company A said *“Overall income and return are appropriate when compared to job description, workload and working time. The assessment is fair in terms of consideration of income and return. The income is higher when comparing incomes with other companies.”* All interviewees from Company A and Company C are satisfied with the current income and benefits. Because they think their incomes is suitable and higher when compare with other companies or jobs. With such incomes and returns, all respondents in Company A and Company C have no intention of leaving the organization.

Additionally, one of interviewee from Company C said *“It will be better if company provide some welfare to cover my family such as accident insurance or if I do not use my health insurance, I need to transfer it to my family member.”*

On the other hand, 3 respondents of Company B are not satisfied with their incentive scheme. One of respondent from Company B said *“My incentive scheme does not depend on sales but it depends on complicated matrix evaluation such as amount of presentation per month, call coverage in call plan system or ranking score from supervisor which I think it was not fair and can’t motivate employees to gain sales from our customer.”* Another one said *“I think the old scheme incentive is better because it depends on sales and no limit at 100%. If you can gain sales over 100% of your target, you can get more money to maximum at 120% which can motivate medical sales representative to do more to achieve over their targets. But, current incentive scheme which limit at 100% make nobody care about the sales. It made total performance of our company dropped.”* These examples show that medical sales representative is more appreciated with scheme incentive that related with only sales figure that they think it is the most important thing in their role.

However, one interviewee from Company A commented *“I think the rate of salary increase is relatively low and the salary is not appropriate for the job. New coming employees receive higher salaries than older employees who work in the same position. Evaluating salaries is also unfair.”* From this example show some problem in salary assessment which may the same as other companies and business that hard to manage and consider between old and new staffs’ salary. Another from Company A said *“My salary adjustment increase very slow in each year. In some years, my salary*

increase only 2.5% which I think it less than inflation rate of Thailand.” This may cause the old staffs have decide to quit.

4.2.9 Achievement factor and turnover intention

All of interviewees are satisfied with their achievement. One of interviewee from Company A said *“I thought my work always has challenging in every day. I often encounter with a new objection to handle which come from my customers, company and hospital. It creates feeling want to overcome the problem and when I can solve the problem I feel I am valuable and dependable.”* One of factor that create motivation is sales target. One of respondents from Company C said *“I need to achieve over the target not only for the money but also for my performance which can use as a reference in my future career path.”*

Nevertheless, one of interviewee from Company B said *“I feel demotivate from new incentive scheme because it does not depend on sales target anymore but depend on something that are intangible.”*

However, one of interviewee from Company A said *“I thought my sales target is too high to achieve. The company set very high percentage of growing in my team. If I still cannot achieve over sales target in next 3 months, I will find new company.”*

In conclusion achievement of medical sales representative is strongly related with their incentive scheme, which can either drive or demotivate them.

4.2.10 Recognition factor and turnover intention

13 interviewees are satisfied with their company’s recognition and award. One of interviewee from Company C said *“My company provides many reward to medical sales representative such as sales of the month, sales of the quarter, sales of the year which judge from our sales performance.”* Moreover, another from Company B said *“My company provides recognition such as post word of admiration from sales manager in Line’s group chat when their subordinates succeed in their job or Sales director announce the goodness of subordinates in sales meeting and so on.”*

However, one of interviewee from Company B said *“The winners may have not a good performance but they have a good luck beside them.”* Another interviewee said *“Some award was not fair such as sales award which consider percentage over*

sales target as criteria because in each sales person the percentage of growing of their target was not equal. Some area with high potential may receive higher growth of sales target compare with their peer who response in low potential area, it means that the high potential area may has less opportunity to be the winner.” From these examples to provide recognition and award executive team should clarify the best criteria that made most of their employee trust in this award and has high value to deserve it.

One of interviewee from Company C said *“My company provide “Service Award” that give the present may be gold or gift voucher and trophy for staff who work with Company C 5, 10, 15, 20 and so on. This award can make staff need to stay longer with Company C.”* In spite of, another from Company A said *“In the past, my company provide Service Award for staff who stay long term with Company A. I heard someone get 20 baht gold from work with Company A 20 years. But, now this award was canceled. I think my company should bring it back to decrease turnover rate in my company.”* For these example, the company should not only provide award involve with performance but also provide award involve long term service to reduce turnover intention from medical sales representative.

