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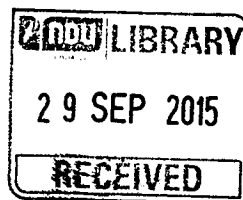
**Bordeaux Management School
Institute of International Business**

**Job Satisfaction of Pharmaceutical Sales Representatives in Lebanon:
An Insight into the Pharmaceutical Industry of Lebanon**

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**A Thesis Submitted in Partial Fulfillment of the
Requirements for the Joint Degree of the Master of
Business Administration (M.B.A.) and the Master of
Science in International Business (M.I.B.)**



**NDU-Lebanon
2014**

Approval Certificate

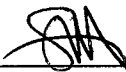
JOB SATISFACTION OF PHARMACEUTICAL SALES REPRESENTATIVES IN LEBANON: AN INSIGHT INTO THE PHARMACEUTICAL INDUSTRY OF LEBANON


BY

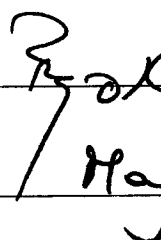

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DECLARATION

I hereby declare that this Thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

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Samer Nicolas Mantoufeh

ABSTRACT

Purpose: The Pharmaceutical industry in Lebanon, as in other countries worldwide, has been witnessing an exponential growth rate. Pharmaceutical Sales Representatives, being the backbone of the sales departments of Pharmaceutical firms, have been at the highlight of the critique of this study that is intended to examine the motivation factors that are the most influential to their job satisfaction.

Design/methodology/approach: The study targeted Pharmacists working as Pharmaceutical Sales Representatives in Lebanon. With the support of the Syndicate of Pharmacists in Lebanon, electronic copies, to the provided list of Pharmacists, have been given out.

The method of assessment was the Minnesota Satisfaction Questionnaire, a validated and reliable questionnaire, which utilizes a 5-point Likert scale for the measurement of motivation antecedents of job satisfaction.

Findings: The findings confirmed that advancement, compensation, job security, recognition, and supervision have a positive effect on the job satisfaction of Pharmaceutical Sales Representatives in Lebanon. The two broad antecedents, the intrinsic and extrinsic, have also show an effective relationship with job satisfaction.

Research limitations/implications: The literature does not include any studies assessing the job satisfaction of field force employees of the Pharmaceutical industry in Lebanon. The originality of the primary data gathered in this thesis would be eye-opening for Pharmaceutical firms to scrutinize their managerial approach towards restructuring their implemented plans of employee retention.

Practical implications: As for further applications, the results of this paper would permit for the creation of a more sensitive study that targets a wider-scale sample size, for detailed inspection of selected variables of job satisfaction.

Originality/value: The uniqueness of this study provides novel and unique indicators for multinational pharmaceutical enterprises, as to which motivational factors are the most influential.

Keywords: Pharmaceutical Sales Representatives, Job Satisfaction, Motivation Factors, Intrinsic Factors, Extrinsic Factors, Advancement, Compensation, Security, Recognition, Supervision.

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Chapter 1

Introduction

1.1 General background about the topic

The pharmaceutical industry is one of the biggest industries and the fastest growing ones, with on-going expansion. Its business line is split into two umbrella categories of drugs; over-the-counter (OTC) drugs, and prescription drugs. The OTC drug category includes those medications that could be administered without a physician's prescription, namely vitamins, weak painkillers, and topical creams. Prescription drugs, on the other hand, are those that can only be acquired upon the consultation and written prescription of a physician. It is notable here that while OTC drug sales depend on the pharmacists' effort, prescription drug sales are endorsed by targeting physicians with information and incentives to galvanize them to frequently prescribe them as treatments. This is where the role of the pharmaceutical sales representative is put forward.

The industry has been influencing the medical field with its spendthrift policies, whereby an estimated ten billion US Dollars are being spent each year on drug promotion through activities that mainly focus on lavishly bestowing rewards on physicians; these rewards can be in the form of cash money, trips, medical books, and invitations to international congresses. This means that each physician is getting paid around thirteen thousand US Dollars, annually. Moreover, the business's influence expands to reach medical education, all the way to clinical research and patient care (Baker, Lebsack, Van Tonder, & Crabtree, 2000).

Research and Markets has published in June 2013 shocking forecast, as it estimates the global revenue of the industry to grow to an approximate of 1,226.0 billion US Dollars by 2018. This growth persists despite the challenges being faced from the strict regulations being enforced (Research and Markets, 2013).

Similar to any industry that requires a sales department, the sales team of the pharmaceutical industry is made up of Pharmaceutical Sales Representatives. Mainly, graduates holding a pharmacy degree are the ideal candidates for the job. They are the front line of every company and their job is to meet with prescribing doctors in order to introduce, and reinforce the sales of, their allocated drugs. Their performance is directly connected to the general accomplishment of the whole company and consequently the company's overall income. Hence, the competence and efficiency of pharmaceutical sales representatives needs to be meticulously optimized, which is why their performance should always be assessed in order to maintain significant sales figures.

The job description of a pharmaceutical sales representative includes visits to medical practitioners functioning in an allocated geographical area. Their type of work is mainly focused on field visits and they are not required to pass by the office on a daily basis. Having to work independently, the representative is expected to be a motivated individual who has the initiative and commitment to be result-oriented, in order to reach the designated sales target. In order for any sales individual, working as an independent element, to achieve successful targets, he must be satisfied with the job he is performing; therefore, job satisfaction lies at the essence of motivation and success.

Job satisfaction is defined as the feeling an employee has about his work, salary, bonus, promotional opportunities, manager, job security, and co-workers. More specifically, it is the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969).

Several studies show that job satisfaction has a direct effect on employees' behavior and is very influential; the fact that is portrayed in the productivity at work, the effort put into tasks, the frequency of absenteeism and most importantly the turnover rate. All in all, job satisfaction definitely foresees the general well-being of an individual (Diaz-Serrano & Cabral Vieira, 2005).

1.2 Need for the study

In the search for a causal relationship between the factors standing behind a pharmaceutical sales representative's performance and job satisfaction, social scientists and managers have been seeking a clear understanding of the topic. The conclusion states that satisfied employees will be more productive and stay longer with the organization, whereas those dissatisfied are prone to be less productive and are inclined to quit. From this perspective, the need of this study is to examine the motivation factors that contribute to the job satisfaction of pharmaceutical sales representatives working in Lebanon.

1.3 Purpose of the study

When asked what they want most from their jobs, people typically choose mutual respect among colleagues, recognition for well-accomplished tasks, the chance to enhance their skills, and that the assigned tasks should be interesting. Obviously, individuals will be pleased with their jobs when they enjoy their work, have a practical opportunity to advance in the firm, like the colleagues they interact with, like and respect their supervisors, and believe that their compensation is fair (Buitendach & Rothmann, 2009). For the purpose of this research, job satisfaction is defined as a positive determinant in the performance of pharmaceutical sales representatives working in Lebanon. The factors perceived of direct correlation with their satisfaction will be assessed; this is where the purpose of this study is emphasized. The main determinants are split into groups of intrinsic and extrinsic job satisfaction, and more specific determinants are advancement, compensation, job security, recognition and supervision (Weiss, Dawis, England, & Lofquist, 1967).

In this thesis, the main objectives are to clarify:

- Do motivation factors have an effect on the job satisfaction of Pharmaceutical Sales Representatives working in Lebanon?
- Which motivation factors have a greater effect on the job satisfaction of Pharmaceutical Sales Representatives working in Lebanon?

- How important are those motivation factors on the performance of Pharmaceutical Sales Representatives working in Lebanon?

1.4 International perspective/application

“If anyone has the right to a morale problem these days, it’s the pharma sales rep” (Rasmusson, 2003). The fierce medical field has had its rise in competitiveness, with the increase in the number of competing firms trying to grasp the biggest number of doctors to line in as prescribers of their products. This has left pharmaceutical sales representatives with a lot of challenges; not only do they have a tough time allocating potential doctors, their call or visit times have been reduced. The option of providing doctors with gifts, cash incentives, entertainment (dinners or weekend invitations) and other intriguing offers has been internationally prohibited. The tools in the hands of gigantic multinational medical firms have been reduced to convincing medical research, and incentive programs for pharmaceutical sales representatives that would positively target their job satisfaction levels, thus their performance (Rasmusson, 2003).

1.5 Brief overview of all chapters

In this thesis, five motivation factors (advancement, compensation, security, recognition, and supervision) will be studied for their effect on the job satisfaction of pharmaceutical sales representatives working in Lebanon. The correlation between the general factors, intrinsic and extrinsic factors, and job satisfaction will be examined, as well. The next chapters will go through the literature of previous research on job satisfaction. Several theories highlighting the different motivation factors and proving the importance of an employee’s satisfaction will be discussed. After that, previous empirical research on similar studies that prove the effectual relationship between the motivation factors affecting pharmaceutical sales representatives, and, ultimately, their job satisfaction levels.

In Chapter three, several hypotheses on the relationship between the chosen motivation factors, the independent variables, and job satisfaction, the dependent variable, will be postulated. Primary data will be collected by surveying questions from the Minnesota Satisfaction Questionnaire to Pharmacists working as pharmaceutical sales representatives in Lebanon.

Findings from the collection of the questionnaire's data will be interpreted in Chapter four. The hypotheses will be depicted according to the obtained relationship between the dependent and independent variables.

Finally, conclusions will be made on the investigation of the factors contributing to the job satisfaction of pharmaceutical sales representatives in Lebanon. Recommendations for future studies and detailed implications will be presented.

