

**INFLUENCE OF ORGANISATIONAL CHANGES OVER EMPLOYEE MORALE
OF MEDICAL REPRESENTATIVES**

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ABSTRACT:

The gate way of success in an organisation is to attain productivity. The most essential factor for productivity is employee morale. High employee morale denotes the loyalty of the employees towards the organisation. In case changes are initiated in the organisation, the employees with high level of morale would differ with the response shown by employee with low level of morale. While considering the study on the correlation between employee morale and organisational changes, it was decided to have medical representatives as sample. Owing to the fact that they need to be more dedicated to the profession as it requires marketing knowledge as well as technical qualifications. The study primarily eyes upon the influence of organisational changes over employee morale for the medical representatives working in different companies.

Keywords: *Organisational Changes, Change Management, Employee Morale, Training and Development*

INTRODUCTION:

The essence to function an organisation in long run is productivity. It brings profit and makes it a reputed as well as a credible one. In order to attain extremely good productivity, the organisations should possess employees with high rate of morale. A good number of studies have proven that employee morale has elevated the stature of the company at a neck breaking pace. When an employee has got high morale towards the organisation, possibility of gripping the challenging situation is also high.

An employee liking towards the organisation creates an atmosphere to do the best for it. The study is an intension to analysis the employee morale of individuals working in pharmaceutical companies. There kind of job would require more than just commitment.

The root cause for success in any organisation is employee morale. That is the primary reason to pick up this as the area of the study.

OBJECTIVES OF THE STUDY:

The objectives of the study have been classified into two categories namely 'Primary' and 'Secondary' objectives. They are as under:

- * Primary Objective: To study the influence of organisational changes over the employee morale of the respondents.
- * Secondary Objectives: There are two factors, first to study the work description of the respondents. Next being the socio-economic status of the respondents

REVIEW OF THE LITERATURE:

Morale is an attitude of satisfaction with desire to continue in and willingness to strive for the goals of an organisation. Good morale is evidence for employee enthusiasm to cooperate with others in the accomplishment of organisational objectives.¹

DR. FAREEHA ZAFAR *et al* (2014) has explored that the biggest challenge in change management is coping with the resistance. The more the statue of change is the more the resistance evolve out if it. The study gave a clear note of need for changes followed by the resistance and its output. The employee resistance could be tackled by a few theories suggested by expertise. It was told in the research that ADKAR model could be the best tool to solve the problems coming out owing the implementation of changes in the organisation.²

ROY SUDDABY *et al* (2016) draft a study on the history of organisational changes. In which they introduced the historical consciousness of learning change management. The study shows that most of the theories pertain to organisational changes are implicit assumptions on history. The attempt of the research to connect the implicit assumption derived from the past to explore in the future. The study was concluded with theorizing the concept from each historical view to outline direction for the future.³

Jeff Slattery (2013) made a study on change management and its implication. It was told in the study that the world of business and information technology would need continuous and useful changes. The successful changes will be more elusive and therefore it

requires incredible skill and knowledge to adopt them. The study concludes by providing guidelines and steps to successfully promulgate organisational changes.⁴

USHA TIWARI (2014) says that employee morale is apparent of emotions like satisfaction, positive attitude towards work happiness in working. It is said in the study that productivity is positively related to employee morale. It is found in the study that the employee morale and productive are high in Jaypee Cement Plant, Rewa (M.P.). The average mean score is calculated as 3.60 out of 5.00. The was ending by saying that the important factors contributing for employee morale are workmen relationship, team spirit, work conditions and holidays.⁵

OSAMA SAMIH SHABAN *et al* (2017) made a study of the effects of low morale of employees towards the organisation at the Jordainan Industrial Companies. The primary impact of low employee morale is declining productivity. The company would start losing its competitive advantage which results fall in the market share of the company's products. It also leads to absenteeism and sabotage affecting the regular production quantity and quality. The article suggest that the organisation needs to increase its employee morale by providing them appropriate facilities and amenities while these are refereed as one among the reasons for low morale. In addition, they may also conduct training programmes, giving allowances and paying incentives.⁶