4.2.11 Advancement and growth factor and turnover intention

13 respondents are very satisfied with the future. As a result, if they are able to do their job fully and effectively, they will have the opportunity to advance their career. One of interviewees from Company B said *“If your work is done effectively, it will give you more rewards or extra prizes than others, and you will feel that the work you are doing are not be very difficult to achieve.”* All 3 companies have provided many training programs for developing their employees’ abilities and skills which need to use for their future promotional in career path. Especially in Company C, one respondent from Company C said *“My company set “STAR talent program” which recruited 10 high performance medical sales representatives per year to enroll in special course which prepare them for next promotion like product manager or district sales manager.”* With this opportunity, all respondents from Company C have no intention of leaving the organization.

One of interviewees from Company A said *“Company A had provide “Individual Development Program” (IDP) which all colleagues have to set their would*

like to be in the future for their career path such as district sales manager, product manager, HR director or business unit director and so on. In this program every must plan what they have to do both short-term and long-term for achieve their goal.” However, one interviewees from Company A commented “It is very hard to success in my career path because my company does not support medical sales representative to study Master degree. If you need to study higher degree, you must learn on weekend. But, one of criteria in promotion they require master degree from their candidates.” Another one from Company A said “My company provide a very good training course for Medical sales representative but my company does not provide programs for people who need to promote in this company. When my company has vacant positions, more than 50% are come from other companies.” For these reasons, interviewees may decide to leave from this company for their growth and promotion.

4.2.12 Responsibility factor and turnover intention

All interviewees are satisfied with the nature of their work. One of interviewee from Company A said “Because of the fact that my work is very important to my company as an intermediate between company and customer. My responsibilities mean a lot to the organization, I am so proud when the work done.” Another interviewee from Company B said “I thought I have a clear role and responsibility. The job is interesting and valuable.” Another respondent from Company C said “I feel that my responsibilities are not contrary to my own. I am very satisfied with the success of my work.” With this type of work, all interviewees are committed to the organization. All interviewees do not even think about leaving the organization because of their responsibilities.

However, one of interviewee from Company B said “The work system of my organization is not sufficient for hard work such as, at end of the month meeting day, everyone go to office to clear their expense reimbursement, I must provide a lot of document, it will better if my company can solve the system down problem because it wastes my time and so annoying.” Another respondent From Company A said “The work of repetitive work causes boredom such as, MI (an application program on IPAD) which I must do it before and after I have seen my customers. I thought this program is not necessary and cannot create any useful to my job.” These reasons may have had a rather high impact on the employee's decision to quit.

One of interviewee from Company A said *“When medical sales representative work load is increase over oneself can control it, my company will hire outsource or contract medical sales representative that will work in short period may be six months or 1 years to reduce the workload. In the end of each year the management team will reallocate the area to match with workload for each medical sales representative.”* For this sample, it shows a good management of workload for medical sales representative that can increase their job satisfaction.

4.2.13 Work itself factor and turnover intention

All of interviewees are satisfied with their job description. One of interviewee from Company A said *“My job description match with my knowledge and skill. Because I graduated from pharmaceutical science, so I can apply my knowledge to use with my work.”* Medical sales representatives are the essential position of communication between pharmaceutical companies and healthcare professionals. Outstanding selling skills are a basic prerequisite for medical sales representatives. They also use their knowledge of their products increase trust in customers that the majority is doctor or physician. One of interviewee from Company C said *“The most of my favorite in this job is flexible time because almost of working I have to go outside the office which is commonly at Hospital. I can manage everything in my schedule without clocking card or finger scanning.”*

Additionally, the image of outsiders looking at medical sales representatives is still negative. Especially, the patients who wait to see the doctor, they do not understand what medical sales representatives do. And often, there is a complaint from the patient that medical sales representative overtook the patient queue. One of interviewees from Company B said *“My company wants to maintain the image of the medical sales representative. The company discontinued bag production which was indicative of any product and was very strict with its code of conduct.”* While another from Company A said *“My company has cut the uniform for the medical sales representative to prevent inappropriate dress, especially in women medical sales representative.”*

But for one interviewee from Company B, which is a senior medical sales representative, said *“At current situation which effected from many factors such as government policies, strictly SOP, strictly PReMA (Pharmaceutical Research and*

Manufacturers Association) code or high competition from competitors and so on, construct a lot of pressure, stress and anxiety in my career.” With this reason it can lead to turnover intention and quit from pharmaceutical company to explore new business of medical sales representative.

