



Vol. 4, No. 4; Oct – Dec (2024)

## Quing: International Journal of Commerce and Management

Available at <https://quingpublications.com/journals/index.php/ijcm/>



# Impact of Organisational Practices on the Job Stress Among Medical Sales Representatives



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### ARTICLE INFO

**Received:** 14-11-2024

**Received in revised form:**  
18-12-2024

**Accepted:** 21-12-2024

**Available online:**  
30-12-2024

### Keywords:

Job Satisfaction;  
Job Stress;  
Medical Sales Representative;  
Organizational Practices;  
Work Induced Pressure;  
Work Overload.

### ABSTRACT

The growth of the pharmaceutical industry is driving a simultaneous increase in the demand for medical sales representatives. Being forced to achieve targets induces stress among individuals. This study examines organisational practices' impact on job stress across different employee categories. The study's findings indicate that Medical Sales Representatives are experiencing work-related stress. Simultaneously, significant changes are being imposed on the role of Medical Sales Representative, prompting questions regarding the profession's ability to manage these transformations effectively. Improvements in the job profile and working hours should be evaluated considering the well-being of the Medical Sales Representatives who implement and are impacted by these changes. The study proposed several remedial measures, including counselling, implementing training programs headed by a team of experts comprising psychologists, and establishing a flexible work schedule tailored to the nature of the work.

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**DOI:** <https://doi.org/10.54368/qijcm.4.4.0152>

## 1.0 INTRODUCTION

Organisations include combinations of human, financial, and physical capital. Human capital is the employees' knowledge, skill, ability, and commitment to use them at work effectively. The term "workforce quality" refers to an organisation's human capital, which includes the personnel it hires, deploys, and retains to achieve critical organisational goals such as profitability, market share, and customer happiness. Staffing is an essential activity inside firms that focuses on hiring, deploying, and keeping personnel to achieve these goals.

Organisational Practices in Human Resources is a systematic technique to handle staff members, appreciating them as the main assets of a company. The capacity of a company to attract outstanding personnel, encourage their abilities, inspire them to work successfully, and keep them utilising career development and employment stability determines the success of that company.

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These actions are essential components of human resource management (HRM). Human resource management comprises four key functions: acquisition, development, motivation and maintenance. French Wendell defines HRM as "the recruitment, selection, development, utilisation, compensation, and motivation of human resources by the organisation."

### **1.1 Job Stress**

Employees who experience job stress have several problems, including health, lack of motivation, decreased productivity, and employment insecurity. Such organisations are never able to maintain their competitiveness within the market. Job stress emanates from many pressures, including work- and non-work-related factors. Though organisations may not be able to control external causes of stress, they can attempt preventive strategies for curbing stress from the work environment. Good management, a healthy work environment, and employee-friendly policies play essential roles in reducing job stress. Managers should be aware of job-related stress and take steps to enable workers to manage it efficiently.

### **1.2 Job Stress of Medical Sales Representative**

The physical and psychological pressure that results from work expectations beyond an employee's capacity, resources, or ability is known as job stress. Employees are stressed due to unclear job duties, excessive workload, a lack of promotion opportunities, and job instability. The World Health Organisation (WHO) defines health as "a state of well-being in which an individual can work productively and fruitfully." Medical sales representatives work in a highly competitive atmosphere, where they must fulfil their sales targets, communicate with customers frequently, offer extensive product information, respond to customer inquiries, and maintain consistent service standards.

According to research, medical sales reps are more likely to experience job-related stress because of their working environment. Stress results from long working hours, frequent travel, ongoing pressure to reach performance targets, and handling of promotional materials. Additional elements such as a lack of management support, unsupportive coworkers, work pressure, and job uncertainty contribute to their stress. Their physical and mental health may suffer as a result of their incapacity to manage these stresses, which finally affects their general output and work performance.

Organisations must identify the effects of occupational stress on medical sales reps and implement stress management best practices. Initiatives on employee well-being, supportive leadership, and preventative actions lower stress and improve work satisfaction. This research aims to examine how organisational practices affect the job stress of medical sales representatives and provide solutions to reduce stress, thus guaranteeing a better and more effective workforce.

