

**MOTIVATION FACTORS FOR SALESPEOPLE IN  
MULTINATIONAL PHARMACEUTICAL COMPANIES IN  
THAILAND**



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July 12, 2020



.....  
Miss Tanya Prapakarn  
Candidate

.....  
Assoc. Prof. Astrid Kainzbauer,  
Ph.D.  
Advisor

.....  
Assoc. Prof. Vichita Ractham,  
Ph.D.  
Chairperson

.....  
Asst. Prof. Duangporn Arbhasil,  
Ph.D.  
Dean  
College of Management  
Mahidol University

.....  
Ronald Surachai Thesenvitz,  
Ph.D.  
Committee member

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Tanya Prapakarn

**MOTIVATION FACTORS FOR SALESPEOPLE IN MULTINATIONAL PHARMACEUTICAL COMPANIES IN THAILAND.**

TANYA PRAPAKARN 6149128

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. ASTRID KAINZBAUER, Ph.D., ASSOC. PROF. VICHITA RACTHAM, Ph.D., RONALD SURACHAI THESENVITZ, Ph.D.

**ABSTRACT**

Medical Representatives are salespeople employed by pharmaceutical companies. In 2017, the government announced Government Procurement and Supplies Management policy that caused a major change for pharmaceutical industry. Many companies tried to adapt their motivation strategy for salespeople to survive during hard times. Data collection will be done by collecting primary data from in-depth interviews with 10 salespeople and 2 sales managers from 2 different multinational pharmaceutical companies that use different compensation strategies for salespeople. Results show the differences between 2 companies in their payment strategy and goal setting involving salespeople. Reward and recognition are important tools to influence salespeople to keep improving their sales performance. Other motivation factors are working environment, quality of supervision, challenging yourself, pride in being medical representative, self-development, and positive mindset. In conclusion, motivation is very important drive for medical representatives to gain more sales for companies. If pharmaceutical companies understand the importance of motivational factors, they can adjust motivation strategies to match with medical representatives' wants and needs. Therefore, it can help to drive company towards the right direction and to gain competitive advantages in the future.

**KEY WORDS:** motivation/ salespeople/ pharmaceutical/ incentives/ goal setting

37 pages

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## **CHAPTER I**

### **INTRODUCTION**

Medical Representatives (MR), are salespeople of pharmaceutical companies. The major responsibility is to provide product information to doctors. There are numerous medicines in the world. Some doctors are not able to keep can't update with all medicinal information by themselves because they already have enough responsibilities on their hands concerning the patients. Therefore, medical representative can support them by keep updating product information, research, treatment guideline, and new innovation etc. Medical representative has to deal with not only doctors but pharmacists and nurses as well. Medical representatives' work is not office-based but area-based, for example, Bangkok area or upcountry area. Before visiting doctors, they have to plan work in advance which hospital they will visit this week or which information to present to doctors or pharmacists today etc. Sometimes, medical representatives will come to office to get products information training, and updating any company information, marketing strategy, market situation or government policy information. Other important things are pros and cons for using company's products with patients, so they have to communicate and discuss with doctors about benefits of product for patients such as efficacy and safety. However, they ought to also manage problems such as handling side effects of product occurred with patients or managing sale volume based on target by area etc. Also, medical representatives have to report any update, feedback or problem in area to management teams to let them know and analyze how to improve company's strategy to go towards the right direction in order to achieve the company's goal.

This job requires people who have high discipline, high patience and high responsibility because they have to manage working time efficiently. It is suitable for people who value freedom. However, they should also have high discipline to control themselves. This job is valuable to society and people because medical representatives can help doctors to select the right medicine to treat with patients by providing product information. Due to medical representative being a salesperson, so the main job

responsibility is to achieve sales target by area. It is the most important KPI to measure performance of salesperson. Therefore, the major motivation factors of salesperson are both financial and non-financial incentives. The more salesperson can achieve over target, the higher financial incentives he/she can gain. In the past, medical representatives got quite good compensation from companies. Not only good salary and benefit but they also got high financial incentives as well. Nowadays, pharmaceutical industry in Thailand has changed a lot, so it creates a tough situation for multinational companies to sell their product. Therefore, they have to change their strategy to survive this changed market trend.

Looking back on the last decade, at that time pharmaceutical market in Thailand was quite good. Most multinational companies were fast growing. They had many opportunities to sell products, so they could invest more marketing budget to promote products with doctors. For example, they could support many key opinion leaders or key users to go updating medical information at international conference. Many doctors preferred to use original medicine imported from multinational pharmaceutical companies because they trusted in efficacy and safety of medicines. Also, those medicines require numerous researches and guidelines before they could get FDA approval to be sold in Thailand. Another reason was most original medicines were already used by many doctors in Europe and USA before being imported to Thailand, so it could be another guarantee in efficacy of original medicines that many experts already had experiences to use with patients before. After selling original medicines for a while, the patent would expire, so other companies can replicate them at a lower cost. To make a copy of original medicine, it doesn't need investment in clinical research of medicine because the original one already did it. Therefore, it can be sold with very low price while the original one can be sold at the same price or the price may be reduced just only a little margin to compete with the copied one.

The major change for pharmaceutical industry occurred when the government announced Government Procurement and Supplies Management policy in 2017 (PUBLIC PROCUREMENT AND SUPPLIES ADMINISTRATION ACT, B.E.2560(2017)). It controls all process for purchasing of all government agencies including government hospitals. The main control was to select only 1 company who win the bidding process before government hospitals signing contract to purchase any

product or project. For example, a government hospital wanted to buy patients bed. There were a lot of companies selling patients bed in Thailand. In the past, government hospitals could purchase with any company they wanted based on good specification, acceptable price, previous user experience, etc. After the announcement of this policy, government hospitals had to implement the bidding process, so many companies that sell patients bed could join to compete in bidding system. Most winners were companies that could sell product at the lowest price but the product quality may not be the best. Like a medicine, when original medicine had a copy one, before government hospital make purchasing it should be in the bidding system of as well. Lots of original medicine couldn't compete with very low price, so they frequently lost for local company in bidding system. Multinational pharmaceutical company lost a lot of profit because government hospitals were major customers of it. Therefore, many companies tried to adapt their strategy to survive in this tough situation.

Some companies have tried to reduce staff because they didn't have enough products on hand to sell to government hospitals. Some companies have tried to cut the budget such as budgets for marketing, sale entertainment, or international conference for doctors etc. Not only that, they also reduced incentive for salespeople. Lower financial incentive might demotivate salespeople. Thus, they might lose passion for the job. Some people left this job to do their own business or change to other work fields altogether. However, some people still enjoyed working in this industry. Some companies still pay low fixed salary with commissions for salespeople based on percentage of achievement but salespeople would have more job responsibilities than before. In this case, it is quite clear that financial incentive is still the main motivation factors for medical representatives to achieve sales target. Therefore, they have to put in more effort to do this job because they will have lots of responsibilities than before. In return, when they have exceeded the sales target and gained high commissions, they will be satisfied with their job and be motivated to achieve their goals continuingly.

On the other hand, some companies decide to pay higher fixed salary but with far less financial incentive for salespeople. This is another interesting strategy. Because if salesperson can already gain high fixed salary during tough situation, financial incentive may not be the main motivation factor to them. While, they still

have sales target or KPI to achieve. Therefore, I think there are other motivation factors that can push them to keep motivating for achieving their sales target.