One of interviewee from Company A think the same as above from Company B, she said *“The effect from PreMA code and strict SOP made my work harder. I need other support from management team to compensate the loss tool such as right marketing activities, more budget to support our customer and more give away that can impress my customer.”* As current situation of tough and strict rule in marketplace, all pharmaceutical company need to adapt themselves by doing legal activities that harmonize with PreMA code to make the company image better.



CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

5.1.1 Herzberg's two factors analysis

Herzberg's two factors theory says that the hygiene factors are symbolize the physiological need which facilitate to defend job dissatisfaction or decrease job dissatisfaction, while the motivation factor, symbolize the psychological need, will help to originate and increase job satisfaction.

According to Herzberg's two factor theory that hygiene factors (company policy, supervision, interpersonal relation, status, job security, work conditions, personal life, and compensation), unlike motivation factors, cannot create motivation in employee. It is not entirely applicable in medical sales representative because the research show that many factors can increase motivation and satisfaction in medical sales representative for instance, Compensation which is one of major factor that medical sales representative concern a lot in their career, most of interviewee though that the priority of their job description is can gain sales from their customers to achieve their target. More than 50% of their income are from incentive so they need to do anything to achieve their target to deserve their incentive. The good and suitable incentive scheme can motivate medical sales representative and increase job satisfaction. Another example is Supervision and interpersonal relationship, Supervision is the first rank factor from this research that initiate turnover intention from interviewees. The good relation with their supervisor can increase their job satisfaction. The supervisor who is a good coach and consultant can motivate their subordinate and decrease turnover intention from medical sales representative.

Motivation factors including achievement, recognition, advancement and growth, responsibility and work itself, is group of factors that can increase job satisfaction. This research show that the highest score to initiate turnover intention in motivation

factors is work itself. The job description of medical sales representative is pretty different from other sales. They need to organize appointments and meetings with hospital-based healthcare staff and the real user of their product are patients. Because of patient safety is critical point that direct involve with medical sales representative therefore it has many rule and regulation to control the process of working in this job. The strict rule can create job dissatisfaction that conflict from the theory that motivation factor can only increase job satisfaction.

Multinational Pharmaceutical companies in Thailand can apply this research in their practical management. The major factors that should be considered is Supervision, Compensation and Work itself as the top 3 rating from interviewees.

In conclusion, this study show that all 3 companies have already created the job satisfactions and the usual needs to medical sales representative well in overview. However, there are some factors that need to be developed to reduce the turnover intention in medical sales representative which the researcher have provided some recommendations in practical implication topic.

5.1.2 The differences and similarities between Company A, Company C and Company B

From hygiene factor, Because, all 3 companies are member of PReMA (Pharmaceutical Research and Manufacturers Association). PReMA act as the controller of pharmaceutical business in Thailand. The policy in 3 companies must under PReMA rule, therefore the policy in 3 company about doing business in Thailand is almost the same. Although, their headquarters are located in different continent and country but they still need to practice under Thai regulation. As the same rule and regulation, it affects the same result in policy factor from medical sales representative that they feel it harder work and more tough in this business if compare with the past.

Compensation factor is explicitly different result in interviewees from Company B. Company B had implement the new incentive scheme that new criteria is not depend on sales figure but depend on total performance such as number of presentation, satisfaction score from supervisor and customer or effective index compare with competitors. From this new incentive scheme, it made all of interviewees from GSM are dissatisfied. One of interviewees said that when the company launch this new incentive scheme there

are a lot of medical sales representative resign from Company B. While, interviewees from Company A and Company C are very satisfied with their incentive scheme that depend only on sales figure. One of Company A said *“I think my company is the first rank in incentive payment. It can motivate me a lot to try to achieve my target.”*

For status, personal life, job security and work condition in all 3 companies show the same result. The dominant job characteristic of medical sales representative is flexible time. All interviewees think they are good time management person. From flexible time job, their work less effect their personal life and can increase their job satisfaction. All interviewees believe their role is very important to their company which link in high status in their company and for senior medical sales representative that has high experience and long term service, they think they are very secure in their company.

