

Social Integration in Workplace – A Study on Sales Force of Pharmaceutical Industry

Dr.V.Venkata Rao Associate Professor  
School of Management Sciences,  
NallaNarasimha Reddy Education Society's Group of Institutions,  
Hyderabad,  
Telangana, India.

### Abstract

The relationship between superior and his subordinates, organization culture has impact on the performance of the employees. Positive relationship between superior and subordinate leads to different types of exchanges between them. A positive exchange, which includes such as sharing work related problems, participation in the decision making process, accessibility of the superior when required etc. which influence positively the performance of the employees. Collaborative climate among employees enhances the productivity of the employees and their quality of work. The current study aims to reveal social integration in Pharmaceutical industry and employees' opinion regarding organization culture and participative management among different designations of sales force in Pharmaceutical industry. For this study, a sample of 145 was chosen with convenient sampling technique in various designations of sales department in Pharmaceutical industry. Applied statistical tools include Cronbach's alpha, descriptive statistics, cross order correlation and Chi-square. I found that superiors in Pharmaceutical industry are approachable, supportive. Participative style of decision-making is followed and bureaucratic leadership style is adopted in following the rules. The study also found that the opinion regarding Participative Management and Organization culture was different among different designations of respondents.

### Introduction

Every company has its own culture and values that show the past, present and future standing of the organization. A strong organizational culture not only directs employees but also encourages them to work harder. The culture that supports change, learning and improvement is an important predictor of ensuring high QWL to its employees. Participative management is a management style in which leaders involve employees in the management process. This management method is also known as employee involvement or participative decision-making. This is usually accomplished by providing employees with many opportunities to get involved in the processes of setting goals, making suggestions, improving company operations, and solving problems. The success of sales force is largely depends on supportive culture between superior and subordinates and among colleagues.

### Literature Review

Rhoades, L., and Eisenberger, R. (2002) pointed out in a study that fairness, supervisor support, and organizational rewards and favorable job conditions received by employee are associated with perceived organizational support, in turn, is related to outcomes favorable to both employees and organization such as job satisfaction, positive mood, affective commitment, performance and lessened withdrawal behavior.

Saraji and Dargahi (2006) made a study on Quality of work life of Tehran University of Medical Sciences (TUMS) Hospitals' employees. They observed that support for employees by immediate managers / superiors is one of the factors affecting QWL.

Heidi Porter, Jason S. Wrench, & Crissy Hoskinson (2007) conducted a study to find out whether supervisor's temperament affects a subordinate's job satisfaction, motivation, and perceptions of supervisor credibility, socio communicative style, and approachability. The results indicated that a supervisor's temperament affect subordinate perceptions of supervisor communicative behavior.

Hassan Abu Bakar and Che Su Mustaffa (2008) attempted to examine superior-subordinate communication as mediating variable. The results indicated that when a superior increases his or her communication behavior such as positive relationship communication, upward openness communication, negative relationship communication, and job-relevant communication towards a subordinate, it increases his or her relationship from a low quality relationship to a high quality relationship with the subordinates and this indirectly increases their commitment to the workgroup.

A study was conducted by Rachel L Morrison (2008) to find out to what extent negative relationships in the workplace are related to job satisfaction, intention to turnover, organizational commitment and workgroup cohesion. They found that those with at least one negative relationship at work were significantly less satisfied, reported less organizational commitment, were part of less cohesive workgroups and were significantly more likely to be planning to leave their job.

A study was conducted by Jamie S. Donsbach and Linda Rhoades Shanock (2008) to find out whether supervisors' intention to leave the organization could contribute to subordinates' perceived organizational support (POS) and positive mood. They found that supervisors' turnover intentions were related to subordinates' POS, and subordinate POS mediated the relationship between supervisor turnover intention and positive mood. Supervisors who have intension to leave may no longer feel obligated to support the organization reach its goals. Their reduced felt obligation might affect their willingness to provide help to the subordinates under them, resulting in reduced POS and positive mood of subordinates.

**Objectives**

- To study social integration in the organizations of Pharmaceutical industry
- To find out whether the opinions of employees regarding organization culture and participative management are different among different designations of sales force.

**Research Hypotheses**

- H<sub>1</sub>: Opinion regarding organization culture will be different among different designations of employees.
- H<sub>2</sub>: Opinion regarding participative management will be different among different designations of respondents.