Moreover, another interesting point is how sales managers motivate their subordinates who may think “I already gain high income. Why do I have to put more effort into doing more for the company”. I think different leadership strategies between different companies are very interesting factors in order to discover the strengths and weaknesses of each, and to use the strengths of each strategy to benefit other companies. If other companies face any tough situation liked this, they can learn strengths of each strategy and adapt them to suit their companies.

In this study, I will explore more on other important motivation factors that can influence salesperson to keep improving sale performance. Sometimes money may not be the sole motivation factor for salespeople because different people have different wants and needs. Moreover, I will explore leadership styles used by sales managers to motivate their salespeople to keep achieving their goals. Matching motivation factors and leadership styles together can be beneficial to multinational pharmaceutical companies to improve performance and to gain competitive advantage in the future.

## **CHAPTER II**

### **LITERATURE REVIEW**

In this chapter, I will provide some research results related to this study. The literature review will mainly focus on sale performance of salesperson in pharmaceutical industry. Firstly, the previous research result about motivation factors for salespeople will be discussed to understand important motivation factors for salesperson. Moreover, leadership styles that enhance salespeople's performance will be provided to set some basic knowledge for leadership used to motivate salesperson in pharmaceutical industry.

#### **2.1 Motivation for salespeople**

One of the most important management functions is motivation for it could create a willingness to work among employees to make them perform better performance. Robbins and Judge (2008) defined motivation as *“the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal”*. In general, motivation could be used with any goal, so it could reflect working behavior for employee. Keys components of motivation are intensity, direction, and persistence. Firstly, intensity is described as attempt of person, so it could be the result of motivation. Although, intensity might not directly lead to better performance for organization but the quality of effort could directly affect to performance. Secondly, direction is the way organization wants to be and the way managers lead their followers. Lastly, persistence was how person can keep putting effort into organization (Robbins & Judge, 2008). There are many types of motivation theories which might help to understand how to enhance salesperson's performance in pharmaceutical industry.

### **2.1.1 Goal setting theory**

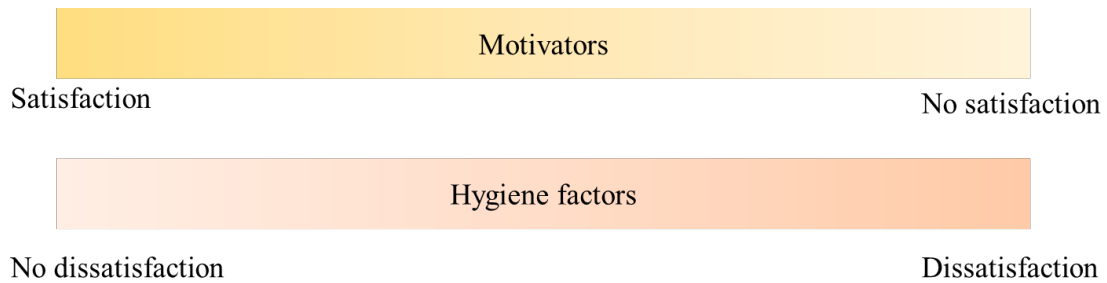
Goals indicate and provide directions to employees on what they ought to do. Goal setting theory explains that setting specific and challenging goal contributes significantly to gaining better task performance from employees. It creates willingness to work towards goal which is the main source of employee motivations. Robbins and Judge (2008) explained major source of work motivation is intention to work according to the goal. Goal could be explained to employees what they have to do in a period of time. In order to increase performance, the goals have to be specific. In general, easier goals tend to be accepted more than harder ones. On the other hand, if the difficult goals are accepted by employees, they likely put more effort into achieving it. When people are committed to the goals, they will believe that they could do it, and consequently will try to create better performance for the organization. In order to make employees accept the goal, managers and followers have to make consensus together before setting the goals. It could lead better performance (Robbins & Judge, 2008).

John et al (2012) studied about improving salespeople's performance in pharmaceutical industry by using sales force motivation strategy. They defined motivation strategies as "*a set of strategies that could motivate salesperson's performance*". They found an effective motivation strategy. Salespeople should be involved in setting their sales target, so it can motivate salespeople to perform better performance. Goal setting involvement could be another effective motivation strategy to enhance salespeople's performance in pharmaceutical industry (John et al., 2012).

### **2.1.2 Herzberg's two-factor theory**

Herzberg identified two factors that organization should consider in order to create motivation and job satisfaction in the workplace. These two factors are independent of each other. This theory believes that the opposite of satisfaction is not dissatisfaction. Moreover, removing job dissatisfaction doesn't necessarily give employees job satisfaction (Robbins & Judge, 2008).





**Figure 2.1 Herzberg's two-factor theory (Robbins & Judge, 2008).**

### *Herzberg's hygiene factors*

Hygiene factors don't encourage employees to perform better performance but they will lead to job dissatisfaction when hygiene factors are not presented. Hygiene factors can be quality of supervision, pay, company policies, physical working conditions, relationships with others, and job security, etc. The hygiene factors refer to extrinsic motivations. It can motivate employees to perform better performance in order to earn some rewards or to avoid punishment. It encourages employees to perform not because they enjoy doing it. When hygiene factors are presented adequately, it can make employees not to be dissatisfied with their job.

### *Hygiene factors: company payment system*

In pharmaceutical industry, once the goal is achieved, salespeople would gain some rewards in return which can be extrinsic motivators to keep motivating them. In this case, extrinsic motivators can be seen as incentives. There are two types of incentives: financial and non-financial incentives. When combined together they are called "compensation system".

Buchan et al. (2000) defined the compensation system as "*the total income of an individual and may comprise a range of separate payments determined according to different rules*". They also mentioned "payment" in this context can be both financial and non-financial incentives. They suggested types of incentives that could be combined in compensation system as shown in the following table (Buchan et al., 2000).

**Table 2.1 Type of Incentives. (Buchan et al, 2000)**

Financial	Non-financial
A. Pay	Holiday/vacation
B. Other direct financial benefits	Flexible working hours
Pensions illness, health, accident, life insurance,	Access to/support for training and education
Clothing, accommodation allowance	Sabbatical, study leave
Travel allowance	Planned career breaks
Child care allowance	Occupational health/counseling
C. Indirect financial benefits	Recreational facilities
Subsidized meals, clothing, accommodation	
Subsidized transport	
Child care subsidy, crèche provision	

Umar (2010) found significant relationship between incentive and performance. This study recommended considering compensation for salespeople because it can enhance performance of them. Moreover, the study found that better fixed salary can attract high-profile salespeople. Thus it is another way to get better resource in order to gain competitive advantage for the company. However, company should also consider offering appropriate salary rather than low salary with commission to salespeople. It would provide a job security to them in case they could not achieve sales target. Yaqoob et al. (2017) studied about the impact of motivation on sales force performance in pharmaceuticals industry. They found that financial incentives plus fringe benefits significantly motivate sale performance. Fixed salary, commission, travel allowance, gifts, and bonuses could be a financial reward that motivated salespeople to perform better performance. Meanwhile, fringe benefits could be non-financial motivation factors influenced sale performance.

According to Maslow hierarchy of needs, it can be said that fringe benefits can fulfill salespeople' psychological needs and safety needs while financial incentive can fulfill their self-esteem (Yaqoob et al., 2017). Moreover, rewards can also enhance



sales force performance and fulfill salespeople's self-esteem as well. The result showed that financial incentive has strong positive effect in that motivating salespeople's performance and strong negative effect on turnover rate. However, non-financial incentive also had a same effect on sale performance and turnover rate but it is not quite as strong.

