6.1 Summary of the Main Finding

With the world running at a rat race pace, organizations of different countries are trying to make their presence felt. Change is the only thing that is constant in today's scenario. There is so much newness in each aspect of life that one needs to put down ones pen to understand, motivate, direct and perform all the functions of the most important factor that is the human resource. The human resource being the most active, sensitive and main factor of production has to be carefully dealt to. The entire functioning of all the activities does depend on the way of dealing with the human resource. The term quality is of major importance to all as the standard of living of people in increasing. They are ready to pay any price for quality at any time. This was not the situation earlier. With times immemorial, people are coming up with new ideas and are willing to give their best for the national development and well being of the society. Therefore, the satisfaction level of the people at work is of prime importance. Satisfaction is related to the factors like production, quality, customer service, accomplishments on the job, pay for performance, incentives etc. The watch word before the term satisfaction is performance. 'Excellence' in all walks of life is expected to be at their fingertips.

Due importance is given to performance management as all people management efforts are divided towards enhancing performance of employees. Since the population is increasing at a rocket speed, so are the diseases. The rate of diseases in the past just cannot be compared to that of
today. Earlier, all the natural resources were used in a proper way but today they are wasted and reused elsewhere. The rate of use of drugs has also increased. Many Indian companies have emerged as global players with India experiencing ever increasing trade surplus in pharmaceutical products. The Indian pharmaceutical industry is strongly represented by a large number of small firms that are essentially producers of technology intensive bulk drugs.

Performance management is a means of getting better results from organisations, teams and individuals by understanding and managing performance with an agreed framework of planned goals, standards and competence requirements. It serves as an important communication device as it provides information regarding the organizations and superiors expectations. Problems will have to be met head-on accepting the limitations; yet answers have to be found within the emerging framework. There are dynamic changes and sales pressure in Indian pharmaceutical industry. It is an emerging industry wherein R & D takes place and many MNC's are operating. The sales personnel have been taken into consideration as they do not directly reach the customers but do reach the customers through groups of medical practitioners.

The research focuses on the management system used by the pharmaceutical companies and identification of the best practices in the industry. The research studies the impact of performance management and ways of making performance management a more effective tool. Identification of the weaknesses of performance management and ways of making performance management a more effective tool is done. Integration of
aligning personnel organisation's efforts are met towards human resource goals relating to sales.

The above objectives of the study is attainable through the methodology used. The top 3 companies operating in the district of Rohtak have been selected that is Glaxo Smith Kline, Cipla and Ranbaxy. Hundred sample respondents were surveyed out of which 90 sample respondents had returned the questionnaire. Sixty sample respondents had filled in the questionnaire which was complete in all respects. The questionnaire had been prepared for research purpose. The questionnaire that was to be filled by medical representatives had open ended as well as closed ended questions. A pilot survey was first conducted to reveal the weakness before administering the questionnaire. Medical representatives were asked to give their views about the importance of various determinants on a five point scale. Mean score of percentage was calculated and wherever suitable, mode was used. Use of Chi square test was done to find out the best factor while measuring performance. Ranking of sub factors was also done. This was supplemented by semi structured personal interview of 15 sales personnel to gain an insight of the subject.

The research involves a quantitative as well as qualitative methodology which involved focus groups and questionnaires. Quantitative research was based on descriptive questionnaire. The basic objective was to gain familiarity and insights about the dimensions of performance management of sales personnel in the pharmaceutical industry. This research is exploratory in nature. Descriptive research was done to describe the state of affairs of
performance management. Data was collected in 2 stages. Background data was collected from published sources. Primary data was collected through self administered questionnaire. The disadvantageous part of the research was that the survey was entirely based on the information that was given by the sample respondents which is considered true in today's scenario. Therefore, further analysis was done on the basis of this. The region of Rohtak was a boundary line for the purpose of research.