For supervision and interpersonal relation factor show the same result in all 3 companies that they are satisfied with their supervisors and their co-worker. All interviewees need good supervisor that express integrity and fairness to their subordinate which can increase trust and job satisfaction in medical sales representative.

From motivation factors. In recognition factor, there are some different between 3 companies. Company B has provided many award to medical sales representative but it does not depend on sales figure because of it new incentive scheme. One of interviewee from Company B said *“My company need every one get an award so they create a lot of award which make me think those award is not important for me.”* Company C and Company A had provided award that relate on sales such as Sales of the years which criteria is calculated from percent achieve and baht over target. The criteria make them satisfied. The different between Company A and Company C is long service award that Company C had prepared for medical sales representative but Company A had canceled it after change the new National sales manager. This reason may increase better satisfaction in Company C for stay longer with their company.

Achievement, work itself and responsibility factor are show almost same result in 3 company. That medical sales representative job descriptions are almost the same in each company. Their major customer are health professors which act like more friend than business partner. Their responsibilities are to increase sales of their product. Achievement assess from sales in Company A and Company C, while Company B

may include other factor like customer satisfaction but overall It relate with their laboriousness.

For advancement and growth factors, Interviewee from Company C is very satisfied with their company because the company has provided “The star talent” program which can increase more satisfaction and decrease turnover intention in this company. Whereas, Company A although has a very good training course but this company does not provide talent program which decrease opportunity of inside employee to promote in this company, this factor can increase turnover intention of staff from Company A to find new opportunities in other companies.

5.2 Practical Implication

The study of Factors that affect turnover intention of medical sales representative in Thailand leading multinational pharmaceutical companies has the important objective to study the factors that influence the decision to quit the job of medical sales representatives in multinational pharmaceutical companies. The study reveals the trend in employees' decision to resign. Understand the factors that affect the decision to quit. In order to meet the needs of its employees and use it to plan for the promotion and development of good employees for the organization to continue. In addition, the results from the analysis can be used to determine the appropriate incentives for employees. It can also be used to determine appropriate guidelines and principles for recruiting employees from a personal perspective, attitude and motivation to work. And to get staff to stay with the organization for a long time. The researcher divided the suggestions into the following topics.

5.2.1 Company policy and administration suggestions

1. The research show that some company does not care about their employee's opinion which can make them dissatisfaction. So, the company should hear the opinions and suggestions of your employees and then adapt them to your company's policies to create an employee engagement with those policies.

2. The research show that executives should communicate the direction and strategy of the company's management regularly, clearly and in the same way to build confidence and trust in the management policy of the management team.

3. The research show that communicate vividly confidential information to employees, especially in matters related to company security. Do not let those rumors spread for too long can create trust and increase satisfaction to employee.

5.2.2 Supervision and interpersonal relationship with supervisor suggestions

1. The research show that some manager did not listen to their subordinate and treated differently. It made their subordinates are demotivated. To increase motivation of medical sales representative, supervisors must be impartial, fair, listen to the opinions of followers and equal treatment for all subordinates. Supervisors need to show all employees clearly about the justice.

2. The research show that supervisors must be sincere. Supervisors should have a friendly and moral to be accepted by the subordinate.

3. Always train supervisors in leadership and human resource management. And always cultivate fairness and integrity in matters pertaining to direct work. Because there is complaint from one of interviewee about their supervisor's unfairness that can made she decide to quit from the company.

5.2.3 Interpersonal relationship with colleague suggestions

1. The research show that executives should encourage teamwork to help each other in their work. And create unity for employees such as the sample from interviewee that describe about their training activities in every month.

2. The research show that executives should provide regular and ongoing relationship building activities to employees in the same department and across departments. They should promote group activities among employees, such as organizing color sports day within the organization, eating meetings regularly, offsite activities, provide exchange of knowledge and ability to work, exchange experiences that impress between, and follow-up activities result closely to increase job satisfaction of Medical sales representative.