### **1.3 Statement of the Problem**

The job of medical sales representatives is different from that of other salespeople because of the unique requirements of the pharmaceutical and healthcare sectors. A medical sales representative meets sales targets within a given period while handling various tasks like marketing, product distribution, customer service, and client relationship maintenance. Repeated visits to clinics, pharmacies, and hospitals are important to make doctors remember prescribed medication and ensure the availability of drugs at local chemists. Medical salespeople also need to inform medical professionals about products that are already available effectively, are new, and will launch soon to remain competitive in the marketplace. Besides sales activities, medical sales representatives must have an updated list of physicians, develop effective professional relationships, and strategically plan

their sales methods to optimise efficiency and profitability. Compliance with company procedures and strategy and keeping current with market trends are imperative. Giving the organisation timely feedback about the market conditions and upholding the company's image within their designated territory also form part of their duties.

As the job is very demanding, it is important to see how medical sales representatives deal with their workload and job stress. What organisational measures are in place to help employees overcome job-related stress? Are these measures effective in alleviating job stress for medical sales representatives? The present research attempts to investigate the contribution of organisational practices to job stress, determining the most significant stressors and evaluating the success of current strategies in mitigating workplace stress among medical sales representatives.

#### 1.4 Literature Review

Vasan (2018) investigated the relationship between pharmaceutical sales representatives' work happiness and job stress. The research highlighted job type, work relationships, duties and responsibilities, a lack of career growth, and organisational structure and environment as significant contributors to workplace stress. According to the results, most pharmaceutical representatives deal with significant degrees of work stress and job discontent. Moreover, the research revealed a strong negative correlation between workplace stress and job satisfaction, meaning that higher stress causes poorer job satisfaction among workers.

Muthukumar and Gayathri (2020) investigated the stress levels of pharmaceutical representatives and the impact on job satisfaction and performance. Given the competitive and demanding pharmaceutical sales sector, this research evaluated how work stress affects employee well-being and productivity. The results indicated that the respondents' experience level does not significantly impact job stress, job satisfaction, or performance. This implies that pharmaceutical representatives continue to experience stress and dissatisfaction, irrespective of their years of experience in the field. The report also emphasises that medical representatives suffer significant stress, which reduces their job satisfaction and affects their performance.

Ali and Abbas (2023) investigated the predicted relationship among pharmaceutical sales representatives between psychological discomfort and work-related burnout. The research aimed to identify any correlation between burnout and psychological discomfort, bearing in mind the demanding nature of the pharmaceutical sales profession. The study used a quantitative research design with a sample of 201 pharmaceutical representatives (100 male and 101 females) from various pharmaceutical businesses across Punjab. The authors selected individuals using purposive sampling and administered the Oldenburg Burnout Inventory (Demerouti *et al.*, 2003) and the Kessler Psychological Distress Scale (Kessler *et al.*, 2002) to assess burnout and psychological distress, respectively. T-tests and linear regression were used to examine the assumed relationship. The study's findings indicate that burnout at work is not a predictor of psychological discomfort among pharmaceutical representatives. This result questions the accepted wisdom that burnout in high-stress employment significantly causes psychological suffering.

#### 1.5 Objectives of the Study

The study attempts to investigate empirically the following specific objectives:

- (a) To study the present scenario of organisational practices handling the job stress of medical sales representatives.
- (b) To study the various attributes involved in reducing the job stress of medical sales representatives.

- (c) To analyse the impact of organisational practices on handling the job stress of medical sales representatives regarding various job categories of employees.

### 1.6 Testing Hypothesis

The hypothesis designed for this study is based on the following assumption:

- **H<sub>1</sub>:** The mean score of the Job Dedication is statistically equal across the four Job categories.
- **H<sub>2</sub>:** The mean score of the Stress levels in the job is statistically equal across the four levels of job categories.

## 2.0 METHODS AND MATERIALS

The research method is a strategy of enquiry, which means moving from the underlying assumptions to research design and data collection (Myers, 1999). In this research study, we have also used these methods to prove the organisational practices and their effects on the job stress of medical sales representatives in Chennai City, Tamil Nadu, India.

### 2.1 Participants and Procedure

The present research was a descriptive cross-sectional study between medical sales representatives working in multinational, Indian, and local companies. The researcher intends to employ a purposive sampling method. Nine hundred medical sales personnel were interviewed from various divisions of companies. Sixty-six questionnaires were rejected because they were unfilled, ticked for more than one, incomplete, and other reasons. Finally, 834 completed responses were taken up for further analysis for the study.

### 2.2 Tools for Data Collection

Both primary and secondary data have been collected for the research work. For the research to produce a realistic outcome, data collection had to be distributed over a large population. Thus, the survey questionnaires were designed to be applied to heterogeneous workers working in various pharmaceutical companies. The targeted respondents are from various genders, races, ages, marital statuses, educational backgrounds, designations and professions. The researcher analysed the collected data with the help of statistical packages such as SPSS v.25 (Statistical Package for Social Science) and AMOS v.20 (Analysis of Moment Structures).

