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MARKETING ENVIRONMENT AND JOB PERFORMANCE OF SOME SELECTED PHARMACEUTICAL SALES REPRESENTATIVES IN SOUTH WESTERN NIGERIA

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Abstract

Marketing environment factors/forces is viewed as relative to the behavioral aspect of job performance of a Pharmaceutical Sales Representative (PSR) in achieving the organizational objectives. The objective of the study is to examine the relationship between marketing environment and job performance of a PSR in south western Nigeria. It span through, nine pharmaceutical firms based on their brand strength, licensed production technology, competitive nature, environmental dynamism, market share and longevity. The population cut across the management team, operations, marketing/sales and research & development. Structural equation model was used to analyze the data and construct. Following the model fit, after a Confirmatory Factor Analysis (CFA), the path estimate hypothesis model indicates the significant relationship marketing environment on job performance. The findings revealed that a positive and significant at 1%. It further revealed that marketing environment will boldly explain for about 1.198 units increase in job performance of a PSR as at the time of this study.

Keywords: marketing environment, job performance, pharmaceutical sales representative, emerging trends, micro environment, macro environments, task performance, contextual performance, adaptive performance, confirmatory factor analysis, structural equation model.

INTRODUCTION

The dynamism, changing and turbulent nature of environmental factors in which a marketer operates in achieving its performance is of major concern. In achieving performance and environmental factor of pharmaceutical sales Representative (PSR) behavioural aspect of job performance is important. Therefore a PSR needs to understand and examine the relationship that exist between its job performance (behavioural)variables and marketing environment factors in achieving its objectives.

Marketing environment are the factors and forces that are internal/external to a marketer ability to achieve its performance. Kotler and Armstrong,(2013). The emerging forces that exist in environment which the marketer operates is the mega trends which also affect its performance Banerjee,(2002). Therefore the marketing environment can be broken down into micro (internal), macro (external) and emerging trends (mega trend) as the forces that exist in the environment which the marketer operates within.

Job performance is viewed from the behavioural aspect as what individuals do in the work station as opined by Campbell, (1990); Campbell *et al.*, (1993). It could be further broken down into Task Performance, Contextual Performance, Adaptive Performance and Counter task behaviour as construct that individual result to in achieving performance.

The aim of the study is to examine the relationship between marketing environments construct and Job performance in PSR of south western Nigeria.

LITERATURE REVIEW

Business organisations over the world aimed at balancing demand and responsibility which a marketer tries to satisfy. Among which are core competency, resource utilization and superior competitive advantage. A marketer is expected to cope with the volatile business marketing environment and its job performance. The marketing environment is made up of macro and micro environmental construct while the recent construct in the environment as emerging trends Kolter and Armstrong, (2012) and Banerjee, (2002). It is further perceived that a marketer psyche increase in recent times and adaptability to job performance construct of Task, contextual, Adaptive and counter task behaviour to achieve the set performance. Campbell *et al.*, (1993).

DIMENSION OF MARKETING ENVIROMENT

Marketing environment has been consider as a higher order construct that affect the psyche of a marketer through its ability and personality to achieve performance. Marketing environment is perceived as a three dimensional construct namely micro (internal), macro (external) and emerging trends Osuagwe, (2009), Ekpunobi, (2008), Banerjee, (2002) and Hitt *et al.*, (2007). This study further opined that lower order construct of micro (internal) as the company itself, suppliers, marketing intermediaries, competitors and customers while macro (external) as demography, po-legal, socio-cultrural, economic and technology, lastly emerging trends as kidnapping, terrorism, bribery and corruption, aging boomers/educational preference,

product life cycle and emerging market. Dedin (2002) and Yim, (2011) to measure the higher order construct, it is viewed that these variables would relate to job performance of a marketer.

DIMENSION OF JOB PERFORMANCE

Job performance predicts the individual differences, impersonality and cognitive ability on job performance uses in this study focus on behaviour instead of result as prescribed by Charbonnie-Vorin *et al.*, (2010), job performance is a higher order construct which a marketer makes use of with, the environment and cope with. Job performance is perceived as a four dimensional construct of task performance, contextual performance, adaptive performance and counter task behaviour. Campbell *et al.*, (1993), Borman and Motiwidlo, (1993). These approaches are of various action and reaction of marketer to its environment to cope with.

METHODOLOGY

The study was conducted among notable registered pharmaceutical firms in south western Nigeria. The choices was based on their significant activities in the industry like brand strength, licensed production technology, competitive nature, environmental dynamism, market share and longevity. The population comprises of 2,955 staff of a nine selected firms that cut across the management team, operations, marketing/sales and research & development units as relates to this study. It was understood that the firms have experienced persistent turbulence, dynamic and intense competition, low capacity utilization, fluctuating exchange rates, persistent change in government policies and regulations.