The best part of the research was that SWOT analysis was considered. It is believed that to magnify ones strengths and paying minimal heed to weaknesses should be the watch term. While increasing the strengths or its value, it is believed that there is an increase in motivational level and efficiency level. To grow, plan and work on strengths rather than magnifying weakness is laudable and profitable, too. Retention of sales personnel was an indication to analyse performance. The sales personnel of Ranbaxy showed maximum retention capacity of around 7-8 years whereas Glaxo Smith Kline showed a retention of 3-5 years. Retention is only possible if the sales personnel are satisfied.

Ranbaxy should maintain the position by giving the sales personnel some heavy incentives like tour packages, market coupon system, employee relatedness through appreciation that is word of mouth, etc. Glaxo should try and improve the retention capacity of its sales personnel by pushing its employees towards goals. Their strategy should be very clear and precise. The more risk taken, the more gain got and vice-versa. Bridging the gap between superior and subordinate is of paramount importance. All the 3
companies should guide and motivate their employees and ultimately eliminate the gap between clear cut goals given and that to be achieved. Planning and proper implementation is very essential. The organisational goal and related responsibilities to it shall be conveyed in a boosting yet clear attitude. Targets must be clearly fixed and ways of attaining them should be clear. Positive reinforcement here works well. In turn monetary measures must be paid maximum attention, too in comparison to the qualitative factors.

The sales personnel of today work in accordance with the product mix given to them. Nutrition, pediatric, radiology and a maximum segment do work on dental, cancer and anti allergic related problems and their solution. Product mix determines the product line, customer segment, performance and promotional tool. The financial status of people living in that area, food habits and climatic conditions should be considered. Targets should not be assigned on a do or die basis. While considering the factors of performance, Ranbaxy paid maximum attention to area / market potential and then to territory achievement, Ranbaxy does not consider a very important factor that is increment in last years sales. All the product needs and demands need to be met. Glaxo pays heed to target assignment on the basis on product type. It should pay more emphasis on area / market potential. All the 3 companies have hospitals as their target customers. The individual medical practitioners have not been paid any attention.

Prescription establishes a company and it brand in the market. The patient is the customer of the doctor which is fulfilled through the chemist who in turn buys the prescribed medicine from the company. It is the MR who
generates demand for the product. Nursing homes, institutions have also been taken into consideration. Glaxo Smith Kline has made its presence felt strong by considering all the factors into consideration while fixing targets. This result is turn shows that the mode of payment on time by the hospitals has always been in the form of cash. The frequency of measurement of all the 3 companies is done on a quarterly basis. All the sales personnel are completely satisfied with this. The satisfaction level of Cipla is the best as it pays maximum focus on factors like guidance, understanding, faith, knowledge and achievement of targets. For target assignment, Cipla considers the most important factor of number of average calls per day. It should be effective or positive number of calls in a single day. The problems in order execution faced by Glaxo Smith Kline are generation of prescription since their target group is hospitals. After all, whether private institution or public, the nature of it cannot change. The problem in order execution are availability of product with chemist. In case the products are not made available to, the entire process of order execution stands incomplete. New products are made available and recommended to the audience by providing them proper product knowledge. Proper product knowledge should be given to the sales personnel by considering the factors like communication skills, aptitude, attitude towards customers, presentation skills and way of demonstrating them. The sales personnel of the 3 companies are of the opinion that their appraiser is unbiased in appraising their performance. Attribute approach / triat approach is used to judge their performance. The sales personnel of Cipla and Ranbaxy respond to positive reinforcement in a happy go lucky manner. This shows that Glaxo Smith Kline does not pay quite
a lot of heed to training and motivation. All the sales personnel of the 3 companies are completely satisfied with the appraisal technique used in their company. It is the superior who rates them. Twenty percent of targets of the companies are increased on achievement of last years sales targets. The sale personnel of the 3 companies have been trained in such a manner that they take negative reinforcement in a positive stride. They take it as a challenge to accept things in present and future also.