Chapter 2

Review of the Literature

2.1 State of knowledge in the area of interest

Job Satisfaction has been the interest of several scientific disciplines, namely sociology, psychology, economics and management. These disciplines would study job satisfaction in occupational and organizational settings. These studies emerge from experts' belief that job satisfaction has a direct effect on employees' behavior and the influence that is portrayed on productivity at work, the effort put into tasks, the frequency of absenteeism and most importantly, the turnover rate. All in all, job satisfaction definitely predicts the general well-being of an individual (Diaz-Serrano & Cabral Vieira, 2005), in addition to being an indicator that an employee is intending to quit and look for a new job (Gaziogluab & Tanselb, 2006).

Besides the interest researchers have on the impact of job satisfaction on enterprises, it is important to highlight its effect on an employee's everyday life. Workers are directly affected by the organizations they work for, a matter which is reflected in how they feel about their jobs (Spector, 1997). As well-being is linked to employees' being satisfied with their jobs, job satisfaction becomes a substantial issue of great importance for employers and employees, both equally. Several studies show that satisfied employees work harder and provide their employers with higher profitability, higher productivity, and thus low levels of turnover. Besides the financial benefit, employers should take into consideration the considerable amount of time and devotion that employees spend at work throughout their lives, and thus should make an effort at making them feel happy and at ease while performing (Nguyen, Taylor, & Bradley, 2003).

Performance and motivation, in the workplace, have been scrutinized since the early 1930s by Elton Mayo, who started examining workers at the Hawthorne Electric Plant (Franken, 2002). Since then, workers' motivation and performance have been researched during the next 80 years, to-date.

Maslow's Hierarchy of Needs

Maslow presented in the 1940s, and throughout the 1950s, his theory that human motivation is a stepped process whereby a hierarchy of needs (figure 1) elevates from the basic physiological needs; safety, shelter and food, and works up to self-actualization (Schermerhorn Jr., Hunt, & Osborn, 2003).



Figure 1: The Pyramid of Maslow's Hierarchy of Needs
(Schermerhorn Jr., Hunt, & Osborn, 2003)

Maslow puts forward the theory that human desires are innately given and exist in an ascending hierarchy (Table 1). First, basic physiological needs must be met. People work for proper compensation, which is supposed to provide for those fundamental needs, such as food, sleep, and protection. Then, the needs for safety and security that satisfy the need for order and structure must be met. Once achieved, the needs for love and belonging become significant and relate to self-esteem, which is expressed in the third level of the hierarchy. Being recognized for the tasks performed are of essential value at this level. The fifth and last level concerns 'self actualization'. Maslow's hierarchy implies that some needs are more 'basic' than others for the achievement of satisfaction or actualization. The postulation is that as

the most urgent and basic 'needs' demand priority (for example, those for food and shelter); once met, less critical needs, those resembling wants and desires, take over (Campbell, 1998).

Hierarchal Motivational Level	Characteristics
Physiological Needs	<ul style="list-style-type: none"> - Most basic of needs - The foundation of all other needs - Need for food nutrients, shelter, clothing and procreation
Safety Needs	<ul style="list-style-type: none"> - Need protection from societal threats - Need protection from natural threats
Belongingness and Love Needs	<ul style="list-style-type: none"> - Need for friendship - Need for romantic intimacy - Need for nurturing and to be nurtured
Self-Esteem Needs	<ul style="list-style-type: none"> - Need to be thought well of by others - Need to think well of one's self
Self-Actualization	<ul style="list-style-type: none"> - Becoming the fulfillment of one's potential - Maximizing everything one can achieve - Expressing one's talents fully

Table 1: The Summary of the Characteristics of Maslow's Hierarchy of Needs (Schermerhorn Jr., Hunt, & Osborn, 2003)

The performance and motivation theories have both developed from Maslow's ideas. Recent work has focused on intrinsic and extrinsic motivators, goal attainment, situational motivation, goal setting, and self-praise (Franken, 2002) (Schermerhorn Jr., Hunt, & Osborn, 2003) (Cameron & Pierce, 1994) (Bandura, 1991) (Stajkovic & Luthans, 2003).

Mc Gregory Theory X and Y

Maslow was among the pioneers to theorize about the needs of workers. In the years following Maslow, several other theorists explored employee behavior and their basic needs. Douglas McGregor presented a major theory, that of the management styles of Theory X and Theory Y.

In his book entitled *The Human Side of Enterprise*, McGregor (1960) states that the postulation of human nature and human behavior needs to be addressed whenever managerial decisions are to be taken. The major assumption here is that the typical employee has an innate dislike towards work, and will not lose a chance to avoid task completion. Hence, Theory X is deep rooted in the question of trust of co-workers, especially if they were subordinates (McGregor, 1957).

According to Theory X, even the promise of reward will not eliminate the distaste people have towards compliance to allocated tasks, those which will only be carried out under the intimidation of reprimand (McGregor, 1957). Theory X managers believe that as long as their workers are assured a reward and can evade punishment, they will act cooperatively with the organization. The X worker cannot be trusted autonomously to work without managerial supervision (McGregor, 1957), (Ellerman, 2001).

On the other hand, McGregor's Theory Y makes the qualified supposition that employees are self stimulated to the extent of commitment to the organization's goals; alternately, he states that people like to work.

McGregor asserted that with the management style of Theory Y, mental and physical labors are as natural as rest or play (McGregor, 1957). Workers are fundamentally motivated and can be productive, devoid of any threatening command.

However, it is important to note that the degree to which Theory Y managers are willing to give up control, is often linked to the amount of benefit that will be realized. These managers may be unwilling to give up all power and must find a method to cooperate more sensitively with their workers.

Expectancy Theory

The expectancy theory addresses three components of motivation; the probability that hard work will influence performance, the estimation of the degree to which performance may lead to reward, and to what extent an individual wants the reward.

Jointly, the three components affect the intensity of employee motivation and job satisfaction. Previous surveys have shown that different employees respond to different motivating rewards (Chonko, Tanner, & Weeks, 1992), supporting the expectancy theory.

The expectancy theory may also be utilized to analyze differences in performance across career stages and to examine the outcome of different reward systems between career stages (Flaherty & Pappas, 2012). For example, employees at the early stage of their careers would find instability in a commission-based compensation system (Flaherty & Pappas, 2012). On the other hand, more experienced employees would find a commission-based reward system more motivating as it provides direct control over their income levels.

Herzberg's Factors

A study conducted in 1959 by Frederick Herzberg, Bernard Mausner, and Barbara Bloch Snyderman, included the satisfaction level of several middle management employees. Based on their satisfaction, the degree of employee motivation was also analyzed. In his book, *The Motivation to Work*, Frederick Herzberg (1959) (Herzberg, Mausner, & Snyderman, *The Motivation to Work*, 1959) postulated that an investigation of job attitudes needed to simultaneously study factors, attitudes, and effects. Herzberg referred to this as the factors-attitudes-effects complex.

According to Herzberg, incomplete assumptions would be concluded on the attitudes and motivations of employees towards their current jobs, if all of the three elements were not included in the study (Herzberg, Mausner, & Snyderman, *The Motivation to Work*, 1959).

Attitudes towards the factors would help in approaching the proper effects; thus Herzberg divided his factors into two main motivators:

Extrinsic motivators are external factors that contribute to behavioral control. Job-related characteristics, such as salary, job security, working conditions, status, organizational policies and procedures, job quality of technical supervision, and

quality of relations with others in the organization, are categorized as extrinsic motivators (Herzberg, *Work and the Nature of Man*, 1971).

Intrinsic motivators are internal factors that also contribute to behavioral control. Those motivators cannot be created, but can be contributed to by a set of conditions. These conditions can include job content characteristics, such as achievement, recognition, responsibility, advancement, the work itself, and the possibility of growth. Those would inspire or stimulate the employee to be a productive element in the organization (Herzberg, *Work and the Nature of Man*, 1971).

Herzberg has researched these factors immensely, as (Table 2) shows the key motivators or factors and the frequency of their repetition in his research.

Factor	Frequency
Achievement	41
Recognition	33
Nature of work itself	26
Responsibility	23
Advancement	20
Salary	15
Possibility of growth	6
Interpersonal relations – subordinate	6
Status	4
Interpersonal relations – superior	4
Interpersonal relations –peers	3
Supervision – technical	3
Company policies and administration	3
Working conditions	1
Personal life	1
Job security	1

Table 2: The Frequency of Key Factors Studied by Herzberg (Herzberg, Mausner, & Snyderman, *The Motivation to Work*, 1959)

Michael Rose's Satisfaction Scopes

Another one of the theorists who regarded job satisfaction as a bi-dimensional concept including intrinsic and extrinsic satisfaction factors was Rose. Intrinsic sources of satisfaction rely on an individual's characteristics, such as the ability to be initiative, the relationship with superiors, or the tasks that the employee actually accomplishes; these are qualitative components of the job. Extrinsic sources of satisfaction rely on the environment or the situation of the job, such as pay, promotion, or job security. They mainly include financial and other acquisitive rewards or benefits of a job. Extrinsic and intrinsic factors should be both represented in a composite measure of overall job satisfaction (Rose, 2001).

Rose emphasizes the double meaning of the word 'job' and highlights two significant ideas; the allocated tasks and the occupied post by the person performing those tasks (Rose, 2001).