John et al. (2012) studied the improvement of salesperson performance in the pharmaceutical industry by using sales force motivation strategy. They found that financial incentive was a basic and important factor that could influence salespeople's performance. In highly competitive market of pharmaceutical industry, they frequently pay higher financial incentive to enhance salesperson's performance. Bakosh (2007) explained that only financial incentive alone was not enough to explain motivation for salespeople. It was a basic and important thing from a bottom of Maslow's hierarchy of needs but it can only serve one dimension of people needs. In general, salespeople would have more needs than getting pay back. They also needed trust, self-esteem, social recognition and chance to fulfill their potential which is other step of Maslow's hierarchy of needs. Moreover, Cerasoli et al. (2014) found that intrinsic motivation also had positive effects to sale performance. However, incentives offered to salespeople directly enhance sale performance but the importance of intrinsic motivation still remains in workplace as well.

*Hygiene factor: organizational working environment*

Organizational working environment is one of extrinsic motivators. When offered to employee appropriately, it would make employee have less job dissatisfaction (Robbins & Judge, 2008). Working environment has significant influence on employee's job satisfaction and performance of pharmaceutical company because it can create a good relationship among employees and colleagues (Parvin & Kabir, 2011). This study found that employees in pharmaceutical companies expected that they should receive equal treatment in terms of payment and promotion from the company. Moreover, fairness can also be another motivation factor that motivates employees to perform better. Fair competitive working environment, fair compensation system, and fair working hours would influence employees to have good attitude towards company. Employees who are satisfied with the company would

make a good service quality to the organization. Some respondents in medium-to-large-sized-company in this study also mention job security, an important factor which contributes to their job satisfaction towards company.

Study of Alam (2012) concluded that factors affecting medical representative job satisfaction were good company reputation, safe working environment, relationship with doctors, transportation supported by company, flexibility of working hours, effective and positive feedback from managers, recognition for achievement from company, and health insurance benefit. On the other hand, factors leading to medical representative job dissatisfaction are job insecurity, no retirement benefits, no social recognition, pressure working environment, unachievable sales target, overtime working hours, and lack of social honor. According to Herzberg, when company provides these factors to employees inappropriately, it could lead to employees' job dissatisfaction. Also, these factors could demotivate salespeople and could create a high turnover of medical representative as well (Alam, 2012).

In general, health and safety working condition tends to reduce turnover rate for the company. Also, it tended to increase employee retention because Herzberg's hygiene factors could lead to less job dissatisfaction. Salmaan et al. (2016) suggested that company should focus on creating good workplace because employees' mental and physical health are very important for employee retention in pharmaceutical industry.

Interestingly, ease of work completion, scope of development, career perspective, internal environment, and no pressure have significant effect on sale performance of pharmaceutical companies. No pressure is a strong factor to determine all level of sales performance. Sahoo et al. (2014) suggested that if pharmaceutical companies could create good workplace environment with less pressure in the company, salespeople would be more willingness to generate better sales performance to the company.

Participation in decision-making and effective communication can enhance job satisfaction and performance of sales. Campbell et al. (2004) suggested that pharmaceutical companies should have organizational structure to let employees participating in decision-making (Ahmed et al., 2012). The aims of meeting between

sales managers and salespeople are to share ideas and to discuss useful information together. It can help finding better solution to get a better sales performance. Moreover, meeting can generate sense of belonging to employees towards company, so it can help enhancing their performance as well.

*Hygiene factor: quality of supervision*

Sales leadership is defined by Ingram et al. 2005 as “*activities performed by those in organizations to influence others to achieve common goals for the collective good of the sales organization and company*” (Ingram et al. 2005, p.137). These activities are typically performed by top management levels and sales managers. Leadership skill is an important factor that sales managers should consider. Companies may create training and mentoring programs to sales managers leading their followers to help them achieve company goals. Proper quality of supervision will lead to less job dissatisfaction amongst employees. In order to motivate salespeople, leadership style of manager is an important factor to decrease job dissatisfaction and to influence sales performance (Robbins & Judge, 2008).

Leadership styles have direct and indirect impact on financial performance of organization (Overstreet et al., 2013). Leadership styles have positive impact on employees’ performance. It can help employees to be more willing to create and to develop new products, systems and processes. Managers who have clear vision, inspiration, and goal-oriented behavior would be easier to motivate followers to enhance organizational performance. There are two types of leadership: transformational and transactional leadership. Transformational leadership comprises of 4 major factors which are charisma, inspirational leadership, individual consideration, and intellectual stimulation. Transactional leadership comprises of contingent reward and management by exception (Bass B, 1985). This study said that transactional leaders were “*more concerned with efficient processes than with substantive ideas. They are more interested in what will work rather than in what is true.*” He suggested that transformational leadership could be a powerful factor for positive change but it also depends on internal and external environment, personality type, and value of leaders. However, transactional leadership behaviors still have

impact on sale performance. It can help sales managers focusing and controlling their followers to achieve the organizational goals.

The study of MacKenzie et al. (2001) found that contingent rewards had a positive effect to helping and giving trust from employees. The key influence of salespeople performance is for the manager to provide positive feedback (e.g., recognition and/or approval) and negative feedback (e.g., reprimands and/or disapproval) to salespeople in accordance to their effort or performance (MacKenzie et al., 2001). Because of the give-and-take exchange process associated with this style of leadership, supervisory feedback behaviors such as contingent reward and punishment behaviors are called transactional leader behaviors (Bryman 1992).

#### *Herzberg's motivation factors.*

According to Herzberg's theory, motivation factors are intrinsic motivators that came from individual inside. It can lead to employees' job satisfaction (Robbins & Judge, 2008). Motivation factors can encourage employees to perform better on their tasks. It is personal feeling towards job or activity. It can lead employees to have willingness to do the job by their own internal rewards rather than external rewards. It can be promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement etc.

Motivation factors or intrinsic motivators are other kind of non-financial incentives that motivate salespeople. It can be advancement or recognition program given to salespeople to recognize their contributions to organization (Robbins & Judge, 2008). Recognition program is one of the intrinsic motivations impacted to sale performance. The effective reward and recognition system such as job enrichment, employee recognition program, and sales award can encourage salespeople to perform better (Wambua & Nzulwa, 2016).

Cerasoli et al. (2014) said that intrinsic motivation would be less important when paying incentives dependent with performance but it would have more importance when paying incentives independent with performance. Moreover, they said that intrinsic motivation could predict quality of performance while incentive could predict quantity of performance. The study concluded that combining both

incentive and intrinsic motivator together was the best way to motivate and to enhance sale performance but using it separately was less effective.

Moreover, Transformational leadership can be used as intrinsic motivation to influence salespeople to perform beyond their expectation (MacKenzie et al., 2001). The study suggested that sales managers could pay more attention to transformational leadership behavior to improve salespeople's performance. They have to think more about setting a clear vision, being a role model, and supporting individual needs. Managers should pay attention to the developmental needs of each individual follower and should inspire them to push more effort to achieve the organizational goals.