## 3.0 RESULTS AND DISCUSSION

### 3.1 Personal and Demographic Profile of the Respondents

Table 1

*Frequency Distribution of Personal and Demographic Profile of the Respondent*

Category	Variables	Frequency	Percentage
Gender	Male	822	98.6
	Female	12	1.4
Marital Status	Married	739	88.6
	Unmarried	95	11.4

Age	25 to 30 years	95	11.4
	30 to 35 years	321	38.5
	35 to 40 years	255	30.6
	40 to 45 years	96	11.5
	45 to 50 years	51	6.1
	50 to 55 years	16	1.9
Education Level	High School Level	44	5.3
	College Level	377	45.2
	Diploma	256	30.7
	Technical	157	18.8
Work Experience	Below 2 years	99	11.9
	2 to 4 years	84	10.1
	4 to 6 years	101	12.1
	6 to 8 years	211	25.3
	8 to 10 years	152	18.2
	Above 10 years	187	22.4
Job Category	Team Leader	211	25.3
	Sales Personal	321	38.5
	Territorial Manager	121	14.5
	Trainees	181	21.7
Nature of Company	Multinational Company	316	37.9
	Indian Company	392	47.0
	Home-grown Company	126	15.1

*Source:* Compiled from the data collected from the field

### Gender and Marital Status

Most respondents were male (98.6%), while female respondents constituted only 1.4% of the sample. Regarding marital status, 88.6% were married, whereas 11.4% were unmarried, indicating that most respondents had family commitments.

### Age Distribution

The largest age group was 30 to 35 (38.5%), followed by 35 to 40 (30.6%). Respondents aged 40 to 45 accounted for 11.5%, while younger employees between 25 and 30 represented 11.4%. The proportion of older respondents decreased, with 6.1% aged 45 to 50 and only 1.9% aged 50 to 55.

### Education Level

A significant portion of respondents had attained a college-level education (45.2%), followed by those with a diploma (30.7%). Respondents with technical qualifications accounted for 18.8%, while only 5.3% had completed high school education.

### Work Experience

The respondents had varied levels of work experience, with 25.3% having 6 to 8 years of experience, followed by 22.4% with over 10 years. Employees with 8 to 10 years of experience made up 18.2%, while those with 4 to 6 years (12.1%), below 2 years (11.9%), and 2 to 4 years (10.1%) were relatively fewer.

### Job Category

Among job roles, sales personnel (38.5%) constituted the largest group, followed by team leaders (25.3%). Trainees accounted for 21.7%, while territorial managers represented 14.5% of the respondents.

### Nature of Company

The respondents were employed in different types of companies, with 47.0% working in Indian companies, followed by 37.9% in multinational companies and 15.1% in home-grown companies.

## 3.2 Factor Analysis of Organizational Practices in Handling the Job Stress of Medical Sales Representative

Table 2

*Factors of Organisational Practices of Handling Medical Sales Representative Job Stress*

Factors	SA	A	N	DA	SDA
Regular meetings with officials may help to carry forward job difficulties (V1)	359 (43.0)	324 (38.8)	97 (11.6)	44 (5.3)	10 (1.2)
Organisations provide needed assistance immediately (V2)	279 (33.5)	329 (39.4)	126 (15.1)	70 (8.4)	30 (3.6)
Working feedback was respected by the company (V3)	255 (30.6)	337 (40.4)	125 (15.0)	68 (8.2)	49 (5.9)
Clear explanation and training for promoting products (V4)	236 (28.3)	318 (38.1)	125 (15.0)	122 (14.6)	33 (4.0)
The company develops and trains sales and negotiation skills (V5)	215 (25.8)	340 (40.8)	147 (17.6)	94 (11.3)	38 (4.6)
Provide adequate information about changes in the health care system (V6)	216 (25.9)	321 (38.5)	158 (18.9)	105 (12.6)	34 (4.1)
Working hours typically include regular extra hours but not weekends or shifts (V7)	171 (20.5)	316 (37.9)	217 (26.0)	106 (12.7)	24 (2.9)
Clear information about the structure, purpose and practices of the organisation (V8)	233 (27.9)	308 (36.9)	138 (16.5)	114 (13.7)	41 (4.9)
Employee's skills, knowledge and abilities matched with Job content (V9)	175 (21.0)	382 (45.8)	163 (19.5)	79 (9.5)	35 (4.2)
The job should be assessed accurately against that job's requirements (V10)	189 (22.7)	330 (39.6)	155 (18.6)	121 (14.5)	39 (4.7)