2.2 Previous research

With the changes in the perception of management styles after the rise of theorists like Douglas (McGregor, 1957), employment has changed into a vibrant and dynamic direction whereby employees are able to grow, with their potential and hard work, up the career ladder (Baruch, 2004). The assignment of career paths has given employees a motive towards enhancing their economic and social statuses through extrinsic and intrinsic rewards, the fact that is directly correlated with enhanced performance and thus higher job satisfaction (Adamson, 1997) (Callanan, 2003).

Advancement in career paths varies according to occupational categories (Cain & Treiman, 1981) that differ in the socioeconomic status, extrinsic and intrinsic effects, and authority. Medicine, law, and engineering, for example, are highly respected and are thus considered as well-defined careers. This category is evidently correlated with higher prestige, socioeconomic standing, and wages (Featherman, 1976) (Galor & Sichertman, 1990).

Their career paths have clearly designed advancement and development opportunities. Unfortunately, moderately defined careers, and less-well defined careers lack any structured advancement and development opportunities; employees do not look forward to improving their performance, as advancement opportunities are considered as insignificant (Ganesan & Weitz, 1996). Employees of the sales force belong to the less-well defined category.

Research has shown that one of the chief motives behind the dissatisfaction of employees and their search for an alternative employment opportunity is the lack of proper career advancement structure. (Crawford, 2002)

Although several studies have shown that clearly defined career paths are evident for increasing job satisfaction and decreasing turnover rates (Parker & Skitmore, 2005), others have postulated that a pre-set path should not be solidified; on the contrary, a relational formula should be adjusted between the personal efforts, attitude, and behavior, and the tuning of the raise of salary and position (Bergmann & Mendenhall, 2002). Irrespective of which supposition proves more effective, the importance of advancement remains major in both. The factor of recognition is highlighted here.

With organizational trends to create environments enriching their subordinates' performance and satisfaction, and decreasing the turnover rate, changes in career structure requires that well-accomplished tasks be recognized. The postulation that employers or managers should be able to examine the relationship between an employee's educational background and productivity is significant for the purpose of rewarding identifiable efforts. Those signals, sent out by the employee and received by the employer, according to Spence, (Spence, 1976) are precursors of the Signaling Theory. Spence adds that as employers interpret education as a signal for plausible performance, the main essence of this signal is influenced by how the employee invests into his allocated tasks. The signaling theory will support the recognition of the constructive behavior of employees, which directly impacts the overall job satisfaction.

Compensation and reward arrangements are also other important methods implemented for encouraging and influencing salespeople's performance and behavior. Such systems would therefore have a direct effect on the job satisfaction and retention of salespeople. As hypothesized in the *expectancy theory* (Chonko, Tanner, & Weeks, 1992), encouragement for incentives acts as an important galvanizer in motivating salespeople to center their efforts on achieving their assigned tasks (Flaherty & Pappas, 2012). Therefore, a key challenge for managers is to identify the rewards that motivate their salespeople and develop a quality sales force (Chonko, Tanner, & Weeks, 1992).

An increasing number of firms have been reported to be utilizing compensation as the basic reward strategy for their salespeople. An annual compensation survey conducted in the *Sales & Marketing Management Journal* has showed that 40 percent of the surveyed firms increased the usage of commission rates for their salespeople in 2004 (Galea, 2005). Another study has showed that 78 percent of managers claimed that their field salespeople received commissions from sales, and 38 percent stated that indoor salespeople received commissions (Pulse, 2004). As a result, commission is an important part of any study that addresses salespeople's reward system.

Several companies have been reverting to *Trial and Error* as a method of choosing an effective reimbursement plan for its salespeople, and the challenge is in being keen to find just the right recipe or method. The most successful and widespread technique is using a combination of both a fixed basic salary, plus a performance-based commission rate.

In principle, there are four factors that identify sales compensation as the most reliable form promoting job satisfaction. First of all, Medical Sales Representatives spend the majority of their working hours in the field, without direct supervision, and are thus prone to drift away from assigned tasks. Second, Medical Sales Representatives provide personal initiative in opening new market options for their companies, and thus view their independence as worthy of being rewarded. The third factor is that of commission being a straightforward method associating a reward system with performance results an employee brings in for his efforts. And

finally, Medical Sales Representatives being themselves in a similar category as salespeople, the different duties they perform can be rewarded according to the strategy of the company, as in how it focuses at emphasizing each. (Caruth & Handlogten, 2002)

For companies looking into the possibility of using incentives to motivate Medical Sales Representatives, the good news is that well-designed incentive programs work, boosting short-term performance at a reasonable cost. Yet, recent research suggests that many companies have settled for incentive programs that bring less-than-optimal results. With close attention to design and follow-through, incentive programs tailored to each country or culture will yield satisfied target-oriented employees. (Rasmusson, 2003).

In reality, four basic sales personnel compensation arrangements exist. Those are straight salary, straight commission, salary plus commission, and salary plus performance bonus. It is crucial to consider that compensation is only one component towards effective sales management. Irrespective of how well an individual is compensated, this will not fill any gap in the shortcomings of an organization to specify the sales role, properly communicate with its employees, provide necessary training and development, or offer clear advancement opportunities (Caruth & Handlogten, 2002).

It is inevitable that the need for an efficient compensation system is crucial for successful achievement of result, by yielding well-motivated personnel who find in their remuneration system stimulating incentives that spur them to allocate potential prescribers that would lead them to target attainment.

However; although most organizations strive to find ways to compensate, motivate, and retain talented employees, research suggests that job security plays a key determinant role in the satisfaction and retention of those employees. Increased fears of job security are proportional with decreased job satisfaction and increased turnover rates (Greenhalgh & Rosenblatt, 1984).

In a study of the Pharmaceutical sales force, Mowrey (Mowrey, 2001) states that the costs of replacing a sales professional could range between \$100,000 to \$250,000, along with other costs linked to burnout and loss of drive of remaining employees, loss of experience base, customer relations interruption and thus organizational instability.

With the increased feeling of job insecurity, employees become conscious and anxious about losing their jobs (Schmidt, 1999) that they become occupied in developing general skills, not specific to the firm, in order to empower themselves for another job.

Job insecurity is a multifaceted matter that can be stimulated by several factors ranging from general factors such as socioeconomic instabilities, to internal company changes such as managerial or supervisory-level changes, and finally, could include personal factors related to self-judgments of performance efficiency and valuability to the firm (Molinsky & Margolis, 2006).

Abraham Maslow (Schermerhorn Jr., Hunt, & Osborn, 2003), in his hierarchy of needs, highlights the importance of job security. The second level of the pyramid notes “safety, security and protection in the workplace,” which suggests the psychological importance of this level. Hence, according to Maslow, job security has a direct and indispensable link with job satisfaction.

Herzberg also highlights job security in his two-factor theory. Considered as an extrinsic hygiene factor, security is considered at the same level of importance as compensation and working conditions.

Investigation on employee satisfaction has also targeted supervision. Researchers believe that abusive supervision will decrease the welfare of an employee and will lead to low drive and decreased job satisfaction levels (Lin, Wang, & Chen, 2013). The effect of such foul behavior varies according to the social adaptability of the employee towards it. Research shows that employees with a low level of social adaptability would react with increased nervousness and emotive fatigue; thus less

drive for task accomplishment and obviously decreased levels of job satisfaction. On the other hand, employees with increased social adaptability are capable of cushioning the negative effects of abusive supervision which would have a minimal effect on their job satisfaction (Mackey, Ellen, Hochwarter, & Ferris, 2013).

Unfortunately, the supervisor-employee relationship has not been deeply observed by researchers; yet, it is obvious that the degree to which an employee yields to the unfair abuse of power determines the extent of the effect on his vocational well-being (Lin, Wang, & Chen, 2013).

These concepts and applications of Job Satisfaction have been inspected to be of both, an inclusive and multifaceted construct (Hirschfeld, 2000). Hence, in order to measure Job Satisfaction in questionnaires, there are two methods.

The first method is a basic single question method, whereby the participant is simply asked, "In general, would you say you are satisfied or dissatisfied with your current job?" (Quinn, Staines, & McCullough, 1974).

The second method is the multidimensional measure. In this method, job satisfaction is considered to be multifaceted and needs to be examined from its different constituents, in order to obtain a clear image of the status of satisfaction of the examined participants. Though more complicated, this measure holds more advantages over the simpler method, as participants may be interacting differently to the various constituents of job satisfaction, according to the various scopes of interests they may have for themselves (Hirschfeld, 2000).

The Minnesota Satisfaction Questionnaire, according to Spector (Spector, 1997), is based on the multidimensional measure of job satisfaction. The long form of the questionnaire, as stated in the Manual of the Minnesota Satisfaction Questionnaire, (Weiss, Dawis, England, & Lofquist, 1967), is made up of 100 questions with Likert-scale responses set to measure 20 reinforcers or scales (Table 4), summing up to the overall job satisfaction level. Alternately, the short form of the Minnesota Satisfaction Questionnaire is made up of 20 questions that measure altogether the

total or general job satisfaction, and can be divided to measure two distinct components (Table 3), intrinsic job satisfaction and extrinsic job satisfaction (Weiss, Dawis, England, & Lofquist, 1967). Spector. (Spector, 1997) states that the questionnaire is a popular measure that is frequently used in research involving job satisfaction. Both components are somehow complimentary; intrinsic job satisfaction is induced by the sentiments an individual exerts on the tasks assigned to them; whereas, extrinsic job satisfaction is induced by the feelings an individual presents on the characteristics of the work situation which are external to the allocated tasks and the job itself (Spector, 1997). Hence, researching which component is more influential on an individual's job satisfaction is highly indicative.