Transformational leadership has positive relationship with individual task, contextual, and creative performance (Wang et al., 2011). Meta-analysis study of transformational leadership and performance found that transformational leadership had stronger positive relationship with contextual performance than task performance. In this study, contextual performance referred to employees' working behaviors that go beyond the minimum requirement of job descriptions. Task performance referred to employees' working behaviors that are specified by formal job descriptions. Also, transformational leadership has stronger impact to employees' attitude and motivation which could lead to employee performance. It means that using transformational leadership strategy can make individual to perform better performance for organization. Moreover, transformational leadership also has positive relationship with team and organizational performance because when individual performance is enhanced, the organizational culture, system, strategy, and performance would be enhanced as well. It can be concluded that using transformational leadership can lead not only their individual follower but also their team and organization performance as well.

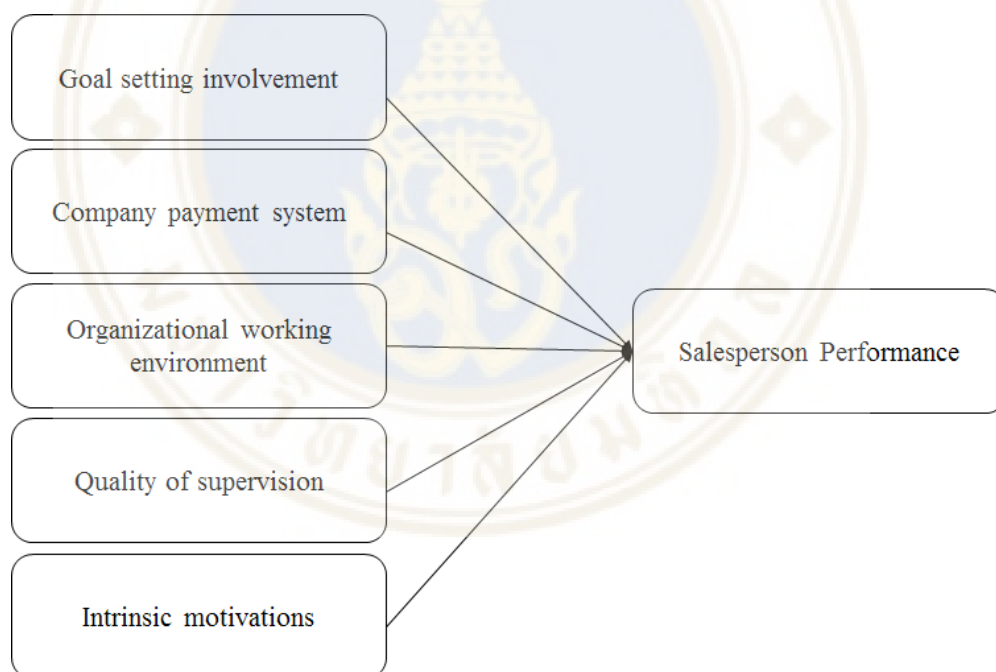
In summary, Wambua & Nzulwa (2016) suggested factors that could effectively motivate salespeople in pharmaceutical companies were effective communication, effective regulation governing sales of pharmaceutical product, good relationship with colleagues and customers, appropriate working hours, encouragement from top management, transparent goal, and effective training. According to Herzberg's theory, 3 of them; encouragement from top management, transparent goal, and effective training could refer to hygiene factors, and 4 of them;



effective communication, effective regulation governing sales of pharmaceutical product, good relationship with colleagues and customers, and appropriate working hours could refer to motivation factors. It shows that a combination of hygiene and motivation factors can be effectively used to motivate salespeople in pharmaceutical companies to perform better performance.

## 2.2 Theory Framework

According to literature review, I find some relationship between motivations; goal setting involvement, company payment system, organizational working environment, quality of supervision, intrinsic motivation, and salespeople's performance. This research will try to explore more about an important motivation factors that can influence better salespeople performance in pharmaceutical company.



**Figure 2.2 Research framework of the study**

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

This research's study is based on motivation and leadership theory. The qualitative approach will be used to explore important motivation factors of salespeople and leadership styles used by sales managers in multinational pharmaceutical companies. Data collection method will be done by collecting primary data from in-depth interview both salespeople and sales managers from 2 different multinational pharmaceutical companies that used different compensation strategy for salespeople. All interviews will be recorded on a voice recorder with the permission of interviewees. The common theme from every interview will be identified in a research finding chapter as a group of emerging factors from the data collected.

#### **3.2 Sample Selection**

In this research, the in-depth interview will be conducted with 12 interviewees who work in 2 different multinational pharmaceutical companies. These 2 companies are quite similar in terms of company size, numbers of employees, and company ranking in pharmaceutical industry. However, they are quite different in terms of compensation system paid to salespeople. One company pays low fixed salary with lots of financial incentive for salespeople but salespeople have more job responsibilities than before. Another pays higher fixed salary with very less financial incentive for salespeople.



**Figure 3.1** Company compensation strategy

About 12 interviewees were selected from each company equally. All of them are currently working in Bangkok area. There are 4 salespeople and 2 sales managers with different experience; in terms of service year for company and pharmaceutical industry.

**Table 3.1** Interviewees profiles

No.	Gender	Age	Marital Status	Company	Position	Company service year	Experience in industry
1	Female	37	Single	A	Sale manager	4	7
2	Female	34	Married	A	Sale manager	8	11
3	Female	49	Married	A	Medical representative	23	25
4	Female	43	Single	A	Medical representative	10	20
5	Female	37	Married	A	Medical representative	3	10
6	Female	32	Single	A	Medical representative	4	9
7	Male	52	Married	B	Sale manager	26	28



**Table 3.1 Interviewees profiles (cont.)**

No.	Gender	Age	Marital Status	Company	Position	Company service year	Experience in industry
8	Female	44	Married	B	Sale manager	14	22
9	Female	29	Single	B	Medical representative	6	6
10	Female	34	Married	B	Medical representative	3	6
11	Female	49	Married	B	Medical representative	14	25
12	Female	51	Married	B	Medical representative	24	28

### 3.3 Interview Method

Interviewing will be conducted by using interactive face-to-face conversation with all interviewees. The place of interviewing occurred in a coffee shop nearby hospital which is their working place to make interviewees feel more comfortable and relaxed during the interview. Moreover, interviewees' body language was observed. Note-taking and voice recording were used during interview as some part of data collection. Each interview was conducted around 20-30 minutes including introduction, open-ended question, and probing technique.

Open-ended questions give interviewees freedom to answer with their own words and experiences (Guion, L. A et al., 2001). Semi-structured format was used in the interviews to get deeper understanding of important motivation factors of salespeople and leadership styles used by sale manager in multinational pharmaceutical companies. Also, questions were provided in advance to all interviewees before the interviews were conducted order to give them flexibility for answering.

Probing technique can be used by two-way communication during interviewing. It is another strategy to find out deeper details from interviewees. It can help to get interviewees to talk more about their personal opinions, feelings, and reasons of the given answers. Also, it can help to better understand what they are trying to say.