Following adequate supervision and guidance to help or protect staff from stress (V11)	479 (57.4)	204 (24.5)	81 (9.7)	33 (4.0)	37 (4.4)
Managers talk to their staff, listen to them and make it clear that they have heard (V12)	340 (40.8)	230 (27.6)	128 (15.3)	98 (11.8)	38 (4.6)
Management maintains an accurate employee record dealing with facts and points of evidence (V13)	381 (45.7)	208 (24.9)	123 (14.7)	72 (8.6)	50 (6.0)
Training to answer all queries raised by the clients effectively (V14)	133 (15.9)	285 (34.2)	219 (26.3)	124 (14.9)	73 (8.8)
Complete the sale target/task given by the company within a specific period (V15)	223 (26.7)	269 (32.3)	192 (23.3)	58 (7.0)	92 (11.0)
Sales representative cause for Building the image of the company in the respective working areas (V16)	253 (30.3)	295 (35.4)	162 (19.4)	87 (10.4)	37 (4.4)
Company respect for the employee's working hours typically includes regular extra hours (V17)	184 (22.1)	400 (48.0)	151 (18.1)	53 (6.4)	46 (5.5)
The company develops my ability to handle the pressure and stress of achieving targets (V18)	238 (28.5)	288 (34.5)	160 (19.2)	105 (12.6)	43 (5.2)
Market changes are frequently informed to the employees through proper channels (V19)	205 (24.6)	291 (34.9)	169 (20.3)	63 (7.6)	106 (12.7)
Freely employees could communicate with top officials (V20)	291 (34.9)	281 (33.7)	149 (17.9)	75 (9.0)	38 (4.6)
Team leaders and Territorial Managers are approachable in any difficult time (V21)	287 (34.4)	313 (37.5)	140 (16.8)	46 (5.5)	48 (5.8)
Salary is highly variable for the same job description within the company (V22)	297 (35.6)	260 (31.2)	133 (15.9)	75 (9.0)	69 (8.3)
The company provides a list of doctors to set a good relationship with them by providing obligatory gifts (V23)	270 (32.4)	312 (37.4)	123 (14.7)	80 (9.6)	49 (5.9)
As a medical Sales representative, I am willing to travel everywhere as per the company's requirement (V24)	306 (36.7)	307 (36.8)	93 (11.2)	81 (9.7)	47 (5.6)
Opinions and judgments about staff should not be represented as facts (V25)	184 (22.1)	404 (48.4)	151 (18.1)	45 (5.4)	50 (6.0)

Source: As on Table 1 / Note: Figures in parentheses are percentages to N, where SA = Strongly Agree, A = Agree, N = Neutral, DA = Disagree and SDA = Strongly Disagree.

Table 3

*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.908
Bartlett's Test of Sphericity	Approx. Chi-Square	<b>11948.060</b>
	Df	300
	Sig.	0.000

Table 4

*Extraction and Rotation Sums of Squared Loadings of Factors of Organisational Practices in Handling Medical Sales Representative Job Stress*

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.043	36.170	36.170	4.648	18.593	18.593
2	1.971	7.884	44.054	3.157	12.626	31.219
3	1.469	5.876	49.930	2.964	11.855	43.075
4	1.178	4.713	54.643	2.136	8.545	51.619
5	1.168	4.671	59.314	1.924	7.694	59.314

Table 5

*Rotated Component Matrix*

Factors of Organizational Practice's Effect on Job Stress	Component				
	1	2	3	4	5
Team leaders and Territorial Managers are approachable in any difficult time.	<b>.732</b>	.243	.084	.019	.183
Freely employees could communicate with top officials	<b>.731</b>	.300	.056	.090	.159
The company provides a list of doctors to establish a good relationship with them by providing obligatory gifts.	<b>.729</b>	.093	.163	.104	.195
As a medical Sales representative, I am willing to travel everywhere per the company's requirements.	<b>.722</b>	.194	.138	-.014	.162
Salary is highly variable for the same job description within the company	<b>.721</b>	.142	.271	.139	.144
Sales representative cause for Building the image of the company in the respective working areas	<b>.663</b>	.248	.145	.131	.075
The job should be assessed accurately against that job's requirements.	<b>.543</b>	.078	.298	.253	.161
The company developed my ability to handle the pressure and stress of achieving targets.	<b>.463</b>	.002	.282	.440	-.077
Following Effective supervision and guidance to help or protect staff from stress	.118	<b>.708</b>	.113	.100	.269
Regular meetings with officials may help to carry forward job difficulties	.203	<b>.702</b>	.088	.069	.066
Managers talk to their staff, listen to them and make it clear that they have heard.	.263	<b>.657</b>	.252	.231	.061
Management maintains an accurate employee record and deals with facts and points of evidence.	.290	<b>.559</b>	.325	.141	.043
Organisations provide needed assistance immediately	.396	<b>.450</b>	.392	-.060	-.008