Stratified random sampling technique was adopted to ensure proportional representation of selected firms. 500 questionnaires was administered across nine firms, Dana Drugs, Chi-Pharmaceutical, Neimeth International Pharmaceutical, Fidson, May and Baker, Glaxosmith, Nigeria German Chemicals, Evans and Emzor.

MEASURES

Marketing environment was considered as a latent multidimensional scale. Marketing environment has three construct each having five factors loading while job performance has four constructs having also five loadings each. The use multiple measures are consistent with extent literatures, (Covin J.G and Slevin D.P, (1989); Wang C.L (2008); McDougall P.P and Ovian B.M (2000). It aims at reducing measurement error and improving the statistical estimate of the relationship between the concepts Hair S.F *et al.*, (2010). A total of seven latent construct comprising thirty four factor loadings was used for the analysis.

MARKETING ENVIROMENT

The concept marketing environment was perceived as a three higher order constructs macro (external), micro (internal) environment and emerging trends (Mega). This is consistent with Hitt *et al.*, (2007); Stoner *et al.*, (2002); Kotler and Armstrong, (2011) that perceived as

forces/factors that affect a pharmaceutical sales representative (PSR). Respondents were asked to tick a 5 point likert scales statements relating to marketing environment variables.

MICRO (INTERNAL ENVIROMENT)

Micro marketing environment is viewed as those factors and forces that are close to the company that affect positively or negatively. It ability to create value, core competency, competitive advantages and resource utilization to achieve the organizational objective, this is in consonance with Barney, (1991); Banerjee *et al.*, (2003). Questions were asked from the respondents in relation the following variables of Macro marketing environment.

- The company itself: the company policy, mission and objectives.
- The suppliers: delivery network, supply shortages, delays and labour strikes
- Customers: changing customers taste, life styles and pattern
- Competitors: companies offering similar goods by developing superior strategic advantage, customer value and satisfaction.
- Marketing intermediaries: the resellers, physical distribution firms, marketing services agencies and financial intermediaries.

MACRO (EXTERNAL) ENVIROMENT

The macro marketing environments are the uncontrollable factors/forces that influences the operation of an organization within the environment. Philip Kotler, (2003), Stoner *et al.*, (2002).

Questions related to the following variables were asked in relations to the construct.

- Demography: size of the population, age distribution pattern, demographic shift and patterns.
- Political/Legal: laws, legal and government agencies.
- Economic: interest rates, availability of credit facilities, inflation rates, foreign exchange policy and trade balance.
- Socio-cultural: core values and secondary vales in relation to perception, behaviours, customs and beliefs.
- Technological:creating new product line, entering a larger market.

EMERGING TREND (MEGA TREND)

Emerging trends are variables that are recent and directly affecting the relationship within the environment that are not well captured in the micro and macro marketing environment. Questions were asked in relations to the variables to the construct.

- Bribery and corruption: international misdirection of organisation resources, procedures, authority and power.
- Educational preference and Aging Boomers: the level of educational awareness and willingness to know more also the boomer generations.

- Kidnapping and Terrorism: the increase level of civic unrest and militancy.
- Product life cycle: technological advancement is rapid and increase in research in the pharmaceutical industry.
- Emerging Market: the advent of World Wide Web (www) eroded away traditional marketing styles.

JOB PERFORMANCE

Job performance was conceived as a latent multi-dimensional construct comprising of task, contextual, adaptive and counter task behaviour, thus respondents were asked to tick on a 5 point likert scale on questions relating to each variables of the construct,

TASK PERFORMANCE

Task performance are the duties which individual performs in its job that are the core substantive or technical and central to his/her job. Campbell (1990). Statement on questions relating to:

- Job specific task proficiency (ability, skill and competence).
- None job specific task proficiency
- Written and oral communication proficiency
- Supervision (leadership position)
- Management/Administration.

CONTEXTUAL PERFORMANCE

According to Parker *et al.*, (2006) and Sonnentag & Frese, (2002), viewed contextual performance to goes much further that it is not sufficient to comply with the formal job requirements, but needs to beyond the formally and official requirement in doing a job efficiently and effectively to achieve a job performance. In consonance to the view of Motowidlo *et al.*, (1997), enumerate the following categories of contextual performance which some questions were asked in relation to them.

- ✓ Volunteering for activities beyond a person's formal requirements.
- ✓ Persistence of enthusiasm
- ✓ Assistance to others
- ✓ Following rules and prescribed procedures even when it's inconvenient.
- ✓ Openly defending organizational objectives.