<u>Short Form</u>	
1-	Intrinsic Factors
2-	Extrinsic Factors

Table 3: The Components of the MSQ, Short Form
(Weiss, Dawis, England, & Lofquist, 1967)

<u>Long Form</u>			
1-	Ability Utilization	11-	Moral Values
2-	Achievement	12-	Recognition
3-	Activity	13-	Responsibility
4-	Advancement	14-	Security
5-	Authority	15-	Social service
6-	Company policies and practices	16-	Social status
7-	Compensation	17-	Supervision - human relations
8-	Co-workers	18-	Supervision - technical
9-	Creativity	19-	Variety
10-	Independence	20-	Working conditions

Table 4: The Components of the MSQ, Long Form
(Weiss, Dawis, England, & Lofquist, 1967)

Hirshfield (Hirschfeld, 2000) confirms, in a study on the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire, that there exists a discriminant validity to some extent between the two components. Other studies

conducted by Moorman (Moorman, 1993) and Bouchard (Bouchard, 1997) on the psychological and genetic relationship between the components of job satisfaction proposes that affection is at the root of factors of intrinsic job satisfaction; whilst factors of extrinsic job satisfaction are impacted, to a great extent, by genetic factors.

Debate; however, has been questioning whether the Minnesota Satisfaction Questionnaire's subscales are coherent with hypothetical distinction or that this assignment of subscales results in lower construct validity (Arvey, McCail, Bouchard, Taubman, & Cavanaugh, 1994).

2.3 Conclusion

Given the interest of several scientific disciplines in job satisfaction, and immense research that has been conducted on the matter, the literature review of this chapter clearly highlights the influence of an employee's satisfaction on performance and on the firm's stability, as well as on decreased turn-over rates and increased employee retention.

Theorists such as Abraham Maslow, Douglas Mc Gregor, Frederick Herzberg, and Michael Rose, address the factors contributing to the general satisfaction of employees at their jobs. The main motivational factors highlighted by those researchers' theories, pertaining to the overall job satisfaction of sales representatives, have been chosen to study the job satisfaction of pharmaceutical sales representatives in Lebanon. The intrinsic and extrinsic factors, and the specific factors; advancement, compensation, security, recognition, supervision, will all be measured in the next chapter to assess their contribution to the targeted population's job satisfaction.

Chapter 3

Procedures and Methodology

3.1 Introduction

As many theories have dissected motivation factors and highlighted their importance towards increasing the degree of employees' job satisfaction, in this Chapter those concepts will be implemented in order to meet the objective of this study; examining the motivation factors that contribute to the job satisfaction of pharmaceutical sales representatives working in Lebanon. Hypotheses will theorize the relationship between the motivation factors and job satisfaction, and its importance on the performance of pharmaceutical sales representatives in Lebanon. The methodology used to conclude this study and verify the assumptions is discussed in the next section.

3.2 Hypotheses

Based on the motivation factors, the independent variables, discussed in the literature and upon studying their relationship with job satisfaction, the dependent variable, the following hypotheses have been proposed.

Hypothesis 1 (H1)

The chance for vocational advancement does not have any effect on Pharmaceutical Sales Representatives' job satisfaction.

Hypothesis 2 (H2)

Compensation given in return for Pharmaceutical Representative's efforts does not have any effect on their job satisfaction.

Hypothesis 3 (H3)

Job security does not have any effect on Pharmaceutical Sales Representatives' job satisfaction.

Hypothesis 4 (H4)

The recognition of the fulfilled tasks does not have an effect on Pharmaceutical Sales Representatives' job satisfaction.

Hypothesis 5 (H5)

Supervision and supervisory behavior do not have an effect on Pharmaceutical Sales Representatives' job satisfaction.

Hypothesis 6 (H6)

Intrinsic factors are not correlated with Pharmaceutical Representatives' job satisfaction.

Hypothesis 7 (H7)

Extrinsic factors are not correlated with Pharmaceutical Representatives' job satisfaction.

3.3 Selected Variables

Motivation factors are considered to constitute the independent variables of this study, as they need to be analyzed against job satisfaction, which is considered to be the dependent variable in this study.

3.3.1 The independent variables

- Intrinsic Factors
- Extrinsic Factors
- Advancement
- Compensation
- Security
- Recognition
- Supervision

3.3.2 The dependent variable

Job Satisfaction

3.4 Methodology used

3.4.1 Test the above hypotheses

To test the above hypotheses, a questionnaire assessing the Job Satisfaction of Pharmaceutical Sales Representatives will be conducted. The relationship between the independent variables and the dependent variable are portrayed in (Figure 2).

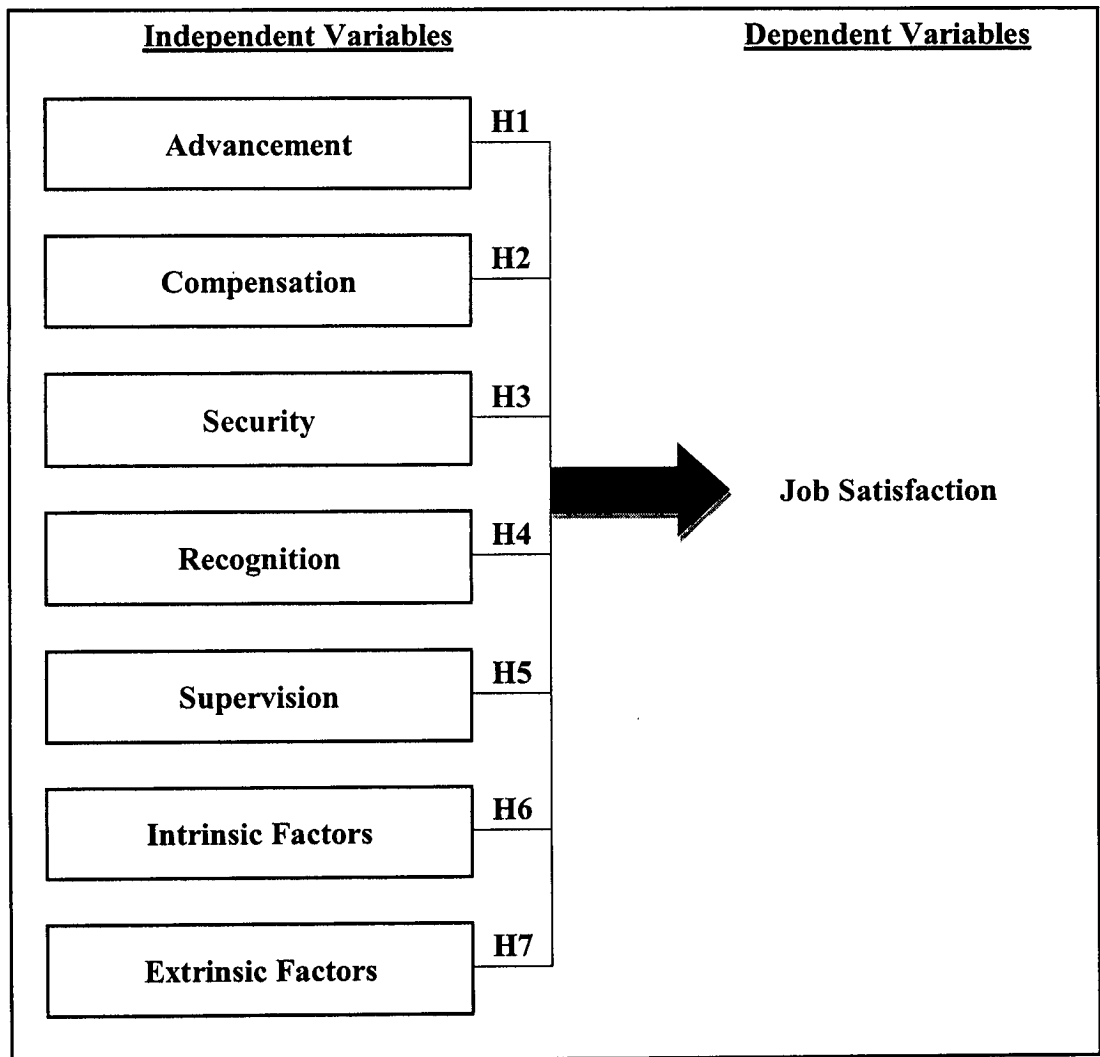


Figure 2: The relationship between the Hypotheses, Independent, and Dependent Variables

Each of the following independent variables will be tested by 5 sets of different questions:

- Advancement
- Compensation
- Security
- Recognition
- Supervision

The questions are placed in random order in the questionnaire, according to the Long Form of the Minnesota Satisfaction Questionnaire.

The study was conducted using quantitative approach. The five independent variables chosen from the long form of the Minnesota Satisfaction Questionnaire (Advancement, Compensation, Security, Recognition and Supervision) have been measured according to their respective questions in the long form. The Short Form has also been used to measure both intrinsic and extrinsic job satisfaction factors, along with the general satisfaction. The Minnesota Satisfaction Questionnaire is a validated tool (Weiss, Dawis, England, & Lofquist, 1967) that measures and recognizes gratifying aspects of a participant's job through specific questions based on a 5-point Likert scale. Selected participants have parallel vocational experiences, educational background, job duties and responsibilities.

The intrinsic and extrinsic factors will be assessed according to the Short Form of the Minnesota Satisfaction Questionnaire. The order follows the random placement of questions, as per the Long form of the questionnaire, as the questions are common.

The dependent variable is measured, according the set standards of the questionnaire, by 20 questions, which are those 20 summed up in the measurement of Intrinsic and Extrinsic factors.