5.2.4 Status suggestions

From an example in Company A's case in this research, to encourage straight talk what employees need, Management team can find the opinions of its colleagues by providing an annual survey. Colleagues can rate various aspects of the organization, including company's strategy and policy, organization system and structure, the respondent's direct manager, colleagues with whom the respondent works, and climate or engagement in work. Feedback from the survey helps hold managers and leaders accountable and focus on what should they do to keep valuable resource stay with their company.

5.2.5 Job security suggestions

The research show that suddenly change can demotivate medical sales representative. When change happen inside the company, executives must provide change process and transition management to ensure everyone in company understands the need for the change and the importance of acting immediately. Communication was the most important thing that changing team should provide for employee.

5.2.6 Work condition suggestions

1. The research show that international pharmaceutical company should provide a pleasant, comfortable, and convenient area or territory for each medical sales representative by considering their residents as one of an important reason to matching their area of responsibilities.

2. The research show that if the company did not provide sufficient tool or device, it can create dissatisfaction to medical sales representative. The company should enough provide the equipment, tools and necessities to work meet the needs of employees. To support the work of the staff to be able to perform effectively.

5.2.7 Personal life suggestions

1. The research show that because of unpredictable job that sometimes, medical sales representative need to work on weekend. The company should provide the special day off or extra compensation when employee must work on weekend.

2. The research show that rearrange the territory of responsibility to fit with each medical sales representative's address can made them work more effective because

they will have more time to meet customers and easier for them to manage their time which will increase satisfaction of them.

5.2.8 Compensation suggestions

1. The research show that organizations should have clear policies and standards in salary adjustment. Management team must be able to answer the question: What is the principle of salary adjustment of employees? To eliminate doubts or skepticisms of employees.

2. The research show that companies must show employees that their income and welfare are at the right level for the job. But if the truth is that the salary is below the level of appropriate employment, the company should find a way to adjust it accordingly with workload to motivate and turn off turnover intention.

3. The research show that the majority incomes of medical sales representative are come from incentive or commission. Therefore, every company should provide best incentive scheme to motivate medical sales representative. The target should also be reasonable and possible to achieve to increase medical sales representative's job satisfaction.

4. The research show that providing the welfare that cover members in colleague's family such as medical fee, flexible benefit or accident insurance and so on can increase job satisfaction of medical sales representative.

5. The research show that to increase job satisfaction of senior medical sales representative, employees in the same position and similar experiences should have similar pay rates. The company have to take strict measures on the secrecy of salary rates. Employees must not reveal their incomes to others.

6. The research show that incomes should create a sense of well-being. By providing a proven revenue that is well above the standard in a similar business. Moreover, companies should create other additional benefits that was not provided by other organizations, to make a difference in income satisfaction.

7. The research show that company should consider inflation rate as one of factor that include in salary adjustments. The salary adjustment in each year should not be less than inflation rate.

5.2.9 Achievement suggestions

1. The research show that MSR's supervisors should provide challenging work tasks based on the skills and abilities of each staff to show employees the capabilities they have. To create the sense that employees have a chance to succeed in the future.

2. The research show that create value and culture that empowers all colleagues to try new things, invest in candid conversations, build collaborative relationships, reinforce positive behaviors and deliver on commitments to the company can increase motivation in medical sales representative like Company A do.

3. The research show that for encourage people in teamwork within the team, Executives should create incentive trip that they set the criteria such as percentage of sales achievement in total year must more than 104%, new hospital enlisting must more than 50 hospitals and so on. If team can reach the criteria, all members will go to travel together in Japan. During the trip, all members can create more connection, trust and good relationship in each other.

5.2.10 Advancement and growth suggestions

1. The research show that the company should have a clear policy on promotion. It should provide position that show the admiration which one who is more senior or experienced. Companies should also make a difference in the payroll between junior staffs and higher senior employees.

2. The research show that management team must prove to the employees that the evaluation is fair and standard. Evaluations should be provided to colleague who are associated with the evaluator, in addition to direct supervisors. The advancement of the job should major depends on the ability. Management team must act as a role model by being neutral and transparent.