VASAN M (2018) has drafted the study result that the medical representatives are severe job stress and dissatisfaction owing to their work pressure. The primary reason for this to happen is because of poor starter activities by the companies. The starters denote the period of training, good work climate, intermediate training session, clear definitions of roles and responsibilities and scope for career development. If the companies can promise the medical representatives with providence of these factors the level satisfaction may go up and level of job stress will definitely fall down.⁷

METHODOLOGY:

The respondents of the study are the medical representatives (MR) of various pharmaceutical companies functioning in Tiruchirappalli. The reason for selecting MR as the sample is that they required encompassing better marketing skill than any other regular sales

executive. This intent those people to intake more stress. That forms the reason to select them as the sample.

The data were collect using simple random sampling method. The size of the sample is numbered to 90 MRs working for various pharmaceutical companies existing in Tiruchirappalli. The sample was set at 25 per cent of the total population forming 365 MRs approx.

The respondents were selected from various reputed pharmaceutical companies in Tiruchirappalli. There are approximately 365 MRs working in the district. The data were collected during the month of September 2019 making it as the period of the study. The tools used to analysis the collected data were percentage analysis using percentage analysis in tabular presentation.

PROFILE OF THE STUDY AREA:

The district is witnessing a great elevation in the field of medical for the past ten years. New hospitals with best medical professionals and well equipment infrastructure have come up since the recent past. This urged the need for options of medicines in the district and so emergence of pharmaceutical companies has happened. With regard to the companies, Tiruchirappalli witnesses quite a few reputed companies of the kind like Sun Pharma, Mankind, Nouveau Medicament and Abbot.

ANALYSIS AND INTERPRETATION:

Table – 1

Table showing the Age Group of the Respondents

AGE GROUP	FREQUENCY	PERCENTAGE
20 - 25 Years	15	16.7
26 - 35 Years	33	36.7
36 - 45 Years	30	33.3
Above 45 Years	12	13.3
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 1 interprets that majority of the respondents forming 36.7 % are in the ‘Age Group’ of 26-35 Years, followed by 33.3 % in 36-45 Years, 16.7% in 20-25 Years and 13.3 % in Above 45 Years categories of Age Groups.

Table – 2**Table showing the Educational Qualification of the Respondents**

QUALIFICATION	FREQUENCY	PERCENTAGE
Degree	42	46.7
Diploma	33	36.7
Higher Secondary	12	13.3
Others	3	3.3
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 2 interprets that majority of the respondents extending to 46.7 % are degree holders, followed by 36.7 % are diploma holders, 13.3% are higher secondary school dropouts and 3.3 % hold other kind of qualifications.

Table – 3**Table showing the Marital Status of the Respondents**

MARITAL STATUS	FREQUENCY	PERCENTAGE
Single	40	44.4
Married	50	55.6
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 3 denotes that majority of the respondents numbering to 55.6 % are married and remaining 44.4 % are singles.

Table – 4**Table showing the Monthly Income of the Respondents**

INCOME GROUP	FREQUENCY	PERCENTAGE
Below Rs. 10,000	22	24.4
Rs. 11,000 - 20,000	24	26.7
Rs. 21,000 - 30,000	39	43.3
Above Rs. 30,000	5	5.6
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 4 interprets that majority of the respondents extending to 43.3 % earn between Rs.21,000 – Rs.30,000, followed by 26.7 % earning between Rs.11,000 – 20,000, 24.4 % below Rs.10,000 and 5.6 % are above Rs.30,000 being the least.

Table – 5**Table showing the Employees' Perception of Workload during the period of Change**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	2	2.2
Disagree	11	12.2
Neutral	13	14.4
Agree	42	46.7
Strongly Agree	22	24.4
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 5 shows that majority of the respondents extending to 46.7 % agree that there is an increase in workload during the period of change, whereas 24.4 % strongly agree, 14.4 % are in neutral, 12.2 % disagree and 2.2 % strongly disagree the statement.

Table – 6**Table showing the Employees' Perception on Technical Assistance during changes**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0
Disagree	8	8.9
Neutral	15	16.7
Agree	38	42.2
Strongly Agree	29	32.2
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 6 shows that majority of the respondents showing 42.2 % agree that the company introduce technical assistance during the period of changes, whereas 32.2 % strongly agree, 16.7 % are in neutral, 8.9 % disagree and no respondent strongly disagree the statement.