6.2 Directions for Further Research

There are many possibilities of extension of research work for example research can be carried out to find out how the performance evaluation data is actually utilized by business organizations. Further research can be carried out to see the weighting pattern of companies and the changes therein over a period of time for evaluating employee performance. Such types of research work would be useful not only for the pharmaceutical sector but also for other industrial segments of country.

6.3 Conclusion

The general scenario of the industry in the coming years will be: Indian companies can be major suppliers of generic drugs for the global markets, considering Indian strengths in the manufacture of bulk drugs and conventional formulations, India can develop her traditional systems of medicine, fully validated by modern methods, and promote them and their products in global markets. The Department of Indian Systems of Medicine
and many private sector companies and national agencies are active in this area. India can develop state-of-the-art technologies and products in the area of biotechnology. The widening gap in the progress in this technology area between the developed countries and India need to be narrowed.

Indian companies will actively collaborate with MNCs in R & D, custom and contract production, clinical research and co-marketing through well-orchestrated contractual agreements. The patent system will be well-entrenched and respected by all corporations. Global patenting activities will ensure that Indian companies can licence out products and processes on commercial terms to international companies.

The ability of the Indian pharmaceutical industry to cope with the emerging scenario will depend heavily on its ability and resilience to adjust to a new global way of thinking and acting. India should adopt those, taking into account her core strengths and needs. While, at the macro level, the government support and facilitation are needed in a developing economy, corporations, whether in the national or multi-national sector should develop their own core strengths. With a strong patent system in place, India in the eyes of the MNCs will get another opportunity site for investments, apart from access to the large market.

Indian companies in the organized sector need to be R & D driven and competitive technology savvy, whether they work on it alone or in collaboration with leading international companies. The approach should be to compete and collaborate where one mutually benefits on terms. The industry
should be prepared to meet the challenges with which appropriate strategies could be turned around to opportunities. Since the mechanism functions through human beings, it is mandatory for performance management system to be logical, understanding and introspective. A performance management system should offer a sense of belongingness and a real feeling of hand in hand. A performance management system must function as a well suit family where every member must happily contribute to its welfare, growth, ideological goals and success. This can happen only when a transparency between the employer and employee exist. Each member has to realize their responsibility. The performance management system must play the role of a friend, guide and a philosopher. Performance management system should play the pivotal role to earn overall welfare for an organization. The exercise of performance management system states from conceptualization to realization of the actual goal. The objective of the goal is achievable only when there is perfect cohesion, system and understanding. The selection of manpower should be made judiciously on the basis of attitude and aptitude.

Once selected, they should be properly trained and groomed to become a human capital for the organization. The objective must be to retain them and see that they perform their best and grow. Termination of an association should be the last reason. The performance management system should introspect and find out the reasons of failure rather than chucking out. The reasons of failures may be as following: Lack of motivation, lack of recognition, lack of feeling of security, lack of sense of accountability because of communication, lack of product knowledge, wrong selection of prospect,
wrong approach, wrong assignment of targets, wrong assignment or selection of territories, wrong attitude and wrong working habits.

The performance management system should ensure that the employees know what they are required to do at the same time, the employees should be confident of the employer's recognition for the good and responsible jobs done. There has to be a faith in each other. Each should be courteous and thankful to the other. The performing individual should be aptly rewarded and recognized. The gesture will motivate perform better. Fiscal rewards and promotions will work magic. The system ought to identify an individuals strength and weakness. The strength should be well groomed and the weakness should be removed or corrected through regular counseling, training and guidance.

All the sales personnel of the 3 companies suggested the following for betterment of performance and enhancement of sales figures. They expected the following from their managements: Proper co-operation, proper understanding, proper guidance, proper product knowledge, proper evaluation of performance, proper motivation, proper system to service the customers best.

The performance management system of any organization may learn lessons from the above adage. A broken or a fragile relationship can never build a successful bond. The initiative lies with the performance management system. The performance management system has to see that proper analysis of the market has been done and the target are properly assigned.