Working hours typically include regular extra hours, but not weekends or shift	.136	-.143	<b>.683</b>	.192	.242
The company develops and trains sales and negotiation skills	.166	.351	<b>.665</b>	.108	.044
Clear explanation and training for promoting products	.089	.228	<b>.646</b>	.108	-.002
Provide adequate information about changes in the healthcare system	.199	.204	<b>.558</b>	.282	.134
The company respects working feedback	.324	.457	<b>.505</b>	-.024	.005
Employee's skills, knowledge and abilities matched with Job content	.277	.282	<b>.479</b>	-.054	.149
Training to answer all queries raised by the clients effectively	-.026	.003	-.036	<b>.677</b>	-.071
Market changes are frequently informed to the employees through the proper channel	.071	.390	.229	<b>.654</b>	.122
Complete the sales target/task the company gave within a specific period.	.118	.432	.219	<b>.637</b>	.139
Clear information about the structure, purpose and practices of the organisation.	.364	-.025	.156	<b>.542</b>	.067
Companies respect the employee's working hours, typically including regular extra hours	.360	.189	.164	.033	<b>.872</b>
Opinions and judgments about staff should not be represented as facts	.366	.184	.168	.029	<b>.869</b>

*Extraction Method:* Principal Component Analysis.

*Rotation Method:* Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Table 6

*Name of the Factors*

Naming of Factors	Name of the Dimensions	Label	Name of the Unbalancing Variables	Factor Loading
F1	Work Environment	OE1	Team leaders and Territorial Managers are approachable in any difficult time	.732
		OE2	Freely employees could communicate with top officials	.731
		OE3	The company provides a list of doctors to set a good relationship with them by providing obligatory gifts	.729
		OE4	As a medical Sales representative, I am willing to travel everywhere as per the company's requirement	.722
		OE5	Salary is highly variable for the same job description within the company	.721
		OE6	sales representative cause for Building the image of the company in the respective working areas	.663

		OE7	The job should be assessed accurately against that job's requirements	.543
		OE8	The company develops my ability to handle the pressure and stress of achieving targets	.463
		CM1	Following Effective supervision and guidance to help or protect staff from stress	.708
		CM2	Regular meetings with officials may help to carry forward job difficulties	.702
F2	Caring Management	CM3	Managers talk to their staff, listen to them and make it clear that they have heard	.657
		CM4	Management maintains an accurate employee record, deals with facts and points of evidence	.559
		CM5	Organisations provide needed assistance immediately	.450
		PA1	Working hours typically include regular extra hours, but not weekends or shift	.683
		PA2	The company develops and trains sales and negotiation skills	.665
F3	Promoting Attitudes	PA3	Clear explanation and training for promoting products	.646
		PA4	Provide adequate information about changes in the healthcare system	.558
		PA5	the company respects working feedback	.505
		PA6	employee's skills, knowledge and abilities matched with Job content	.479
		GU1	Training to answer all queries raised by the clients effectively	.677
F4	Guidance	GU2	Market changes are frequently informed to the employees through the proper channel	.654
		GU3	Complete the sales target/task the company gave within a specific period.	.637
		GU4	Clear information about the structure, purpose and practices of the organisation.	.542
F5	Work Respect	WR1	Companies respect the employee's working hours, typically including regular extra hours	.872
		WR2	Opinions and judgments about staff should not be represented as facts	.869

The study conducted an exploratory factor analysis (EFA) to identify the factors influencing organisational practices in handling medical sales representatives' job stress. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.908, indicating that the data were suitable for factor analysis (*vide* Table 3). Bartlett's test of sphericity was significant ( $\chi^2(300) = 11,948.060$ ,  $p < .001$ ), suggesting that the correlation matrix was appropriate for factor extraction.