Table – 7

Table showing the Employees’ Perception on Increase in Sales Target

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	0	0
Disagree	30	33.3
Neutral	14	15.6
Agree	36	40.0
Strongly Agree	10	11.1
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 7 shows that majority of the respondents showing 40 % agree that the company increases the sales targets during the period of changes, whereas 33.3 % disagree, 15.6 % are neutral, 11.1 % strongly agree and no respondent strongly disagree the statement.

Table – 8

Table showing the Salary Hike during the Period of Change

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	6	6.7
Disagree	8	8.9
Neutral	11	12.2
Agree	38	42.2
Strongly Agree	27	30.0
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 8 shows that majority of the respondents showing 42.2 % agree that the company increases the salary during the period of changes as a fact of motivation, whereas 30 % strongly agree, 12.2 % are in neutral, 8.9 % disagree and 6.7 % respondent strongly disagree the statement.

Table – 9**Table showing the Hike in other Benefits during the Period of Change**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	8	8.9
Disagree	15	16.7
Neutral	7	7.8
Agree	41	45.6
Strongly Agree	19	21.1
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 9 shows that majority of the respondents extending to 45.6 % agree that the company increases the employee benefits during the period of changes, whereas 21.1 % strongly agree, 16.7 % disagree, 7.8 % are in neutral and 8.9 % respondent strongly disagree the statement.

Table – 10**Table showing the Compensation par with the Work Assigned**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	11	12.2
Disagree	12	13.3
Neutral	7	7.8
Agree	43	47.8
Strongly Agree	17	18.9
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 10 shows that majority of the respondents extending to 47.8 % agree that the company pays salary par with the work assigned during the period of changes, whereas 18.9 % strongly agree, 13.3 % disagree, 7.8 % are in neutral and 12.2 % respondent strongly disagree the statement.

Table – 11

Table showing the Providence of Incentive on Achievements

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	9	10.0
Disagree	13	14.4
Neutral	9	10.0
Agree	42	46.7
Strongly Agree	17	18.9
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 11 displays that majority of the respondents extending to 46.7 % agree that the company pays incentives on special achievement during the period of changes, whereas 18.9 % strongly agree, 14.4 % disagree, 10 % are in neutral & strongly disagree the statement each.

Table – 12**Table showing the Conduct of Training Session**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	9	10.0
Disagree	5	5.6
Neutral	13	14.4
Agree	43	47.8
Strongly Agree	20	22.2
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 12 shows that majority of the respondents extending to 47.8 % agree that the company conducts training programmes during the period of changes, whereas 22.2 % strongly agree, 14.4 % are in neutral, 10 % of respondent strongly disagree and 5.6 % disagree the statement.

Table – 13

Table showing the act of inculcating Technical Skills to encounter changes

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	7	7.8
Disagree	10	11.1
Neutral	10	11.1
Agree	26	28.9
Strongly Agree	37	41.1
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 13 shows that majority of the respondents extending to 41.1 % strongly agree that the company impart technical skills to encounter changes, whereas 28.9 % agree, 11.1 % of respondents are in neutral and disagree each and 7.8 % of respondents strongly disagree the statement.

Table – 14

Table showing Utilization of Experts Opinion

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	8	8.9
Disagree	5	5.6
Neutral	6	6.7
Agree	46	51.1
Strongly Agree	25	27.8
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 14 shows that majority of the respondents forming 51.1 % agree that the company utilizes experts’ opinions during the training sessions, whereas 27.8 % strongly agree, 6.7 % are in neutral, 8.9 % of respondents strongly disagree and 5.6 % disagree the statement.

Table – 15**Table showing the Usefulness of the Training Sessions**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	1	1.1
Disagree	10	11.1
Neutral	10	11.1
Agree	33	36.7
Strongly Agree	36	40.0
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 15 shows that majority of the respondents forming 40 % strongly agree that the company training sessions are highly useful during the period of changes, whereas 36.7 % agree, 11.1% are in neutral and disagree each and 1.1 % of respondents strongly disagree the statement.