According to tables 3 and 4, the delivered questionnaire would include the following:

Independent Variable	Number of Questions	Present in which form of Questionnaire
1- Advancement	5	Long Form
2- Compensation	5	Long Form
3- Security	5	Long Form
4- Recognition	5	Long Form
5- Supervision	5	Long Form
6- Extrinsic Factors	8	Short and Long Form (common with variables 1 to 5)
7- Intrinsic Factors	12	Short and Long Form (common with variables 1 to 5)
Total	45	

Table 5: The Independent Variables of the Questionnaire

Dependent Variable	Number of Questions	Present in which form of Questionnaire
Employee or Job Satisfaction	20	Short and Long Form
Total	20	

Table 6: The Dependent Variables of the Questionnaire

In summary, the questionnaire would include 40 questions, not 45, because 5 questions for independent variables 1 to 5 are common with the questions mentioned in the Intrinsic and Extrinsic factors. The dependent variable, namely Job Satisfaction, is measured with 20 questions, which are the combination of questions for the Intrinsic and Extrinsic variables.

The Questionnaire

The Minnesota Satisfaction Questionnaire has been designed to quantify the level of satisfaction of employees, as well as how motivated they are towards their jobs, and their standpoint towards reward systems.

The Minnesota Satisfaction Questionnaire is gender-neutral, with emphasis on occupational needs and values that influence job satisfaction, instead of personal characteristics. The questionnaire was first introduced in 1967 in the long form; this form has been reviewed and republished in 1977. A short form of the questionnaire was also introduced. The long form is made up of 100 questions, 5 for each of the 25 scales that are supposed to measure the working environment, including a 20-question scale to measure job satisfaction.

The short form; on the other hand, has been derived from the long form and only includes 20 questions that combine to measure the overall general satisfaction levels, with specific indication to intrinsic and extrinsic job satisfaction levels. (Weiss, Dawis, England, & Lofquist, 1967) Specifically, intrinsic motivators are job-content attributes that stimulate productivity in the work setting through 12 questions; examples of those attributes would include achievement, recognition, responsibility, advancement, the work itself, and the possibility of growth. Extrinsic job satisfaction are directly related to the job content; such as salary, job security, working conditions, status, organizational policies and procedures, quality of technical supervision, and quality of relations with others in the organization. This factor is evaluated by 6 questions. The last 2 of the 20 questions are placed to measure the supervisory influence regarding human relations and technical supervision. Finally, general satisfaction is measured by the addition of the scores of all 20 questions.

For all of the above scales, job satisfaction is defined at three levels. The first is that of low satisfaction, which is at or below the 25th percentile¹ of the Normative Data group, which consists of Pharmaceutical Representative (salesmen), for this study. The second level is that of average satisfaction, between the 25th and 75th percentile. And finally, the last level alludes to high satisfaction, at or above the 75th percentile. (Weiss, Dawis, England, & Lofquist, 1967)

The questions are weighted by a 5-point Likert scale, based on scores ranging from 1 (Very Dissatisfied), 2 (Dissatisfied), 3 (Neutral), 4 (Satisfied), and 5 (Very Satisfied). Individuals are evaluated according to a comparison made versus the normative data group and are categorized as low, average or high satisfaction. Finally, descriptive statistics are computed to include the mean, standard deviation, standard error, and reliability coefficient. (Weiss, Dawis, England, & Lofquist, 1967)

The validation of the Minnesota Satisfaction Questionnaire has been completed by the means of seven occupational groups:

- Maintenance Personnel
- Assemblers
- Machinists
- Clerks
- Electrical Assemblers
- Salesmen
- Engineers

Since Pharmaceutical Sales Representatives are similar to salesmen in terms of job characteristics, the Minnesota Satisfaction Questionnaire is an ideal tool for the measurement of job satisfaction on the Pharmaceutical industry.

Numerous research has been done for the purpose of validating the Minnesota Satisfaction Questionnaire's relationship between job satisfaction and: tenure, opinions and approaches, participative management, managerial approach, and organizational behavior amongst several supervisors, teachers, salesmen, software developers and workers in modern companies (Weiss, Dawis, England, & Lofquist, 1967). As represented in the *Manual for the Minnesota Satisfaction Questionnaire* by David W. Weiss, Rene V. Dawis, George W. England, and Lloyd H. Lofquist (1967) (Weiss, Dawis, England, & Lofquist, 1967) the reliability of the Minnesota Satisfaction Questionnaire has been reinforced by the median reliability coefficient, or Cronbach's alpha which, when greater than 0.7, proves good to excellent internal consistency:

- The median reliability coefficient of intrinsic job satisfaction was 0.86
- The median reliability coefficient of extrinsic job satisfaction was 0.80.
- The median reliability coefficient of general job satisfaction was 0.90.

The questions of the dependent and independent variables have been formulated as displayed in tables 7 to 14:

Note: Starred items are the ones that have been repeated, in the short form and in each of the variables, and thus have been removed from the independent variables and kept for the dependent variable, when the data was processed for analysis.

Extrinsic Factors
The way my boss handles his/her workers.*
The competence of my supervisor in making decisions.
The way company policies are put into practice.
My pay and the amount of work I do.*
The chances for advancement on this job.*
The working conditions.
The way my co-workers get along with each other.
The praise I get for doing a good job.*

Table 7: The items of the questionnaire measuring extrinsic factors

Intrinsic Factors
Being able to keep busy all the time.
The chance to work alone on the job.
The chance to do different things from time to time.
The chance to be somebody in the community.
Being able to do things that don't go against my conscience.
The way my job provides for steady employment.*
The chance to do things for other people.
The chance to tell people what to do.
The chance to do something that makes use of my abilities.
The freedom to use my own judgment.
The chance to try my own methods of doing the job.
The feeling of accomplishment I get from the job.

Table 8: The items of the questionnaire measuring intrinsic factors

Advancement
The opportunities for advancement on this job.
The chances of getting ahead on this job.
The way promotions are given out on this job.
The chances for advancement on this job.*
My chances for advancement.

Table 9: The items of the questionnaire measuring advancement

Compensation
The amount of pay for the work I do.
The chance to make as much money as my friends.
How my pay compares with that for similar jobs in other companies.
My pay and the amount of work I do.*
How my pay compares with that of other workers.

Table 10: The items of the questionnaire measuring compensation

Recognition
The way I am noticed when I do a good job.
The way I get full credit for the work I do.
The recognition I get for the work I do.
The way they usually tell me when I do my job well.
The praise I get for doing a good job.*

Table 11: The items of the questionnaire measuring recognition

Security
My job security.
The way my job provides for a secure future.
The way my job provides for steady employment.*
How steady my job is.
The way layoffs and transfers are avoided in my job.

Table 12: The items of the questionnaire measuring security

Supervision - Human Relations
The way my supervisor and I understand each other.
The way my boss handles his/her workers.*
The way my boss backs up his/her employees (with top management).
The way my boss takes care of the complaints of his/her employees.
The personal relationship between my boss and his/her employees.

Table 13: The items of the questionnaire measuring supervision-human relations

General Job Satisfaction
Being able to keep busy all the time.
The chance to work alone on the job.
The chance to do different things from time to time.
The chance to be "somebody" in the community.
The way my boss handles his/her workers.*
The competence of my supervisor in making decision.
Being able to do things that don't go against my conscience.
The way my job provides for steady employment.*
The chance to do things for other people.
The chance to tell people what to do.
The chance to do something that makes use of my abilities.
The way company policies are put into practice.
My pay and the amount of work I do.*
The chances for advancement on this job.*
The freedom to use my own judgment.
The chance to try my own methods of doing the job.
The working conditions.
The way my co-workers get along with each other.
The praise I get for doing a good job.*
The feeling of accomplishment I get from the job.

Table 14: The items of the questionnaire measuring general job satisfaction

Participants

The study specifically targeted pharmacists who work in Lebanon as Pharmaceutical Sales Representatives. The fact that a list of those pharmacists has been supplied by the Syndicate of Pharmacists in Lebanon, determines that the sample size of responding individuals consists of similarly eligible candidates. The participants are asked to fill-in the questionnaire via an online website and a survey-facilitating website (www.psr.net76.net). This has increased the efficacy of involvement, and eliminated any obstacles such as geographical area, different working schedules, and confidentiality and discretion.

Inclusion criteria for the survey would include Pharmacists who are currently working as Pharmaceutical Sales Representatives in Lebanon.

Exclusion criteria should mainly be applied to individuals who are not Pharmacists working as Pharmaceutical Sales Representatives in Lebanon. However, since the Syndicate of Pharmacists in Lebanon has supplied a list of Pharmacists currently working as Pharmaceutical Sales Representatives, and they have been targeted via an SMS to their personal mobile numbers, then all the participants electronically sending-in the filled-in questionnaire thus belong to the targeted sample, and are not excluded.

Difficulties

At first, I made an attempt at getting in contact with multinational medical firms present and functioning in the Lebanese territories. I contacted the Human Resources department of three major firms, requesting authorization to distribute questionnaires to be anonymously filled-in, insuring the confidentiality of the participants and the firm. Given the competitive nature of the field, all three companies replied with a rejection.

I had to revert to another method for data collection, so I turned towards the Lebanese Syndicate of Pharmacy. The Syndicate had suggested a law in 2004, that was implemented in August 2012 (Nassour, 2012) permitting non-pharmacy graduates to work as Pharmaceutical Sales Representatives at the Scientific Offices of pharmaceutical companies. I contacted the office of the President of the Syndicate, Dr. Rabih Hassounah, who expressed interest in the survey. I was referred, with the President's approval, to Dr. Dany Hayek, the General Manager of the Syndicate who, in turn, forwarded, by email, a list of mobile phone numbers and electronic mail addresses for the Pharmacists currently working as Pharmaceutical Sales Representatives, in Lebanon.