ADAPTIVE PERFORMANCE

Adaptive Performance increases the effectiveness, efficiency and productivity which are closely related to job performance. (Krischer & Witt,2010). Adaptive performance arises due to today's organization facing the dynamic, turbulent and changing environment. Questions were asked from the respondents in respect to:

- ✚ Handling emergencies or crisis situations

- ✚ Handling job /work stress
- ✚ Solving problem creatively
- ✚ Dealing with uncertain and unpredictable work/job situations.
- ✚ Demonstrating physical, cultural and oriented adaptability

COUNTER TASK BEHAVIOUR

Counter task behaviour also seen as organizational citizenship behaviour (OCB), as opined by Rotunde and Sackett, (2002); Allen, (2008) and Murphy, (1989) as use of destructive/hazardous behaviour and down time behaviour that can harm the organization. Respondents were asked questions related to the following.

- ❖ Absenteeism
- ❖ Presenteesim
- ❖ Doing task incorrectly
- ❖ Too many long break
- ❖ Off task behaviour

MODEL SPECIFICATION

Following the construct specification, the measurement theory model to be tested was developed as indicated below.

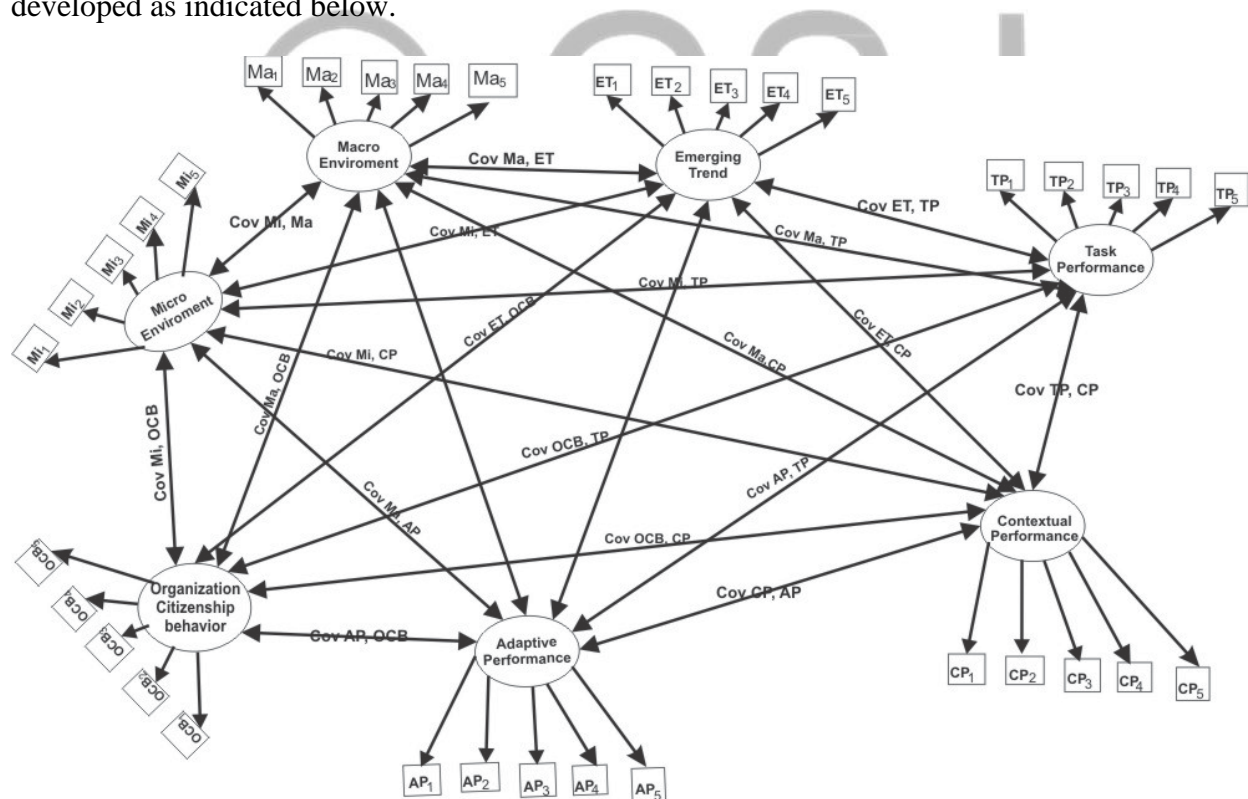


Figure 1: Measurement Model

JOB PERFORMANCE AND MARKETING ENVIRONMENT

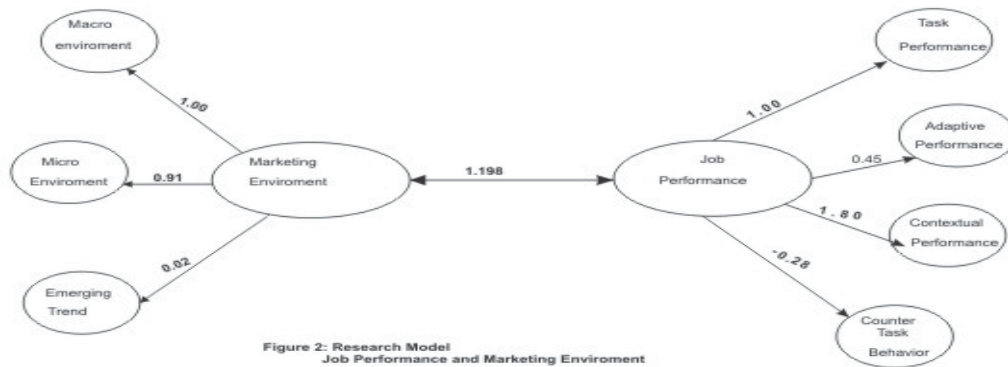


Table 1 Job Performance and Marketing Environment

| PATH | LOADINGS | SE | CR | P |
|--|----------|-------|--------|-------|
| Job performance ← Marketing Environment | 1.198 | 0.101 | 11.878 | 0.001 |
| Macro Environment ← Marketing environment | 1.000 | | | |
| Micro Environment ← Marketing environment | 0.909 | 0.071 | 12.786 | 0.001 |
| Emerging Trends ← Marketing environment | 0.018 | 0.017 | 1.073 | 0.283 |
| Task performance ← Marketing environment | 1.000 | | | |
| Adaptive Performance ← Marketing environment | 0.451 | 0.081 | 5.545 | 0.001 |
| Contextual performance ← Marketing environment | 1.796 | 0.114 | 15.707 | 0.001 |
| Counter task behavior ← Marketing environment | -0.284 | 0.082 | -3.472 | 0.001 |

Source: *FIELD Survey, (2019) using SPSS 21 & Amos 18*

TABLE 2 Model Fit Indices

| FIT INDEX | THRESHOLD | VALUE | FIT STATUS |
|------------------|------------------|--------------|-------------------|
| CMIN/DF | CMIN/DF<3 | 1.092 | FIT |
| P-VALUE | P>0.05 | 0.363 | FIT |
| GFI | GFI>0.95 | 0.984 | FIT |
| AGFI | AGFI>0.90 | 0.958 | FIT |
| RMR | RMR<0.08 | 0.004 | FIT |
| RMSEA | RMSEA<0.08 | 0.021 | FIT |
| NFI | NFI>0.95 | 0.983 | FIT |
| TLI | TLI>0.95 | 0.997 | FIT |