**Data collection and Analysis**

For this study, a sample of 145 sales force was chosen with convenient sampling technique in various designations of sales department in Pharmaceutical industry. The questionnaire consists of two variables and six questions from each variable. When tested the reliability of questionnaire using Cronbach's Alpha, both two variables in the questionnaire found reliable. Applied statistical tools include Cronbach's alpha, descriptive statistics, cross order correlation and Chi-square.

**Data Analysis and Interpretation**

| Table : 1 Reliability Statistics |            |
|----------------------------------|------------|
| Cronbach's Alpha                 | N of Items |
| 0.891                            | 6          |
| 0.600                            | 6          |

Table 1: shows the reliability statistics. The Cronbach’s Alpha was calculated for each variable individually. Two variables in this study were showing Alpha greater than 0.60. Hence, the questionnaire was found reliable.

Table 2 & 3 show the demographic information of the respondents. It is found from the table that male population dominated Salesforce in this industry. Six percent of the total participants are in the age group of 18-23 years, 77 percent are in the age group of 24-29 years, 15 percent are in the age group of 30-35 years and only two percent of the participants are in the age group of 36-41 years. Around 42 percent are graduates and 58 percent are postgraduates.

**Table :2**

**Table :3**

| Gender of the respondents           |       |            |
|-------------------------------------|-------|------------|
|                                     | Count | Percentage |
| Male                                | 144   | 99.30      |
| Female                              | 1     | 0.70       |
| Total                               | 145   | 100.00     |
| Education of the respondents        |       |            |
|                                     | Count | Percentage |
| S.S.C                               | 0     | 0.00       |
| Inter                               | 0     | 0.00       |
| Graduation                          | 61    | 42.10      |
| P.G                                 | 84    | 57.90      |
| Others                              | 0     | 0.00       |
| Total                               | 145   | 100.00     |
| Total experience of the respondents |       |            |
|                                     | Count | Percentage |
| 0-3                                 | 82    | 56.60      |
| 4-7                                 | 40    | 27.60      |
| 8-11                                | 18    | 12.40      |
| 12-15                               | 3     | 2.10       |
| Above 15                            | 2     | 1.40       |
| Total                               | 145   | 100.00     |
| Experience in present organization  |       |            |
|                                     | Count | Percentage |
| Below 1                             | 62    | 42.80      |
| 1-3                                 | 61    | 42.10      |
| 4-6                                 | 16    | 11.00      |
| 7-9                                 | 3     | 2.10       |
| Above 9                             | 3     | 2.10       |
| Total                               | 145   | 100.00     |

| Age of the respondents         |       |            |
|--------------------------------|-------|------------|
|                                | Count | Percentage |
| 18-23                          | 9     | 6.20       |
| 24-29                          | 111   | 76.60      |
| 30-35                          | 22    | 15.20      |
| 36-41                          | 3     | 2.10       |
| above 42                       | 0     | 0.00       |
| Total                          | 145   | 100.00     |
| Designation of the respondents |       |            |
|                                | Count | Percentage |
| Executive                      | 114   | 78.60      |
| Sr. Executive                  | 12    | 8.30       |
| Team Leader                    | 0     | 0.00       |
| Manager                        | 19    | 13.10      |
| Total                          | 145   | 100.00     |
| Salary of the respondents      |       |            |
|                                | Count | Percentage |
| Below 10000                    | 14    | 9.70       |
| 11000-15000                    | 36    | 24.80      |
| 16000-20000                    | 29    | 20.00      |
| 21000-25000                    | 24    | 16.60      |
| above 25000                    | 42    | 29.00      |
| Total                          | 145   | 100.00     |
| No.of hours work in a day      |       |            |
|                                | Count | Percentage |
| 7-8                            | 59    | 40.70      |
| 8-9                            | 50    | 34.50      |
| 9-10                           | 23    | 15.90      |
| 10-12                          | 10    | 6.90       |
| Above12                        | 3     | 2.10       |
| Total                          | 145   | 100.00     |

Majority of the respondents of the study (79 percent) are executives. Only eight percent are senior executives and 13 percent are managers. Of the total respondents, 57 have 0-3 years of experience, 28 percent of the participants have 4-7 years of experience, 12 percent of the participants have 8-11 years of experience, only two percent of the participants have 12-15 years and one percent of the participants were more than 15 years experienced.