Data Collection

Comparing the effectiveness of both, a Short Message Service (SMS) message and an e-mail, I decided that sending a mass SMS to their mobile phones would immediately target them. So I sent an SMS message (Table 15) to the 651 members mentioned in the list supplied by the Syndicate. Of the 650, only 527 had their personal mobile phone numbers in the list.

I wanted to send the SMS on a day when most of the participants would be at work. So I chose a Wednesday (January the 22nd, 2014), the middle of the week, to rule out any person on a long weekend vacation. The timing, to me, was also important; so I chose 11am – a time during their working hours and close to their lunch breaks, that way if they were waiting to meet a physician, they could fill the questionnaire then; or if they were with a physician, they would see the message around their lunch break.


The SMS contains a short link that leads to a short introductory page. The page is in English and French. The Arabic language version was not added because the target audience is pharmacists who have received their education in either one of those two languages.

The SMS content:

Sender:	Rsch Survey
Message Body:	Dear Pharmacist. Upon your Syndicate's approval, I am running a national survey for my master's thesis on Pharmaceutical Representatives' Job Satisfaction in Lebanon. Please go to this link to fill a quick questionnaire: www.psr.net76.net Thank you, S.M.

Table 15: The content of the SMS message

As the participant clicks on the short link in the SMS message, the introductory page appears as illustrated in (Figure 3), for English language, and (Figure 4) for the French language. The web page contains a message to the pharmacists stating a brief purpose of the survey, explaining that they have been approached upon their Syndicate's approval, and informing them that it will not take more than 10 minutes to complete. For the English version of the website text, see Appendix C, and for the French version of the website text, see Appendix D.




Dear Pharmacist,

After the approval of your syndicate, I am sending you this survey as part of my master's thesis. The aim is measuring the level of **Job Satisfaction of Pharmaceutical Representatives working in Lebanon**.

The questionnaire is a 40-question survey that should not take more than 10 minutes to fill. You can choose between the English or French language. Once you finish, you simply click the **Submit** button at the end. It is important to note that all submissions are anonymous and confidential.

Thank you for your help, and I hope to reward you, in return, with a study well-contributing with definite indicators to the factors affecting your profession.

Best Regards,



Samer N. Mantoufeh

Figure 3: The introductory website text - English

Cher(e) Pharmacien(ne),

Après l'accord de votre syndicat, je vous envoie cette enquête dans le cadre de ma thèse de maîtrise. L'objectif est de mesurer le **niveau de satisfaction au travail des représentants pharmaceutiques travaillant au Liban.**

Le questionnaire est une enquête de 40 questions qui ne devraient pas prendre plus de 10 minutes à remplir. Vous pouvez choisir entre la langue anglaise ou française. Une fois que vous avez terminé, cliquez sur le bouton **Envoyer** à la fin. Il est important de noter que toutes les soumissions sont anonymes et confidentielles.

Merci pour votre aide, et je l'espère pour vous récompenser, en retour, avec une étude bien contribuer avec indicateur précis des facteurs qui influent sur votre satisfaction avec votre profession.

Cordialement,

Samer N. Mantoufeh

Figure 4: The introductory website text – French

At the Top Left of the website is a Contact us link that leads to a short survey (figure 5) for comments or inquiries of the pharmacists.

This mini-survey would gather data of any inquiry they might have. The inquiry form included data such as the name, email and a message box that can be filled with any comment they would like to type in.

Contact Us...

For any comments or inquiries, please fill in the below and I will contact you soon.

Name *

Email *

Message *

Figure 5: The 'Contact Us' page of the website

The Questionnaire's Layout

Once the participant reads the data in the introductory website, and after filling the *Contact Us* form, if needed, he/she would click the *Proceed* button. This would take them to the questionnaire page displayed in figure 6.

Language: English ▾

Ask yourself, How satisfied am I with this aspect of my job?

Very Satisfied means I am very satisfied with this aspect of my job.
Satisfied means I am satisfied with this aspect of my job.
Neither I can't decide whether I am satisfied or not with this aspect of my job.
Dissatisfied means I am dissatisfied with this aspect of my job.
Very Dissatisfied means I am very dissatisfied with this aspect of my job.

Gender * Male Female

Age Group * <30 31-40 41-50 >51

Income Level (USD) * <1,000 1,001-1,500 1,501-2,000
 2,001-2,500 2,501-3,000 >3,001

Years of Experience * <2 2-5 6-10 >10

On my present job, this is how I feel about...

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. The way my supervisor and I understand each other. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My job security. *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 6: The webpage of the questionnaire sent to the pharmacists

Note in figure 6, that on the Top Left, there is a drop-down list that the participant can use to easily switch between the English and French languages. Both questionnaires, English and French, can be found in Appendices A and B, respectively.

3.4.2 The data used

As discussed in the methodology section above, the type of data to be used is primary data, to be collected via a web-based, user friendly survey that required no more than 10 minutes to complete.

3.4.3 Pilot Test

The survey was pilot tested over 30 individuals working as Pharmaceutical Sales Representatives in Lebanon. They were asked the questions in a live interview, in order to take into consideration the viewpoints of diverse backgrounds on the survey before administering it.

Since the Minnesota Satisfaction Questionnaire has been verified, in the Literature, for its reliability and validity (Weiss, Dawis, England, & Lofquist, 1967), and since it has been utilized in diverse recent research (Buitendach & Rothmann, 2009) (Hirschfeld, 2000), the main purpose of this pilot test was to make sure that each item is clear and easily understood. The participants understood them in the planned way, and that the items have an association leading to the study's goals.

3.4.4 Instrumentation

The Scale Used

A 5-point Likert scale is utilized for all of the questions, as per the Minnesota Satisfaction Questionnaire. The scale ranges from Very Satisfied to Very Dissatisfied.

The participant is expected to honestly choose the answer that best gives the picture of his feelings about his current job.

If the statement makes the participant feel that the job gives him more than expected, he should choose “Very Satisfied”.

If the statement makes the participant feel that the job gives him what he expects, he should choose “Satisfied”.

If the statement makes the participant feel indecisive of whether or not the job gives him what he expects, he should choose “Neither”.

If the statement makes the participant feel that the job gives him less than what he expects, he should choose “Dissatisfied”.

If the statement makes the participant feel that the job gives him much less than what he expects, he should choose “Very Dissatisfied”.

3.4.5 Statistical package

The data will be collected on an Excel Sheet and the values of the Likert scale will be converted into numbers. The variables will then be grouped by the questions allocated to them, and then will be entered into the SPSS software in order to construct frequency tables and descriptive statistics.

Then, using the simple average method, the variables will be summarized into one entry, to be inserted into the SPSS software in order to run the regression and correlation tests.

3.4.6 Framework for analyzing the data

The data analysis consisted of examining the surveys for correctness and completeness, then transferring the Likert scale into a number coded scale, in order to be further processed.

3.5 Conclusion

As a representative sample population became accessible, one of the main obstacles was overcome. As the questionnaire was already proven for its reliability, stability and validity, and as the pilot test proved no drawbacks in the comprehension of the questions, an electronic questionnaire was prepared. The SMS and introductory website are novel and advanced techniques that are intended to attract the maximum number of participants.

In conclusion, the hypotheses have been stated, the questionnaire prepared for distribution in a desirable channel, and the pilot testing to check their comprehension of the questions had been done.

Chapter 4

Findings

4.1 Introduction

The Syndicate of Pharmacists has supplied me with a list of 651 pharmacists who work as medical representatives in Lebanon. The questionnaire was sent out to this sample with an SMS message to their mobile phones. For that reason, the total number of targeted individuals was 527, which is the number of pharmacists included in the list along with their mobile numbers. The responding participants were 183 pharmacists, which constitutes 34.72% of the total sample.

4.2 Descriptive Statistics

The demographic characteristics of the 183 respondents, who have returned the questionnaire completely filled in, are listed in Table 16.

The demographic information was collected in categorical variables to facilitate the collection procedure. The total respondents are made up of 79 males or 43%, and 104 females or 57%.

In terms of age, 62% of the respondents are below the age of 30, 34% are aged between 31 and 40 years, 4% are aged between 41 and 50 years, and none of the respondents are over the age of 51.

<u>Demographic Group</u>	<u>Frequency</u>	<u>Percentage</u>
<u>Gender</u>		
Male	79	43
Female	104	57
<u>Age Group</u>		
<30	113	62
31-40	63	34
41-50	7	4
>51	0	0
<u>Income Level (USD)</u>		
<1,000	5	3
1,001-1,500	59	32
1,501-2,000	80	44
2,001-2,500	19	10
2,501-3,000	10	5
>3,001	10	5
<u>Years of Experience</u>		
<2	16	9
2-5	120	66
6-10	34	19
>10	13	7

Table 16: Descriptive statistics

As for the income level, the currency utilized is the United States Dollars (USD). Only 3% of the respondents receive a salary below 1,000 USD, 32% earn an income between 1,001 USD and 1,500 USD, 44% earn an income between 1,501 USD and 2,000 USD, 10% earn an income between 2,001 USD and 2,500 USD, only 5% earn an income between 2,501 USD and 3,000 USD, and only 5% are remunerated with a salary above 3,000 USD.

The distribution of years of experience shows that 9% of the respondents have less than 2 years of experience, 66% have between 2 and 5 years of experience, 19% have between 6 to 10 years of experience, and 7% have more than 10 years of experience.