A principal component analysis (PCA) with varimax rotation extracted five factors explaining 59.31% of the total variance (*refer* Table 4). The rotated component matrix revealed distinct factor loadings for each variable, allowing for meaningful categorisation. The extracted factors were labelled as follows:

- 1) *Work Environment (Factor 1)* – This dimension accounted for 18.59% of the variance and included aspects related to leadership accessibility, salary variability, job assessment accuracy, and the company's role in helping employees manage stress (e.g., “Team leaders and Territorial Managers are approachable in any difficult time,” loading = .732).
- 2) *Caring Management (Factor 2)* – Explaining 12.63% of the variance, this factor encompassed managerial support mechanisms such as supervision, regular meetings, and immediate assistance (e.g., “Following effective supervision and guidance to help or protect staff from stress,” loading = .708).
- 3) *Promoting Attitudes (Factor 3)* – This factor contributed 11.86% of the variance and involved training, skill development, and structured feedback for employees (e.g., “Company develops and trains sales and negotiation skills,” loading = .665).
- 4) *Guidance (Factor 4)* – Accounting for 8.55% of the variance, this factor focused on employees’ access to relevant market information, training, and goal-setting processes (e.g., “Training to answer all queries raised by the clients effectively,” loading = .677).
- 5) *Work Respect (Factor 5)* – The final factor explained 7.69% of the variance. It captured respect for employees’ work hours and fair performance evaluation (e.g., “Company respects the employee’s working hours typically include regular extra hours,” loading = .872).

The findings suggest that effective leadership, management support, training opportunities, structured guidance, and respect for work-life balance are critical in mitigating job stress among medical sales representatives. These factors offer valuable insights for organisations to design better policies and interventions to enhance employee well-being and performance.

### 3.3 Overall Job Dedication by Respondent Job Category

Table 7

*Frequency Table for Job Dedication by Respondent Job Category*

	Sales Personal	Team Leader	Territorial Manager	Trainees	Row Total
Yes	170 (20.38)	94 (11.27)	70 (8.39)	99 (11.87)	433 (51.92)
No	151 (18.11)	117 (14.03)	51 (6.12)	82 (9.83)	401 (48.08)
Column Total	321 (38.49)	211 (25.30)	121 (14.51)	181 (21.70)	834 (100.00)

*Cell contents:* Observed frequency / Note: As in Table 2

The cross-classification Table 7 shows the respondents’ opinions on their complete dedication to their jobs by the nature of job categories. Among the four levels of respondent job classification, 20.38 per cent of respondents who come under the sales personnel category expressed their most complete satisfaction over the job dedication, and 18.11 per cent of sales personnel respondents expressed their dissatisfaction over the job dedication. It is clear from the table that sales personnel are significant as the sample respondents, and their satisfaction rate is also high compared to other job category groups.

### 3.3.1 Analysis of Variance of Overall Job Dedication by Respondent Job Category

Table 8

Result of One-Way ANOVA for Job Dedication by Job Categories

Source	Sum of Squares	Df	Mean Square	F-Ratio	P-Value
Between groups	1.74601	3	0.582005	2.34	0.0721
Within groups	206.447	830	0.248731		
Total (Corr.)	208.193	833			

Dependent Variable: Dedication (I do my job with complete dedication)

Table 9

Result of Kruskal-Wallis Test for Dedication by Job Category

Job Category	Sample Size	Average Rank
Territorial Manager	121	392.760
Sales Personal	321	413.159
Team Leader	211	448.227
Trainees	181	405.917

Test Statistic = 6.98597 / P-Value = 0.0723445

In Table 8, A one-way analysis of variance (ANOVA) was conducted to examine whether job dedication levels significantly differed among job categories (Sales Personnel, Team Leaders, Territorial Managers, and Trainees). The results indicated no statistically significant difference in job dedication across job categories:  $F(3, 830) = 2.34, p = .072$ . The lack of statistical significance suggests that job dedication does not vary substantially among job categories.

Given that the assumptions of ANOVA may not always hold, a nonparametric Kruskal-Wallis test was also performed to confirm the findings. The Kruskal-Wallis test results showed a test statistic 6.99 and a p-value of .072, indicating no significant differences in job dedication across job categories. The average rank of dedication scores was highest for Team Leaders ( $M = 448.23$ ), followed by Sales Personnel ( $M = 413.16$ ), Trainees ( $M = 405.92$ ), and Territorial Managers ( $M = 392.76$ ).

Overall, these results suggest that employees across different job categories exhibit similar levels of dedication, with no meaningful differences detected through parametric and nonparametric analyses.