3. The research show that providing "Individual Development Program" (IDP) which all colleagues have to set their would like to be in the future for their career path such as district sales manager, product manager, HR director or business unit director and so on can motivate medical sales representative to think about their career path. In this program everyone must plan what they have to do both short-term and long-term for achieve their goal.

4. The research show that create “The talent program” like “the STAR program” at Company C that recruit sales staff which had a good performance, behavior and innovative idea to train them about special skill and knowledge can motivate and increase job satisfaction to medical sales representative. If there are vacant position in the future the talent person will receive the first priority in consideration of promotion.

5.2.11 Recognition suggestions

1. The research show that providing short-term award such as create many reward and recognition to encourage sales team to enlist new product to hospitals for example, fast and furious award for the first person who can enlist new product to the hospital, Hero award for the person who can enlist the most number of hospital in each quarter and Sales of the month for people who can highest achieve in growth in each month and so on. From those short-term reward, it can stimulate and encourage people to work more effective.

2. The research show that provide long-term award such as long service award for employee who stay with the company for 5,10,15,20,25 or 30 years in yearly party ceremony that can encourage employee to stay longer with the company.

5.2.12 Responsibility suggestion

1. The research show that the company should consider the amount of work appropriate to the number of staff carefully. Some temporary workers have been relocated to help with the workload and the urgency. In the long run, reduce the number of employees in non-critical or urgent points and increase the number of employees at critical points. This is good management of workload for medical sales representative.

2. The research show that supervisors must not prejudice individual employees in the division of work and must be equally equitable.

5.2.13 Work itself suggestions

1. The research show that the company should provide many training courses to all medical sales representative. The company should create a field force effectiveness team to train staff in many aspects to be a professional in pharmaceutical business for instance, selling skill, presentation skill, personality development course and negotiation

skill and so on. For new product knowledge, product manager in each team have to teach product information for new staff and in monthly meeting product manager should provide information update to all members. From those skill and knowledge, it can increase working performance effectively to all employee and also increase customer satisfaction and brand image of the company too.

2. The research show that the company should provide supporting tools for working in marketplace such as give away, reminder card, product slide for presentation, or marketing activity to motivate and increase efficiency of medical sales representative.

3. The research show that many factors had negative impact to the image of medical sales representative such as bribery news, uncultured behaviors complaint from patient or bias about relationship with doctors and medical sales representative. So, the company should cultivate ethic and integrity in working with medical sales representative. The company should cultivate culture that everyone should treat each other with trust and respect and work with integrity each and every day. The company should provide activity that create ethical culture in medical sales representative such as PReMA (Pharmaceutical Research and Manufacturers Association) code contest or added ethic and integrity in one of the company's value.

5.3 Limitation of the study

1. Data collection in this study selected samples from 3 international pharmaceutical companies only. Therefore, the factors may be due to the administration of large transnational pharmaceutical companies. The results of this study may not cover the characteristics of all medical sales representatives in this industry.

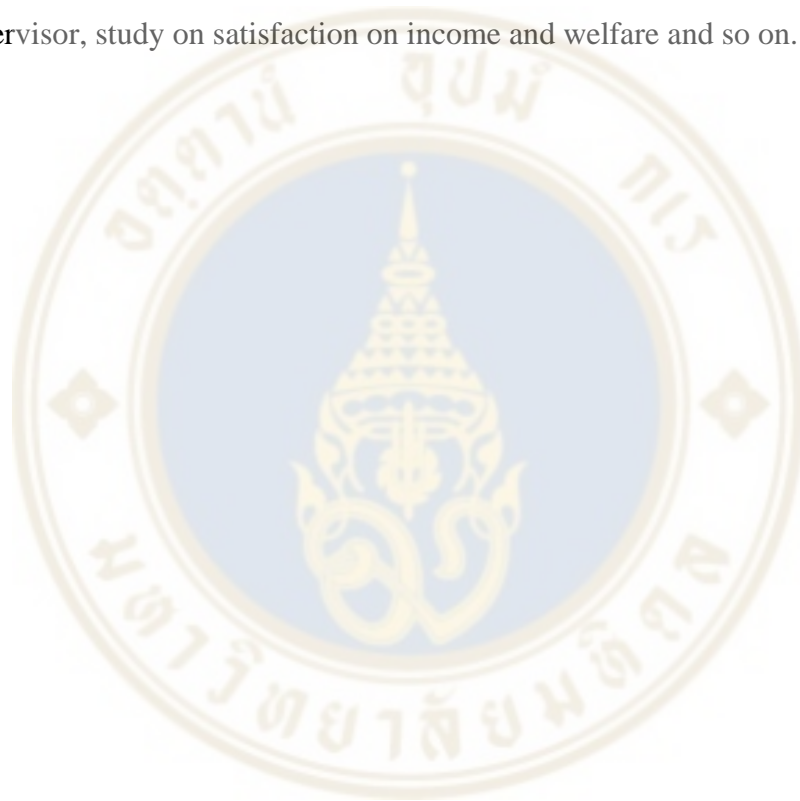
2. The factors used to study for this research are only hygiene and motivation factors from 2 factors theory, which may in fact have other factors that influence the turnover intention of medical sales representative.