| CFI | CFI>0.95 | 0.999 | FIT |

Source: Field survey (2019) using Spss 21 & Amos 18.

The model displayed a seven latent construct with 35 measured indicators. The construct correlates with all other construct. The constructs were reflective in nature since they are based on the idea that the latent construct caused the measured variables. The error resulted to the inability to fully explain the measured variables. The rules of one-dimensional measures a set of measured variables can only be explained by one underlying construct. The measurement model is congeneric and all construct.

REALIABILITY AND VALIDITY

The study minimize measurement errors and been bias by embarking on construct validity which requires the identification of measurement item which represent the construct. The construct validity establish the extent to which the indicators measure the construct. Unidimensionality, reliability and validity were tested using confirmatory factor analysis. Reliability was assessed using cronbach Alpha. All construct measures macro and micro environment, emerging trends, task, contextual, Adaptive performance and counter task behavior all met the recommended level of 0.70 and are therefore specified enough in their representative of the construct. Reliability was checked using Cronbach's Alpha, composite Reliability (CR) and Average Variance Extracted n (AVE) (Alpha>0.60, CR>0.70 and AVE >0.50). Ghozali (2009) indicates acceptable levels for the reliability of constructs.

RESULT AND DISCUSSION

This study examined the relationship between marketing environment and job performance of a pharmaceutical sales Representatives (PSR) in South Western Nigeria, focusing on the relationship from tables 1 above it is seen that marketing environment is positive and statistically significant with job performance (coeff. 1.198; P=0.0001) strongly at 1% level of significance. This positive significance implies that marketing environment will boldly explain for about 1.198units increase in the job performance of a PSR as at the time of this study.

CONCLUSION

It is evident from this study that marketing environment and job performance of a PSR in south western Nigeria that, marketing environment (macro, micro and emerging trends) has significantly influence job performance (task, contextual, Adaptive and counter task behavior) of a PSR in this study. Therefore a PSR results to a superior capping strategy in other to attain their stated objectives.

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