### 3.4 Overall Stress-Free in the Job by Respondent Nature of Job

Table 10

Frequency Table for Stress-Free by Job Category

	Territorial Manager	Sales Personnel	Team Leader	Trainees	Row Total
Yes	67 (8.03)	176 (21.10)	113 (13.55)	104 (12.47)	460 (55.16)
No	54 (6.47)	145 (17.39)	98 (11.75)	77 (9.23)	374 (44.84)
Column Total	121 (14.51)	321 (38.49)	211 (25.30)	181 (21.70)	834 (100.00)

Cell contents: Observed frequency / Note: As in Table 2

The cross-classification table (*vide* Table 10) shows the respondent's opinion over the Stress-free nature of their job by their job category. Among the four levels of job category classification, 21.10 per cent of respondents who come under the sales personnel job category expressed their most satisfaction over the stress-free nature of their jobs, and 17.39 per cent of respondents who come under the same group expressed their dissatisfaction over the stress from their jobs. It is clear from the table that among 834 sample respondents, the sales personnel job category group represent a significant fraction, and their satisfaction rate is also high compared to other levels of job category groups. The ANOVA and Kruskal-Wallis Test were conducted to determine the exact variance between respondents' mean and median scores on the free nature of job rates by their four levels of job category classification.

### 3.4.1 Analysis of Variance of Overall Stress-Free in the Job by Respondent Job Category

Table 11

*Result of One-Way ANOVA for Stress-Free in the Job-by-Job Categories*

Source	Sum of Squares	Df	Mean Square	F-Ratio	P-Value
Between groups	0.154083	3	0.0513611	0.21	0.8917
Within groups	206.129	830	0.248348		
Total (Corr.)	206.283	833			

*Dependent variable: Stress-Free (stress-free in my job and work with full of my satisfaction)*

Table 12

*Result of Kruskal-Wallis Test for Stress-Free in the Job-by-Job Categories*

Job Category	Sample Size	Average Rank
Territorial Manager	121	416.599
Sales Personal	321	418.864
Team Leader	211	424.178
Trainees	181	407.898

Test statistic = 0.62221/ P-Value = 0.891328

A one-way analysis of variance (ANOVA) was conducted to determine whether perceptions of being stress-free in the job differed significantly across job categories (Sales Personnel, Team Leaders, Territorial Managers, and Trainees). The results indicated no statistically significant differences in stress-free perceptions among the job categories,  $F(3, 830) = 0.21$ ,  $p = .892$  (*vide* Table 11). This suggests that employees across different roles experience similar job-related stress and satisfaction levels.

A nonparametric Kruskal-Wallis test was performed to confirm these findings. The results yielded a test statistic of 0.62 with a p-value of .891, further indicating no significant differences in stress-free perceptions across job categories. The average rank scores were highest for Team Leaders ( $M = 424.18$ ), followed by Sales Personnel ( $M = 418.86$ ), Territorial Managers ( $M = 416.60$ ), and Trainees ( $M = 407.90$ ).

These results suggest that job stress levels and overall job satisfaction are consistent across different job categories, with no significant variation detected through parametric and nonparametric analyses.

## **4.0 SUGGESTIONS AND RECOMMENDATIONS**

Literature reveals a positive relationship between the effectiveness of management practices and their relation to medical sales representatives' job stress. Medical Sales Representative Job stress occurs predominantly owing to an extensive range of working conditions. However, it is frequently aggravated when employees feel they do not have substantial support from their superiors, insecurity in their jobs and co-workers and when they have slight control over their Jobs or how they can manage organisational needs and pressures. The goals of best organisational Management practice objectives concerning stress management are to avoid stress or, where employees are encountering stress, to keep it from causing genuine harm to their health or the strength of their organisation. Based on the above investigations and findings, the accompanying suggestions and recommendations have been made based on the dimensions of the study.

### **4.1 Work Environment**

Organisational practices are a unique approach to managing employees in any organisation. In this strategy, employees are seen as the most valuable resource. Because an organisation comprises employees, ensuring their safety, skill development, incentive for more remarkable achievement, and maintaining their dedication is critical. These actions are examples of primary and essential organisational practices. Organisational behaviours significantly influence employee stress. This technique consists of four major activities: acquisition, development, motivation, and maintaining lower stress in their work. It is intended to help the organisation establish a specific goal that has to be achieved by its employees. It is also advised that they make appropriate changes to the work environment to encourage employee engagement and give them as much control as possible over their obligations.