**Table 3.2 Interview Question lists**

Interviewees Working Position	Interview Questions
Medical representative	<ol style="list-style-type: none"> <li>1. How has the working experience in pharmaceutical industry changed in the past 5 years??</li> <li>2. What do you think about working in pharmaceutical industry?</li> <li>3. What are that factors that make you happy working in pharmaceutical industry?</li> <li>4. What do you think about your company working environment? How about your colleagues and co-workers? Which aspect motivates/demotivates you?</li> <li>5. What do you think about your company compensation system?</li> <li>6. How do you know your goal for achievement? Does your sale manager allow you to participate in goal setting? Why or why not? How do you feel about it?</li> <li>7. How do you motivate yourself to achieve goal? When you can't, what do you do?</li> </ol> <p>Please imagine a situation at work where you fee highly motivated. What happened and what motivated you? Please imagine a situation at work where you were highly demotivated. What happened and what demotivated you?</p> <ol style="list-style-type: none"> <li>8. How does your manager motivate you to achieve goal?</li> <li>9. What do you want from your manager in order to support achieving your goal?</li> <li>10. Currently, what are the 3 main reasons that make you continue working in pharmaceutical industry? How important each of them are?</li> </ol>

**Table 3.2 Interview Question lists (cont.)**

Interviewees Working Position	Interview Questions
Sale manager	<ol style="list-style-type: none"> <li>1. How has the working experience in pharmaceutical industry changed in the past 5 years??</li> <li>2. How long have you been a sale manager?</li> <li>3. What is the difference between being a salesperson and a sale manager?</li> <li>4. What do you think about your company working environment? How about your colleagues and co-workers? Which aspect motivates/demotivates you?</li> <li>5. How do you set goal for each salesperson? Do you allow them to participate in setting their goal? Why or why not?</li> <li>6. How do you motivate yourself to achieve goal? When you can't, what do you do?</li> <li>7. How do you motivate your salespeople to achieve goal? If they can't, what do you do?</li> <li>8. What are main leadership styles you frequently use for leading and coaching your salespeople? Please share some stories from your experience. Please give examples of what you did and what worked to motivate salespeople. What did you try to do and what failed to motivate salespeople?</li> </ol>

## CHAPTER IV

### RESEARCH FINDINGS

#### 4.1 Goal setting involvement

The most important goal for salespeople is sales target by area which indicates how many units and values each salesperson have to sell, and how many percentages of sale growth they have to achieve. Company A doesn't allow salespeople to participate in setting their sales target by area but company B allows salespeople to participate in adjusting monthly sales target with sales manager. For these 2 companies, they use different strategies to set sales target for salespeople.

Company B uses normal strategy to set the goal for salespeople which is sales target by area to be main KPIs for salespeople. This goal setting strategy is widely used in other pharmaceutical companies as well. For company B, sales target by area is calculated by target calculation department. Then, it is delivered to sales managers who then adjust monthly sales target before announcing to each salesperson. Salespeople in company B can participate in adjusting their monthly sales target with their sales manager. Adjusting monthly target with sales manager can help salespeople accepting their goals because they can decide which month they get lower sales target and which month they get higher. It provides them more chance to gain more incentive.

*“There is target calculation department to calculate sales target for each medical representatives. My company will announce sales target at the beginning of each quarter. Then, sale manager can adjust monthly sales target to match with current situation and to make salespeople have more chance for achieving and getting incentives. When I know monthly sales target, I can find where new opportunity to gain more sales are and how harder I should work for achieving over sales target. Because the higher I can achieve over sales target, the higher incentives I will get.”*

Interviewee No. 11, Company B

However, interviewee No. 12 also mentioned late announcement of sales target from company. Especially in the first quarter of the year, sales target will be delivered to sales managers around late of January. Even if sales manager still tried to adjust sales target for her as lower as possible but she would have very less time left to manage sales volume in that month. Sometimes, she could not gain enough sales to achieve the goal, so she doesn't get incentive. This could demotivate her as well. As you can see, sales target still plays an important role as motivation of all interviewees in company B to perform better performance because the higher they achieve over sales target, the higher incentive they will gain.

On the other hand, company A doesn't have sales target by area but uses business unit growth as main KPIs for achievement. Each salesperson doesn't have sales goal for each area but everyone in the same business unit has to contribute sales together to make business unit grow to meet the expectation. All interviewees in company A also think that removing sales target by area could reduce work pressure for them, thus making them more comfortable to do the job.

*“Goals for each person will be announced at the beginning of the year. During the year, if company wants to change something, the change will be announced by management team to all employees. Then, everyone has to sign for acknowledgement. My company has removed sales target for medical representatives but they use a sales growth to be one of KPIs for measurement sale performance. Removing sales target can reduce work pressure for me but I still want to perform a good performance to make my business unit has a good performance as well.”*

Interviewee No. 1, Company A

However, 3 out of 4 interviewees from company A think that sales target, set by management teams, is quite reasonable and acceptable because it was calculated from sale volume of previous year combined with the area's sales opportunity and the expected growth of company in that year. While, interviewees No. 4 said that they thought that removing sales target by area and using business unit growth as goal was not quite fair for people who perform beyond expectation because some salespeople might not be diligent enough to do the job when business unit performance is quite good. She thought that sometime it could demotivate her when she contributes a lot of sales in that period but other salespeople contribute less.

*“Incentive paying is from overall business unit performance. Sometime, I had tried to contribute to my team as much as possible to make team performance good but I knew some of my colleagues didn’t put enough effort. In that quarter, they would get paid more than realistic because business unit performance was good. It could make me demotivates me a lot.”* Interviewee No. 4, Company A

## **4.2 Company payment system**

All interviewees in both companies mentioned that medical representatives can gain higher income when compare with other type of salespeople. High income could be one of the factors that motivate them to keep working in multinational pharmaceutical companies even if they tend to be in tough situation. They are satisfied with total income they gain from company but the proportion of incentive payment between 2 companies created different motivations for work.

Company A pays high fixed salary and pay incentives around 25% of total income based on overall business unit performance. Collaboration in sales team is very important to generate better business unit performance. Incentive payment depends on overall business unit performance not only on individual performance. Once business unit performance is good, salespeople will be paid higher incentives. All interviewees from company A think that this payment system provides them a job security. It could be some guarantee that they would get high income. Even though, they faced any tough situations or they could not achieve sales target. For benefits from company A, 2 out of 4 medical representatives who have been working with the company for more than 10 years agree that the company offers good benefits. Due to their long tenure, they get more benefits from the company such as birth fee, free vaccine for child, and medical treatment for family. While others 2 know that they receive less benefit from the company because they have been working for the company as long. They think that the company should provide the same range of benefits to all employees regardless of their length of tenure. Sometimes, the difference could demotivate them because they consider it as unfair treatment. Moreover, interviewee No. 5 said that rating for KPIs assessment is not quite clear. This sometimes demotivates her. . She doesn’t know the actual criteria of rating.



Sometimes when she gets low rating, she just wants to know how could she achieve excellent rating. If the company can provide clear criteria, she can motivate herself to work towards the right direction to get higher rating.

Moreover, interviewee No. 3 and No. 6 think that salespeople who are suitable for this payment strategy are the people who love and enjoy working as medical representatives, and people who are concerned about job security. Therefore, they would be more willing to perform better for the company because they are already paid for higher job responsibility.

Moreover, interviewee No. 4 and No. 5 think that if salespeople are the performer type, they may not be suitable with this company payment strategy. Because salespeople with performer type will think that the more they work, the higher incentive they would get. But for this company, even if they perform beyond expectation but the overall business unit performance is not well, the incentive they get will not be significantly high. Salespeople with performer type may feel demotivate and consequently want to leave this company.