In further studying the demographic information, (Table 17) shows the cross-tabulation between job satisfaction and the age group. Within the respondents aged less than 30, 68% of them are satisfied with their jobs; whereas, 57% of the participants aged between 31 and 40 are also satisfied, and 86% of the participants aged between 41 and 50 are satisfied with their jobs, as well. It is noticeable that a very low percentage of participants are dissatisfied with their jobs. The highest count is noticed for the satisfaction of participants aged less than 30 years.

		<u>Age Group</u>		
		<30	31-40	41-50
Very Satisfied	Count	13	11	0
	% within GJSN	12%	17%	0%
Satisfied	Count	77	36	6
	% within GJSN	68%	57%	86%
Neutral	Count	19	16	1
	% within GJSN	17%	25%	14%
Dissatisfied	Count	4	0	0
	% within GJSN	4%	0%	0%
Total		113	63	7

Table 17: Cross-tabulation between age group and job satisfaction

The cross-tabulation between the income level and the job satisfaction of the participants (Table 18) shows that the highest count, 47, goes to satisfied participants who lay in the income interval ranging from 1,501 USD to 2,000 USD. The interval of income level beneath 1,000 USD has the highest percentage, 80%, to satisfied participants; although the counts are trivial (only 4 participants). As for all other ranges, the highest percentage of each alludes to satisfied participants.

		Income Level (USD)					
		<1,000	1,001-1,500	1,501-2,000	2,001-2,500	2,501-3,000	>3,001
Very Satisfied	Count	0	8	9	5	1	1
	% within GJSN	0.00%	13.56%	11.25%	26.32%	10.00%	10.00%
Satisfied	Count	4	42	47	12	7	7
	% within GJSN	80.00%	71.19%	58.75%	63.16%	70.00%	70.00%
Neutral	Count	1	9	22	0	2	2
	% within GJSN	20.00%	15.25%	27.50%	0.00%	20.00%	20.00%
Dissatisfied	Count	0	0	2	2	0	0
	% within GJSN	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total		5	59	80	19	10	10

Table 18: Cross-tabulation between income level and job satisfaction

The number of years of experience is also crucial to scrutinize. The highest count here (Table 19), 81, alludes to satisfied individuals with 2 to 5 years of experience. The ranges of years of experience that are less than two, between 2 and 5, and between 6 and 10, show the highest percentage for the satisfied scale. Those who have an experience exceeding 10 years are mainly neutral towards their job satisfaction, with a percentage of 69.23%.

<u>Years of Experience</u>					
		<2	2-5	6-10	>10
Very Satisfied	Count	4	15	5	0
	% within GJSN	25.00%	12.50%	14.71%	0.00%
Satisfied	Count	11	81	23	4
	% within GJSN	68.75%	67.50%	67.65%	30.77%
Neutral	Count	1	20	6	9
	% within GJSN	6.25%	16.67%	17.65%	69.23%
Dissatisfied	Count	0	4	0	0
	% within GJSN	0.00%	0.00%	0.00%	0.00%
Total		16	120	34	13

Table 19: Cross-tabulation between years of experience and job satisfaction

4.3 Main Results and Findings

This study has discussed 5 independent variables and 1 dependent variable. Two other factors, intrinsic and extrinsic satisfaction factors, have been emphasized due to their importance and relevance to the topic, especially that they help attain the purpose of the study.

Regression analysis has been performed between the 5 independent variables and the dependent variable. Then, a Spearman Correlation is performed between the dependent variable, the 2 general satisfaction factors, and the 5 independent variables.

A regression analysis between the 5 independent variables and the dependent variable is performed (Table 20). Then, in order to provide a clear view of the distribution of data, the skewness and kurtosis figures of all the variables in this study have been measured (Table 21).

	Variables	Beta Coefficient	Std. Error	t	Sig.
1	(Constant)	0.520	0.099	5.229	.000
	ADVT	0.215	0.034	6.279	.000
	CMPN	0.094	0.027	3.495	.001
	RCGN	0.217	0.033	6.586	.000
	SCRY	0.095	0.038	2.493	.014
	SPVN	0.118	0.029	4.003	.000

Dependent Variable: GJSN

R Square: 0.759 F Test: 111.657 Sig.: 0.000

Table 20: Regression analysis

From the obtained results, recognition has the highest beta coefficient which is 0.217, at the significant level of 1% (sig=0.000). Almost equally, advancement has a beta coefficient of 0.215, at the significant level of 1% (sig=0.000). They are followed by supervision, with a beta coefficient of 0.118, also significant level of 1% (sig=0.000). Then rank security and compensation with beta coefficients of 0.095 and 0.094, and significant levels of 5% (sig=0.014) and 1% (sig=0.000), respectively.

We can thus devise the following regression formula:

$$Y_t = b_0 + b_1X_{1t} + b_2X_{2t} + b_3X_{3t} + b_4X_{4t} + b_5X_{5t} + \epsilon_t$$

$$\text{GJSN} = 0.520 + 0.215 \text{ ADVT} + 0.094 \text{ CMPN} + 0.217 \text{ RCGN} + 0.095 \text{ SCRY} + 0.118 \text{ SPVN}$$

The R Squared is equal to 0.759, and all of the variables are significant by the t tests, since the values are different from 0. The inclusion of the 5 variables explains that 75.9% of the variations in the dependent variable are explained by the independent variables.

Since the F-test is 111.657, and since the p-value (sig.) is less than 1%, we can then reject H_0 , the hypothesis that one of independent variables is equal to 0, and we can conclude that all of the independent variables are jointly significant.

	<u>Skewness</u>	<u>Kurtosis</u>
ADVT	-0.042	-0.997
CMPN	0.329	-1.076
RCGN	0.517	-0.906
SCRY	0.264	-0.520
SPVN	0.762	-0.466
EXTC	0.461	0.089
INTRC	0.802	0.024
GJSN	0.536	0.318

Table 21: Skewness and Kurtosis of the variables

For all independent variables except advancement, skewness is greater than zero implying that the graphs of those independent variables are skewed to the right. And since, all of the Kurtosis values are less than 3, then the tails of the graph are thinner than a normal distribution, and the distribution is considered platykurtic. The only exception in the skewness of the graphs is observed in that of advancement, where the graph is skewed to the left.

<u>General Job Satisfaction</u>		
	Correlation Coefficient	Sig. (2-tailed)
Advancement	0.742	.000
Compensation	0.488	.000
Recognition	0.715	.000
Supervision	0.596	.000
Security	0.580	.000
Intrinsic Factors	0.849	.000
Extrinsic Factors	0.804	.000

Correlation is significant at the 0.01 level (2-tailed).

Table 22: Spearman correlation between each independent variable and the general job satisfaction

Spearman correlation (Table 22) shows a positive correlation between all of the independent variables with the dependent variable, at a significant level of 1%. Correlation is also seen with both the intrinsic and extrinsic factors, with the intrinsic factors having slightly stronger correlation, also at a significant level of 1%. As for the position of correlation of the independent variables, advancement has the highest correlation, followed closely by recognition, then by supervision, security and compensation.

Since the p-value (sig=0.000) is less than 1%, then we reject the null hypothesis H_0 , that states that the variables are not correlated, we can state that the variables are correlated.

The results of the Spearman correlation have been strengthened by the results of the above regression analysis, where both have consistent results indicating the influence and association that advancement and recognition are the strongest among the variables, followed by supervision, security and compensation.

4.4 Discussion of the hypotheses

From the regression analysis table, the results of the t-test show that all of the values are greater than zero, which implies they are all significant and none of the variables should be dropped from the regression.

Advancement shows that there is a correlation of 0.742 with job satisfaction at a significant level of 1% (sig=0.000), which proves a positive relationship between them. Thus, we reject H_1 , and prove that vocational advancement has an effect on Pharmaceutical Sales Representatives' job satisfaction.

Compensation has an association with job satisfaction, as it shows a correlation of 0.488 at a significant level of 1% (sig=0.000), H_2 is thus rejected as compensation given in return for Pharmaceutical Representative's efforts has an effect on their job satisfaction.

The correlation coefficient of job security with job satisfaction is 0.580 at a significant level of 1% ($\text{sig}=0.000$) implies that the correlation exists and that H3 is rejected, allowing for the deduction that job security does have an effect on Pharmaceutical Sales Representatives' job satisfaction.

Recognition has a correlation of 0.715 at a significant level of 1% ($\text{sig}=0.000$), which proves H4 wrong, and we state that recognition of the fulfilled tasks has an effect on Pharmaceutical Sales Representatives' job satisfaction.

Hypothesis H5, stating that supervision and supervisory behavior do not have an effect on Pharmaceutical Sales Representatives' job satisfaction, is rejected since the correlation between supervision and job satisfaction is 0.596 at a significant level of 1% ($\text{sig}=0.000$). Supervision and supervisory behavior; therefore, do have an effect on the job satisfaction of Pharmaceutical Sales Representatives.

The correlation coefficients of the intrinsic and extrinsic factors are 0.849 and 0.804, respectively, at a significant level of 1% ($\text{sig}=0.000$). This leads us to reject both H6 and H7, and to state that intrinsic and extrinsic factors are correlated with Pharmaceutical Sales Representatives' job satisfaction.

4.6 Conclusions

Based on the above, all of the independent variables have been proven to be positively related to the dependent variable. The independent variables, advancement and recognition, both have the strongest relationship with job satisfaction, compared to the other independent variables.