Table – 16**Table showing Level of Employees' Participation during Installation of Changes**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	9	10.0
Disagree	8	8.9
Neutral	12	13.3
Agree	37	41.1
Strongly Agree	24	26.7
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 16 shows that majority of the respondents forming 41.1 % agree that the company allows employees to suggest organisational changes, whereas 26.7 % strongly agree, 13.3% are in neutral, 10 % of respondents strongly disagree, 8.9 % disagree the statement.

Table – 17**Table showing level of Adopting Changes Suggested by the Employees**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	18	20.0
Disagree	44	48.9
Neutral	7	7.8
Agree	7	7.8
Strongly Agree	14	15.6
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 17 displays that majority of the respondents forming 48.9 % disagree that the company adopts the changes suggested by the employees, whereas 20 % strongly disagree, 15.6 % strongly agree and 7.8 % are in neutral and agree the statement each.

Table – 18**Table showing Reconsideration of Change which Employees are Dissatisfied**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	11	12.2
Disagree	16	17.8
Neutral	6	6.7
Agree	38	42.2
Strongly Agree	19	21.1
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 16 shows that majority of the respondents forming 42.2 % agree that the reconsider the changes which the employees are dissatisfied, whereas 21.1 % strongly agree, 17.8 % agree, 12.2 % strongly disagree and 6.7 % are in neutral with regard to the statement.

Table – 19**Table showing Workers Participation in Management during Changes**

RESPONSES	FREQUENCY	PERCENTAGE
Strongly Disagree	10	11.1
Disagree	14	15.6
Neutral	11	12.2
Agree	42	46.7
Strongly Agree	13	14.4
Total	90	100.0

Source: Primary Data

Interpretation: The Table – 16 shows that majority of the respondents forming 46.7 % agree that the workers are allowed to participate in the management during changes, 15.1 % disagree, 14.4 % strongly agree, 12.2 % are in neutral and 11.1 % strongly disagree the statement.

FINDINGS OF THE STUDY:

The following are the major findings derived from the study:

- * It was found that 36.7 % of the respondents are in the age group of 26-35 years
- * The study interprets that 46.7 % of respondents degree holders and also 43.3 % of respondent earns Rs.21,000 – 30,000 as salary per month
- * 46.7 % of respondents agree that the workload increases during the period of changes. And 42 % agree that technical assistances are provided during period of changes. It was also found that 40 % agree that there is an insistence to increase target of sales.
- * The study says that 45.6 % and 46.7% of respondents agree that there is increase in employee benefits and incentive respectively
- * 47.8 % of respondents agree that the company conducts training programmes and 41.1 % strongly agree that the programmes inculcate technical skills to encounter changes.
- * It is found that 51.7 % of the respondents agree that experts' opinions are taken during training session and 36.7% says that the training session is useful to them.

- * 42.2 % of respondents agree that the company reconsider the changes if it is not satisfying the employees and 46.7 % agree that workers' participation in management during change is accepted by the company.

SUGGESTIONS:

On the basis of the findings the following suggestions are put forth to make further improvements among the workspace of the medical representatives

- * The respondents have unanimously given positive feedback on almost every aspect of the study. If these factors are retained and subsequently improved the employee loyalty of the medical representative will have a hike and thereby increasing the productivity
- * One important aspect need to be considered is frequent training programme to upgrade and rejuvenate the medical representatives from the work pressure
- * The companies should have a career plan option for each medical representative as they cannot go on with this profession for a longer period of time
- * The career planning shall the opportunities for promotion or finding them a better place to work in the future
- * As the companies know very well that high employee morale will enhance productivity, they must always attempt to acquire employee loyalty
- * They companies can also include the opinions of the MRs will contemplating any organisational change. This is for a reason that they directly meet the clients and have field survey of demand and supply

CONCLUSION:

The study has become a clear evident that employee morale is the key to proceed further in the business and reach the destiny called success. The study analysed various factors of introducing changes and the response of the study is very positive in the perceptive of the respondents. The results and tables show the performance of the MRs to develop the business of the companies they work in for. The one and most constructive learning could be taken out from this study is vitalizing the work of the employees and make them feel special in the work place.

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