*“Income from my company is quite stable. It is quite not exciting even if I can get very high achievement. Comparing with my previous companies that paid incentive based on individual performance, if I can achieve over 120%, I will gain a lot of incentives. But for my company, it will depend on business unit performance. If that quarter I perform very well but business unit performance is bad, I will get lower incentive payment. If I concern only incentive payment, I may leave company to go working for another company that paid incentive based on individual sales performance.”* Interviewee No. 5, Company A

Company B pays low fixed salary and pays incentives around 45% of total income based on individual sale performance. In 2019, the company changed incentive scheme for salespeople because the top management team was changed. Top management didn't want the fluctuating sales volume. They weighted 60% monthly incentive to be paid only when salespeople can achieve quarterly sales target. In reality, salespeople can't control every coming purchasing order because it depends on each hospital purchasing process. When salespeople had been gaining little incentive for a long time, many salespeople decided to leave the company. It created high

turnover rate of salespeople in that year. Therefore, in 2020 they decided to change incentive scheme back to that of the past 2-3 years to satisfy salespeople.

All interviewees think that if they can achieve over sales target, their overall income will not be different from other multinational pharmaceutical companies. But if they can't achieve sales target, their total income will be lower than other companies. Therefore, they will try to achieve as much as possible in order to gain higher income. Incentive payment of company B depends on individual performance. Therefore, the more they can achieve over sales target, the higher incentive they will get. Due to the lower fixed salary, incentive becomes an important motivation factor for them to push more effort into achieving over sales target. Sometimes, when sales target is unachievable or incentive scheme is very difficult to get, it can demotivate them to not want to try to achieve sales target.

*“At the beginning of my work at this company, I get paid very high incentive when I can achieve sales target. But in the past 2-3 years, incentive scheme is very difficult to get. Even if I can achieve sales target but company would pay much less than before. So, it demotivates me and I just let it go. I don't want to gain more sales because even if I do I still get little incentive back. In this year, incentive scheme was revised and changed back to the way it was the beginning of my work. It helps to motivate me to achieve over sales target because the more I can sell product, the more incentive I will get back.”* Interviewee 9, Company B

### **4.3 Reward and recognition**

8 out of 10 medical representatives also mentioned that reward and recognition program can be an important motivation factor to make them keep being motivated, improving performance and trying to achieve over sales target. In this case, reward can be the sale champion award or employee of the year recognition, etc. Reward is a recognition of the excellent effort they put in and their contribution to the company for whole year. It can fulfill their self-esteem and success needs according to Maslow's hierarchy of needs. It gives them pride and motivates them to keep this performance to win a reward again in the next year.



*“There are many criteria for sale champion. I’m not the only one that can get sale champion award but not every 100 employees can get this award as well. I’m very proud of it.”* Interviewee No. 6, Company A

#### **4.4 Working environment**

In reality, salespeople’s working hours are not in the office. . They mainly work in their assigned area with customers and salespeople from other companies. They only go to the office at the end of month for meeting with management team and training on any product information update. Working environment that influences salespeople’ motivation can be their working area rather than the company’s office.

*“As a salesperson, I’m working in my area 80% and in office 20%. That’s why I think company working environment is not significantly impact to my work and motivation. Customers, friends and competitor are more impact to my motivation for work.”* Interviewee No. 11, Company B

##### ***Relationship with customers***

However, all interviewees said that they frequently work in their area, thus area working environment is more important than company working environment. Area working environment is an important motivation factor for salespeople such as customers, friends from other company and competitors.

*“My customers, doctors, they are not only customers but they are friends and family who make me want to go visiting them every day. Good relationship with customers is one of motivation factor that can make me happy to work. When I’m happy to work, I will want to perform better.”* Interviewee No. 11, Company B

Customers are important people who motivate salespeople to work. Some interviewees mentioned that customers were motivation factors to make them happy to work as medical representatives. Medical representatives who have worked in their area for a long time would have a good relationship with customers. It can help making their work easier such as giving product information, finding and serving customers’ wants and needs. Moreover, some interviewees also mentioned they had friends from others company working at the same hospital. When they have and good

relationship with friends in the same working area, it can also make them happy with their job. They can work together easily and can co-operate some activities together because they have to approach the same doctors. Also, aggressive competitors can be another factor that can demotivate them as well because they have to compete with each other.

### ***Time flexibility***

9 out of 10 medical representatives mentioned that medical representative job provided time flexibility to them. As salespeople, they have to work in their areas and they can select a suitable time to visit customers. They have no need to work as working hours but they have to plan in advance which hospital they have to go each day or each week. Therefore, the work offers time flexibility. They said that they can manage their time by themselves to balance work and life. Therefore, when they have work life balance, it can make them happy with their job. Consequently, they are more willing to work. . Thus, they have better performance. All of them love this job because of time flexibility provided by the job and the company. It can be one of the important motivation factors for medical representatives.

### ***Collaboration between sales team members***

Interviewees from both company said that their company working environment was quite good. There is good collaboration between sales team and office staff support. In reality, salespeople work in different areas but they also have colleagues and sales manager in their team to support them. They frequently help each other in their team to solve problem, to give some advice and to share idea in order to make a good performance for their team.

### ***Understanding from management team***

In company B, 2 out of 4 medical representatives said that understanding from management team during company's meeting can be another important motivation for them. For example, there are some external issues that make sales dropped. If management team understand the issues, accept the problem and prepare to help solving problem together, it can make them feeling motivated and happy to work.

On the other hand, if management team doesn't understand and just force salespeople to gain more sales, it can make them demotivate for job.

#### **4.5 Quality of supervision**

##### ***Let salespeople work by themselves***

As salespeople, they tend to prefer doing things by themselves. They are quite confident in information on their area, relationship with customers, and finding opportunity in their area. They know what they have to do and how. Management style that they like will be managers who give them freedom to do things by themselves. Managers should monitor and support them when they have problems or issues only. They don't like managers who order and pressure them to do things or to follow the manager' direction only. If managers pressure them to do things, salesperson will become demotivated and less willing to do the job. Moreover, managers who are open-mind, encouraging, willing to listen to problem, and understanding will make salespeople more motivated and satisfied to work.

##### ***Positive communication***

Interviewee No. 6 from company A mentioned positive thinking from sales managers. It is also important to influence salespeople to improve their sales performance. When sales managers have good attitude, they will influence salespeople to think positively and to have good attitude as well. Sales managers should have good and positive communication with salespeople, so salespeople can follow their strategy without any pressure. They can be a role model to influence salespeople to become positive thinking person. Salespeople will be happy to work with them which can lead to better performance for the team and the company.

##### ***Recognition from sales manager***

Moreover, recognition from sales managers is also important for salespeople. Some interviewees said that recognition from sales managers could motivate them to keep improving their performance. They said when they did something good, manager also acknowledged it and recognized them to other people

in their team or company. It can make them feel more motivated and more willing to continue doing a good performance for the team and the company.

### ***Defending from sales manager***

Understanding from sales managers is very important motivation for salespeople because top management team can see only the numbers of sales. Sometimes, there are some problems that make sales decline or lose market share. If sales managers listen to salespeople, understand the problem and defend salespeople to top management, they can gain trust from salespeople and can make them feel motivated and have more willing to solve the problem.

### ***Management team rotation***

Moreover, each sales manager will have different management style, so rotation between team can help salespeople learn more about different management styles. Interviewee No. 9 from company A mentioned her organization change in management team. She said that when she had a new sales manager she was able to learn and to select the strength of each sales manager to adapt to her working style and to match with her working area. It can be another motivation for salespeople to improve and to perform better.