Moreover, the F-test was at the significant level of 1% ($\text{sig}=0.000$), indicating that the overall regression is significant. The R Square is 0.759, indicating that 75.9% of the variation in rating of job satisfaction is explained by the regression. The regression fit is good.

The hypotheses have been rejected, correlations between all of the independent variables with the dependent variable have been verified, at a significant level of 1% (sig=0.000), for all of them. The hypotheses were reformulated to express positive correlation and effect between all of the independent variables and job satisfaction.

Chapter 5

Conclusions and Recommendations

5.1 Introduction and main findings

From the findings, the five independent variables, advancement, compensation, recognition, supervision, and security are correlated, and have an effect on job satisfaction of pharmaceutical sales representatives working in Lebanon. Advancement and recognition are highly associated with job satisfaction. This explains why, by increasing the advancement opportunities that is mainly done by well-recognizing the efforts of the pharmaceutical sales representatives, amplified performance and effort, on the assigned tasks and targets, will be surely perceived by the management as constructively productive. This is aligned with Herzberg's motivator-hygiene theory, where pharmaceutical sales representatives can be motivated with opportunities for achievement that are recognized by their superiors. It is undoubtedly prominent that pharmaceutical sales representatives, like other members of any sales force, are galvanized to perform more when intrigued with challenging jobs that create opportunities, especially since most of them work unsupervised in the field, most of the time.

Since the study shows that compensation and security have the least effect, among the examined independent variables, on the job satisfaction of pharmaceutical sales representatives in Lebanon; and since it appears, in the descriptive analysis, that most of the participants are satisfied with their income levels, it is notable here that job security has the weakest relationship with job satisfaction. A possible explanation could be that the political and socioeconomic status of Lebanon are leaving employees worried about losing their jobs and the compensation they are receiving for it.

5.2 Limitation of the research

Given that multinational medical enterprises have refused to conduct surveys with their pharmaceutical sales representatives, the study has been limited to those representatives who are registered pharmacists in the syndicate. However, pharmaceutical sales representatives who are non-pharmacists might have different opinions regarding their job satisfaction, assuming that the salary ranges might be lower than those of pharmacists, and their medical knowledge weaker, which could have an adverse effect on the results of this survey.

Regarding the data collection method, the fact that some pharmaceutical sales representatives might not have access to mobile internet, or scarce knowledge in using electronic devices, could have limited the number of respondents. Considering the high level of education they have, this possibly applies to a small number of them.

Finally, with limited personal contact with the individuals of the list provided by the syndicate, the number of respondents has been restricted to those who have actually read the transmitted SMS message before discarding it as spam.

5.3 Managerial implications

Supervisory behavior is a basic human-relation construct when dealing with employees. As supervision has shown significant and effective correlation with job satisfaction, firms must consider that positive supervisory behavior with pharmaceutical sales representatives will actually enhance their performance and thus increase their job satisfaction.

It is also important for managers to consider not only replenishing the extrinsic needs of their employees, but also their intrinsic ones, since a noteworthy correlation has been detected between those two factors and job satisfaction.

As the independent variables, mentioned in this study, have suggested an effective relationship with job satisfaction, it is critical for firms to consider the factors that drive the job satisfaction of their pharmaceutical sales representatives. It is important that when management is planning stimulating programs for their pharmaceutical sales representatives, they should definitely take into consideration individual differences in motivational needs.

5.4 Recommendations

Since the two independent variables, advancement and recognition, have shown an important relationship with job satisfaction, management should consider drawing well structured career paths, and closely monitoring the field force supervisors on their objectivity in recognizing any productive efforts.

In considering further research, a method should be designed to conduct a national study on the majority of medical firms in order to target all groups of pharmaceutical sales representatives working in Lebanon, and not only those who are pharmacists.

For forthcoming studies, it is also recommended to perform research on the influences of demographic and socioeconomic factors on the motivation levels and job satisfaction levels of pharmaceutical sales representatives working in Lebanon. As different demographic factors could yield different findings of the study, this might innovatively aid in the preparation of strategic employee retention programs, according to each individual's motivational needs. The possibility of utilizing other independent variables, such as the working environment, education level of non-pharmacist representatives, as well as targeting a larger sample size, could aid in the development of a more precise analysis that could look thoroughly into the investigation of the job satisfaction of pharmaceutical sales representatives.

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Appendix A

Questionnaire – English Form

1. The way my supervisor and I understand each other.
2. My job security.
3. The amount of pay for the work I do.
4. The opportunities for advancement on this job.
5. The way I am noticed when I do a good job.
6. The chance to work alone on the job.
7. The chance to do different things from time to time.
8. The chance to be "somebody" in the community.
9. The way my boss handles his/her workers.
10. The way my job provides for a secure future.
11. The chance to make as much money as my friends.
12. The chances of getting ahead on this job.
13. The competence of my supervisor in making decision.
14. The way I get full credit for the work I do.
15. Being able to do things that don't go against my conscience.
16. The way my boss backs up his/her employees (with top management).
17. The way my job provides for steady employment.
18. How my pay compares with that for similar jobs in other companies.
19. The way promotions are given out on this job.
20. The recognition I get for the work I do.
21. The chance to do things for other people.
22. The chance to tell people what to do.
23. The chance to do something that makes use of my abilities.
24. The way company policies are put into practice.
25. The way my boss takes care of the complaints of his/her employees.
26. How steady my job is.
27. My pay and the amount of work I do.
28. The chances for advancement on this job.
29. The freedom to use my own judgment.

30. The way they usually tell me when I do my job well.
31. The chance to try my own methods of doing the job.
32. The personal relationship between my boss and his/her employees.
33. The way layoffs and transfers are avoided in my job.
34. How my pay compares with that of other workers.
35. The working conditions.
36. My chances for advancement.
37. The way my co-workers get along with each other.
38. The praise I get for doing a good job.
39. The feeling of accomplishment I get from the job.
40. Being able to keep busy all the time.

Appendix B

Questionnaire – French Form

1. L'entente entre mon superviseur et moi.
2. La sécurité de mon emploi.
3. Le montant reçu contre mon travail.
4. Les possibilités de progresser dans le travail.
5. La façon dont je suis remarqué en achevant un bon travail.
6. La capacité d'exercer seul un travail au cours de sa permanence
7. La possibilité d'accomplir diverses activités de temps en temps.
8. La chance d'être distingué dans son milieu.
9. La façon employée par mon patron pour diriger ses employés.
10. La façon dont mon travail prévoit un avenir sûr.
11. La chance de gagner autant d'argent que mes amis.
12. Les possibilités d'avancer dans le travail.
13. La compétence de mon superviseur dans la prise des décisions.
14. Comment être estimé pour mon travail.
15. Être capable d'agir suivant ma conscience.
16. Comment mon patron sauvegarde son / ses employés (avec la direction).
17. La façon dont mon travail prévoit un emploi stable.
18. Comment comparer mon salaire à celui des autres ayant le même emploi mais dans d'autres sociétés.
19. La façon d'acquérir des promotions.
20. La reconnaissance pour mon travail.
21. La possibilité d'aider les autres.
22. La possibilité de préciser à chacun sa tâche.
23. La possibilité de profiter de mes capacités.
24. La manière dont les politiques de l'entreprise sont mis en pratique.
25. Comment mon patron s'occupe des plaintes de ses employés.
26. à quel point mon travail est stable
27. Mon salaire et la valeur de mon travail.
28. La chance de progresser dans le domaine.

29. La liberté d'exprimer mes propres jugements.
30. Comment me déclarer un bon travail.
31. La chance d'appliquer mes propres méthodes dans le travail.
32. La relation entre mon patron et ses employés.
33. Comment les mises à pied et les transferts sont évités dans mon travail.
34. Comment comparer mon salaire à celui autres employés.
35. Les conditions de travail.
36. Mes chances de Progrès.
37. La coopération entre collègues.
38. La récompense après un bon travail.
39. Le sentiment après avoir accompli une tâche.
40. La capacité d'être occupé tout le temps.

Appendix C

Website Text – English Version

In English:

Dear Pharmacist,

After the approval of your syndicate, I am sending you this survey as part of my master's thesis. The aim is measuring the level of **Job Satisfaction** of **Pharmaceutical Representatives working in Lebanon**.

The questionnaire is a 40-question survey that should not take more than 10 minutes to fill. You can choose between the English or French language. Once you finish, you simply click the **Submit** button at the end. It is important to note that all submissions are anonymous and confidential.

Thank you for your help, and I hope to reward you, in return, with a study well-contributing with definite indicators to the factors affecting your profession.

Best Regards,

Samer N. Mantoufeh

[Proceed \(link to questionnaire\)](#)

Appendix D

Website Text – French Version

Cher(e) Pharmacien(ne),

Après l'accord de votre syndicat, je vous envoie cette enquête dans le cadre de ma thèse de maîtrise. L'objectif est de mesurer le **niveau de satisfaction** au travail des **représentants pharmaceutiques travaillant au Liban**.

Le questionnaire est une enquête de 40 questions qui ne devraient pas prendre plus de 10 minutes à remplir. Vous pouvez choisir entre la langue anglaise ou française. Une fois que vous avez terminé, cliquez sur le bouton **Envoyer** à la fin. Il est important de noter que toutes les soumissions sont anonymes et confidentielles.

Merci pour votre aide, et je l'espère pour vous récompenser, en retour, avec une étude bien contribuer avec indicateur précis des facteurs qui influent sur votre satisfaction avec votre profession.

Cordialement,

Samer N. Mantoufeh

Procédez ([link to questionnaire](#))