### **4.2 Caring Management**

A healthy employment is one in which the pressures placed on employees are proportionate to their abilities and assets, the amount of control they have over their work, and the support they get from those who are important to them. Because health is more than just the absence of disease or sickness; it is also a positive state of complete physical, mental, and social well-being. A positive working environment is one in which there is not a shortage of harmful situations but an abundance of health-promoting ones. It is claimed that they include continuous assessment of health hazards, the availability of relevant information and training on health concerns, and the provision of health-promoting organisational support practices and structures. It is also advised that organisations provide training programs that teach stress management strategies, relaxation, time management, positive thinking, and assertiveness, as well as provide flexible work schedules or telecommuting options if available. It is also advised that firms be flexible and fair in enabling workers to take time away from work to deal with personal and family matters. Unresolved personal, health, and familial issues are significant sources of stress. A healthy working environment is one in which employees prioritise and incorporate health and wellness into their daily lives.

### **4.3 Promoting Attitudes**

The framework of rewards within an organisation profoundly influences the motivation levels of its employees. Rewards may manifest in various forms, encompassing financial and non-financial aspects, such as tangible benefits or acknowledging one's contributions through public recognition or participation in a new training course, which are considered intangible rewards.

Various forms of compensation, such as salary, commission, bonuses, ownership programs, and diverse profit or benefit-sharing initiatives, constitute significant tangible rewards. Fringe benefits affect employee attraction and retention, although they also favourably affect these outcomes. Compensation serves a crucial function within the framework of material incentives. These represent essential components in drawing new talent to an organisation and ensuring their continued presence. When an organisation offers competitive salaries to its employees, it reflects a commendable standing in the job market.

#### **4.4 Organisational Guidance**

Research findings indicate that the most stressful form of employment is characterised by excessive demands and pressures that do not align with an employee's skills and abilities. In such environments, opportunities for decision-making or control are minimal, and support from colleagues is often lacking. When work demands and pressures align with employees' skills and abilities, the likelihood of experiencing work-related stress diminishes significantly. Individuals who obtain assistance from colleagues in a professional context are less likely to experience stress associated with their work. Greater autonomy and involvement in decision-making processes significantly reduce the likelihood of experiencing work-related stress among employees.

#### **4.5 Work Respect**

The management must cultivate a dignified work environment. The benefits of a respectful working environment are evident in several aspects, including the potential for improved employee morale and job satisfaction, enhanced teamwork, reduced absenteeism, and increased turnover and profitability. Employees in a reputable workplace are better able to handle disputes amicably and adapt to changes and challenges on the job. An organisation's reputable work environment facilitates attracting and retaining highly qualified individuals. It is suggested that management uphold clear policies for employment discrimination and deal with workplace bullying fairly and consistently. It is recommended that the organization provide opportunities for employees to enhance their skills and training and enhance the possibility of promotion within the workplace to increase respect. Additionally, management can implement a strategy that allows employees to report incidents of discrimination without fear of punishment. Management ought to facilitate the success of employees by providing them with development opportunities. This will enhance employees' sense of worth and esteem.

### **5.0 CONCLUSION**

Any organisation expects medical sales representatives to do enormous work within the day or during the scheduled time given by management. It incorporates their willingness to travel according to the organisation's necessity. He or she is expected to be significant in planning and controlling, self-motivated, flexible, and committed to work. This study found that the medical sales representatives were experiencing stress and face work-induced pressure. At the same time, significant changes are being forced on the medical sales representative's job, and it is indistinct whether the profession can competently cope with these changes. Any improvement, such as job profile and working hours, should be considered for the well-being of the medical sales representatives who implement and are affected by the changes. It is concluded by suggesting that the organisation must execute specific positive mechanisms to remedy the everyday troubles faced by the medical sales representative personnel by way of direct conversation or periodical/regular

meetings with them, offer training programs that teach stress management techniques, relaxation, time management, positive thinking and assertiveness and institute flexible work schedule or telecommuting options if possible. When the everyday issues at work are resolved, the medical sales representatives will be satisfied with their jobs. They may perform their careers with full commitment to the organisation they belong to.

## 6.0 SCOPE FOR FUTURE RESEARCH

The scope of further research is highlighted here under.

- 1) A study on analysing organisational practices handling Medical Sales personnel stress in the Urban and Rural area
- 2) A study focuses on the effectiveness of training and development on medical sales personnel's job stress.
- 3) A study analysing the impact of the prevailing organisational climate on the work-life balance of medical sales personnel.

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