*“My company has changed every 2 years. I have had many sales managers in my working life. I think it is good because I can learn strength from them. I think staying with same manager for a long time can make me feel burnout. When seeing the same style for a long time, I will become demotivated.”* Interviewee No. 9, Company B

### ***Follower-focused Leadership***

From managers' point of view, leadership style they frequently use is to analysis their followers' types before selecting ways to motivate them for work. But they will have different techniques to lead their followers.

Interviewee No. 1 and No. 2, sales managers from company A, just got promoted from medical representatives to sales manager about a year ago. They said that being sales manager is very different from being salespeople. Salespeople just

manage themselves and concern only their area sales performance. That is enough. Meanwhile, sales manager's work involves many people and has to manage everyone in the team so they have good performance.

Interviewee No. 1 will let her followers do things by themselves first. If there are any issues, she will visit the customer with her salespeople as much as possible to see the real situation and problems. It can help to get the right information to defend her team with top management team. Moreover, she will try to use field coaching to make her follower see her ability and to increase the acceptance from followers.

Interviewee No. 2 just let her followers do the job and try to support them when they have problems or issues because her followers already have lots of experiences working in pharmaceutical industry. She tries to treat every follower equally to make them feeling less biased, so it can help to make a good collaboration in the team. She will analyze her followers' types. If they are high performance level, she just let them do things themselves and support them when they have problems or give them special assignment to make them have more confident in their performance such as creating new marketing activities in their area etc. If they are average performance level, she will tell them how and what they have to do more.

Interviewee No. 7, sales manager in company B, mentioned that he would assign some challenge to salespeople who have excellent performance such as teaching newcomer or to be assistant sales managers. If followers are average performance, sales manager may use both supporting and coaching them to improve performance. Interviewee No. 7 mentioned that if his followers have no experience in pharmaceutical industry, he will assign some senior salespeople to be mentors for new followers rather than teaching them himself. He doesn't teach every single detail to new comer. He uses this strategy because he wants to recognize salespeople who have excellent performance. Also, he wants to make newcomers to feel more relaxed when learning with people in the same positions, so newcomers will be more willing to do this job.

Interviewee No. 8, sales manager in company B, according to many of her followers, has already been working with her followers for a long time, so she will let them to do by themselves. She just provides support when they want. Moreover, she



frequently positions herself as friends of her followers in order to make them relaxed when working with her and to gain trust from followers. When her followers have some issues or problems, friendliness can help to make them tell the truth, so she can help to solve problems in the right way.

#### **4.6 Pride in being medical representative**

*“At first, I want to be a medical representative because I can gain lots of income from this job. After doing this job, I think it not only provides high income but it also is honorable occupation. I represent my company to help patients who wait for good medicine from my company. When telling other people that I do this job, they will say wow!. I think not everyone can do this job because it requires good and clear communication with doctors.”* Interviewee No. 10, company B

Interviewee No. 10 said that she enjoyed working as medical representative because this job is honorable occupation and she could help people get the right medicine. She works for the company, so she has to increase sales for the company by giving product information to doctors. On the other hand, giving product information to doctors can help doctors select the right medicine to treat with patients. Therefore, when she knows that patients are cured after using her medicine she is very happy because she can help saving people' lives. She is very proud when she tells other people what she is doing in this job. Therefore, it can be a good motivation for her to keep giving product information to doctors and to improve her sales performance.

#### **4.7 Self-development**

Interviewee No. 9 and No. 6 mentioned that they enjoyed working as medical representative because it could make them to develop many personal skills such as selling skill, presentation skill, negotiation skill. Their company also provides different training programs for salespeople to develop their skills, so they can use this knowledge to improve their performance. Not for work but knowledge from company training program can be used in their real life as well. It helps them think strategically

and systematically. Therefore, they can solve problems better. Interviewee No. 6 said that she loved this job because she could learn new things overtime. There are many things to learn this job. She still enjoys developing her skills from working as medical representative because it can help her be more confident in both professional and personal life. Interviewee No. 9 said that when she saw excellent salespeople she also wanted to be like them as well. They can be role models to motivate her for improving her skills and creating better performance. Being a medical representative can help her improve both IQ and EQ. This job requires her to deal with many customers, so she ought to have emotional diligent for the work. She has to manage her emotional stage for each situation in order to create better relationship with customers.

#### **4.8 Challenging yourself**

As salespeople, they have to manage sales volumes of each month to achieve over sales target. They have to manage everything by themselves such as visiting customers, analyzing market opportunity, analyzing competitor, monitoring sales volume, analyzing customers' type, and serving customers' wants and needs etc. They like to do things by themselves rather than being ordered what to do. 3 out of 10 medical representatives mentioned their success story about winning some challenge. They were assigned more responsibilities such as expanding market into new hospital, increasing market share, etc. At first, there are many problems needed to solve and they have to make customer use their product to increase sales. They have tried everything by themselves to achieve this goal. When the result, shown that what they were trying to do overtime, is beyond their expectation, it can make them proud and can motivate them to perform better. Moreover, it can create values of them because good performance can be a part of their profile to make them have career advancement in the future. Therefore, self-motivating can be another important motivation factors leading to better performance for salespeople.

#### **4.9 Positive mindset**

Interviewee No. 3 and No. 5 mentioned \ mindset. Mindset of salespeople is also important to motivate them to work. If salespeople have good mindset, they can see every positive way to solve problem. It is up to people' mindset that how they want every day's result to be. Therefore, they will know how to create better performance and which method they to use. If their mindset tells them that they can do it, it can make them feel motivated. They will have job satisfaction and willingness to perform better for the company. Moreover, if their mindset tells them that that they bring value to the company, they will perform as good as possible for the company.





## **CHAPTER V**

### **DISCUSSION, CONCLUSION AND RECOMMENDATION**

#### **5.1 Discussion**

Motivation is very important to improve performance of salespeople. Goal setting involvement can be a motivation factor to enhance salespeople's performance (John et al., 2012). It could make salespeople more willing to work towards their goal. For salespeople, sales target by area is the most important goal for them. 2 companies in this study, have used different goal setting strategies that can create different motivations for salespeople. One company uses sales target by area which is an individual goal for salespeople. This company has allowed salespeople to participate in adjusting their monthly sales quotas, so it can make them more acceptable towards their goals. While another company doesn't allow salespeople to set goal but it uses different strategy for goal setting. This company has removed individual sales target and has used business unit growth as main KPIs for achievement. It can make salespeople have more willingness to work because it can reduce work pressure for them. Therefore, they will be more comfortable. Thus, they will perform better. On the other hand, it can also demotivate salespeople if there are someone who didn't try their best to contribute to their team.

There is relationship between incentive and performance. It could help to enhance salespeople's performance (Umar, 2010). Moreover, financial incentives also impact motivation of salespeople in pharmaceutical industry (Yaqoob et al., 2017). John et al. (2012) said that financial incentive was an important factor that could influence salespeople to perform better. In this study, I found that high income of salespeople in pharmaceutical companies also motivate them to keep working in tough situation of pharmaceutical industry. The difference between 2 multinational pharmaceutical companies is the incentive payment system. One company pays high fixed salary with lower proportion of financial incentives. While, another pays low fixed salary with higher proportion of financial incentives. When proportion of

financial incentive is higher than fixed salary, financial incentive is a very important motivation factors to enhance salespeople performance. On the other hand, when proportion of financial incentive is low, other motivation factors such as job security, enjoy working, etc. will have more impact to boost willingness to create better performance. Salespeople with performer type may not match with this payment strategy because gaining lower incentive when they perform beyond expectation can demotivate them. They may move to other company that paid higher proportion of financial incentive for individual performance. As Bakosh (2007) said that financial incentive alone was not enough to motivate salespeople to perform better performance. Salespeople also need trust, self-esteem, social recognition, and chance to fulfill their potential which is other step of Maslow's hierarchy of needs. Therefore, another extrinsic and intrinsic motivation factor still play important roles as motivations of salespeople.