3. The samples collected were those who worked in the Bangkok area, did not include the upcountry area. The data does not cover all areas in Thailand. The result may also can not represent the whole industry.

5.4 Recommendation for the future research

1. If more research is needed. The researcher has suggested to collect sample data from various organizations to analyze the true nature and behavior of all Medical sales representatives in the pharmaceutical industry. The future research should interview not only medical sales representative who work in Bangkok area but also work in others provinces.

2. To study only the satisfaction of one of the factors, in order to find useful information for the improvement of such factors, such as the study of satisfaction with the supervisor, study on satisfaction on income and welfare and so on.



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Appendix A: The Interview Guide

Introduction: This interview is the part of the research in order to explore on influence factors that affecting turnover intention in medical sales representative in leading international pharmaceutical companies in Thailand. The interviewees for this study are categorized into 2 types; focus group and individual interview.

Objective: To explore and prioritize the most influencing factor on turnover intention in medical sales representative in leading international pharmaceutical companies in Thailand, also to find out other potential factors towards interviewees satisfaction.

Length of interview: 30-40 minutes approximately.

Part 1 : Information of the respondents

Please mark ✓ in before text that match reality and please fill in the space that left blank.

1) Sex

Male

Female

2) Age

3) Status

Single

Married with children

Married but no children

Others (Please fill in)

4) Educational level

Undergrad degree

Master degree

Bachelor degree

Others (Please fill in)

5) Graduation field

6) Duration of work in all international pharmaceutical companies

less than 1 year

8-10 years

1-3 years

more than 10 years

4-7 years

7) Duration of work in current international pharmaceutical companies

less than 1 year

8-10 years

1-3 years

more than 10 years

4-7 years

8) How many times have you changed your organization?

Never

3-5 times

1-2 times

more than 5 times

Part 2 : Factors influent job satisfaction and turnover intention

Interview guide questions		
Job Satisfaction	How do you feel working in with the current company?	(Droussiotis & Austin, 2007)
Company policy	How does company policy affect your work?	
Supervision	Could you describe the good/bad situations when your supervisor helped you to solve the issue from work?	(Eisenberger, Stinglhamber, Vandenberghe, Sycharski, & Rhoades, 2002)
Interpersonal relation	What is your cooperate working style?	(McCalister, 2006)
Status	How much do you think you are important to the company?	
Job security	Do you think your job is stable or not? Why do you think that?	
Work condition	What are your workplace issues that interfere with your work?	
Personal life	How do you manage your personal life with work?	
Compensation	How do you feel the salary and pressure from your job are reasonable?	(Rast & Tourani, 2012)

Interview guide questions		
Achievement	How does your company motivate employees to succeed?	
Recognition	How does your company reward and recognize employees and how do you feel when you win the award?	
Advancement and growth	How do you see yourself in 1 year? and 5 years?	
Responsibility	Do you think the assignment was appropriate or not?	
Work itself	What is your favorite thing in your job? and What is the most dislikable thing in your job?	
Determinant of turnover	By given 5 points, how would you rate which 3 factors that most likely lead to your resign intention?	(Wright & Bonett, 2007)