Firstly, working environment is also important for salespeople' performance. Many researches had focused on company working environment. Parvin & Kabir (2011) found that fairness treatment from company could influence salespeople to perform better and to create job satisfaction. Study of Alam (2012) found that good company reputation, safe working environment, relationship with doctors, transportation supported by company, flexibility of working hours, effective and positive feedback from managers, recognition for achievement from company, and health insurance benefit could impact to medical representative job satisfaction. Sahoo et al. (2014) suggested that if pharmaceutical companies could create a good workplace environment which less pressure in the company, salespeople would be more willing to generate good selling performance for the company. In this study, I found similar result between salespeople from both companies. The result shows that company working environment has less impact to sales performance than area working environment because salespeople mainly work in their area more than the company. Area working environment such as relationship with customers, flexible working hours, etc. will be important motivation factors for salespeople. Good relationship with customers is important also to motivate medical representatives to work. Also, flexible working hour can make salespeople happy to work. It can provide work life balance for them. Therefore, salespeople will be more willing to do job, so

they can perform better the company. Flexible working hour can be one of important motivation factors for medical representatives in pharmaceutical industry while collaboration between sales team and understanding from management team still have important roles for motivation. It can make salespeople happy to work and more willing to solve problems.

Secondly, this study found same result as previous study that reward and recognition program could be an important motivation factors for salespeople from both companies. Yaqoob et al. (2017) said reward and recognition program could also enhance sales performance because it could fulfill salespeople' self-esteem. Bakosh (2007) said that salespeople also needed trust, self-esteem, social recognition, and chance to fulfill their potential, which is another step of Maslow's hierarchy of needs. Reward and recognition program can guarantee salespeople performance throughout the year. It can make salespeople feel proud. Also, it can motivate them to keep performing better to win a reward again in the next year.

Thirdly, quality of supervision can also enhance salespeople' performance. Overstreet et al. (2013) said that managers who have clear vision, inspiration, and goal-oriented behavior would be easier to motivate followers to enhance organizational performance. Bass B (1985) said both transformational and transactional leadership could be powerful factors to motivate salespeople to perform better. In this study, management style that most of interviewees liked will be manager who let them do by themselves. Managers should just monitor and support salespeople when they have some problems and issues. Positive thinking of sales manager can create better communication between sales team. It can influence salespeople to have a good working attitude. Moreover, rotation of sales manager can be another motivation strategy to help salespeople learn about different management styles. Salespeople can learn the strength of each sales manager to adapt with different issues and situations. Understanding from sales manager is also important to gain trust from salespeople. It can make them more willing to solve the problem. From manager's point of view, leadership style they frequently use is Contingency (situational) leadership. They will analyze their followers' type first, so they can select the right management style to match the ability and willingness to work of their followers. Also, recognition their followers can be another motivation to enhance salespeople performance.

Interestingly, this study finds that pride to be medical representative, self-development, and challenging yourself are also important motivator to influence salespeople' performance. Pride to be medical representative can make salespeople love and enjoy working as medical representative. It can drive them to keep working for this job. Self-development and challenging yourself can help drive salespeople to keep doing good performance even when they face problems or disappointment, and to find another opportunity for achievement. It can make salespeople put more effort to achieve goal, and to improve their work quality. When salespeople face some challenge issues and manage to overcome it, it can give them pride and can motivate them to keep performing better. Self-motivation is encouraging themselves to continue achieving their goal even when the goal is challenging. It can create a value because good performance can be a part of their working profile to make them have career advancement in the future. Moreover, positive mindset of salespeople is also important to make them have good motivation to work. Positive mindset can help create better performance, job satisfaction, and willingness to work because they will believe that they can improve their skills through hard working and effort.

## **5.2 Conclusion**

Motivation is very important to influence performance of salespeople. Even though, many multinational pharmaceutical companies are facing tough situation of pharmaceutical industry. Many companies still try to motivate their medical representative in different ways to make them achieving goals and to keep company growing. Motivation is very important to drive medical representative to gain more sales for company. Compensation system including financial incentive paid by company still have an important role to motivate salespeople to perform better for the company because it pays for hard working.. Reward and recognition program also plays an important role to make medical representative feeling proud of what they have been trying to do over time, and to keep motivating them for better performance. It is a kind of appreciation to their contributions and valued creations for company.

However, other motivation factors are still needed to be considered as well such as good working condition both inside and outside company, and quality

supervision from management team. Pharmaceutical companies in Thailand should consider these factors to keep medical representatives motivated for better performance. If pharmaceutical companies understand important motivations factors of medical representatives in their company, they can adjust their motivation strategies to match with medical representatives' wants and needs. Therefore, it can help to drive company to the right direction and to gain competitive advantages in the future.

### **5.3 Limitations and Recommendations**

Motivation for pharmaceutical companies in Thailand has various aspect and has different strategies for many reasons. This study can give some examples of important motivation factors for medical representatives. Pharmaceutical companies can use the result to understand more about medical representatives' wants and needs, and to adapt the company's motivation strategies to match the current situation. However, there still are some limitations for explaining motivation of medical representatives in pharmaceutical industry in Thailand.

Firstly, there are many multinational pharmaceutical companies in pharmaceutical industry in Thailand. This study has selected different financial incentive payment strategies to show different aspect of incentive payment between 2 companies. However, it may not be enough to explain overall motivation strategies of all companies in this industry because motivations depend on various aspects such as organizational structure, culture, attitudes, and behavior of each people etc.

Secondly, this study interviewed only 10 medical representatives. It may not be enough to explain attitude towards working in pharmaceutical industry, and to explain all motivation factors involved in working of all medical representatives in pharmaceutical industry in Thailand. Moreover, all medical representative interviewees in this study are female working in Bangkok area. Even though, medical representatives in Thailand are female more than male but the two genders will have different motivation factors needs. Also, medical representatives working in Bangkok area and upcountry area will have different working styles and working conditions, so medical representatives working in upcountry may need different motivation factors for their work.



Lastly, this study interviewed only 4 sales managers from 2 pharmaceutical companies. Actually, different sales managers will have different management styles to match with their followers' attitude and behavior and to match with each situation for each company. Therefore, it may not explain all the leadership styles that match with working in pharmaceutical industry during tough situation right now.

I recommend further research to be split into 2 parts. Firstly, further research can conduct in-depth interviews or surveys in larger scale to cover more pharmaceutical companies, and to cover medical representatives working for both Bangkok and upcountry area. Therefore, it can understand deeper and wider details of each motivation factors from different medical representatives in different pharmaceutical companies in Thailand. Secondly, further research can research about leadership styles of sales manager in pharmaceutical industry in Thailand. It can conduct in larger scales as well because the more sales managers interviewed, the deeper details of leadership style researcher will understand. Finally, further research may create more benefits for pharmaceutical companies to understand medical representatives' motivation factors needed, so they can adapt company's strategies to match with their situation in the future.



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