Only ten percent of the respondents are paid the salary below Rs. 10000. Nearly 25 percent of the respondents are paid the salary between Rs. 11000 and 15000 per month. 20 percent of the respondents' salary ranged between Rs. 16000 and 20000 per month. Approximately 17 percent are paid the salary between Rs. 21000 and 25000 per month and 29 percent of the respondents are the salary earners of above Rs. 25000. About 43 percent respondents have below one-year experience in their present organization. 42 percent respondents have 1-3 years of experience and 11 percent of the respondents have 4-6 years of experience in their present organizations. Two percent of the respondents have been working for 7-9 years with their present organizations. Only Two percent of the respondents have more than 9 years of experience in their present organizations.

In Pharmaceutical industry, 41 percent of the total employees work 7-8 hours in a day, 34 percent of the employees' work 8-9 hours. Nearly 16 percent of the employees work 9-10 hours. Seven percent of the employees work 10-12 hours. Only two percent of the employees work more than 12 hours a day.

**Table: 4**  
**Inter Item Correlation of Organization Culture**

| Cross Order Correlations of Organization Culture |                     | Org Cul - 1 | Org Cul- 2 | Org Cul - 3 | Org Cul- 4 | Org Cul- 5 | Org Cul- 6 |
|--|---------------------|-------------|------------|-------------|------------|------------|------------|
| Org Cul - 1                                      | Pearson Correlation | 1           | .720**     | .689**      | .722**     | .564**     | .495**     |
|  | Sig. (2-tailed)     |             | .000       | .000        | .000       | .000       | .000       |
| Org Cul - 2                                      | Pearson Correlation |             | 1          | .603**      | .629**     | .626**     | .523**     |
|  | Sig. (2-tailed)     |             |            | .000        | .000       | .000       | .000       |
| Org Cul - 3                                      | Pearson Correlation |             |            | 1           | .578**     | .495**     | .417**     |
|  | Sig. (2-tailed)     |             |            |             | .000       | .000       | .000       |
| Org Cul - 4                                      | Pearson Correlation |             |            |             | 1          | .525**     | .558**     |
|  | Sig. (2-tailed)     |             |            |             |            | .000       | .000       |
| Org Cul - 5                                      | Pearson Correlation |             |            |             |            | 1          | .498**     |
|  | Sig. (2-tailed)     |             |            |             |            |            | .000       |
| Org Cul - 6                                      | Pearson Correlation |             |            |             |            |            | 1          |
|  | Sig. (2-tailed)     |             |            |             |            |            |            |

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

Above Table 4 shows inter item correlation of Organization culture. The cross order correlation among items 1 - 6 is significant at 0.01 percent.

I found a significant positive correlation ( $r = 0.72$ , Sig. 0.01) between concern on employees problems' and supportive supervision. There is a positive correlation between concern on employees' problems and performance acknowledgement. Next, concern on employee problems is significantly correlated ( $0.68$ , Sig. 0.01) with superiors approachability. A significant positive correlation ( $r = 0.56$ , Sig. 0.01) is identified between concern on employees' problems and superordinate - employee relationship. It is found a positive correlation ( $r = 0.62$ , Sig. 0.01) between performance acknowledgement and supportive supervision. Performance acknowledgement (Item no. 2) is positively correlated with superordinate – employee relationship. A significant correlation is identified between superior's approachability and

supportive supervision. Supportive supervision has significant relationship with role clarity. There is a positive correlation between superordinate – employee relationship (item no. 5 with role clarity (Item no. 6).

**Table : 5 Inter Item Correlations of Participative Management**

| Inter Item Correlations of Participative Management          |                     | Part Man -1 | Part Man -2 | Part Man -3 | Part Man -4 | Part Man -5 | Part Man-6 |
|--|---------------------|-------------|-------------|-------------|-------------|-------------|------------|
| Part Man-1   | Pearson Correlation | 1           | .224**      | .282**      | .284**      | .247**      | .281**     |
|  | Sig. (2-tailed)     |             | .007        | .001        | .001        | .003        | .001       |
| Part Man -2  | Pearson Correlation |             | 1           | .133        | .125        | .269**      | .202*      |
|  | Sig. (2-tailed)     |             |             | .110        | .133        | .001        | .015       |
| Part Man -3  | Pearson Correlation |             |             | 1           | .456**      | .053        | .158       |
|  | Sig. (2-tailed)     |             |             |             | .000        | .523        | .057       |
| Part Man -4  | Pearson Correlation |             |             |             | 1           | -.040       | .071       |
|  | Sig. (2-tailed)     |             |             |             |             | .635        | .395       |
| Part Man -5  | Pearson Correlation |             |             |             |             | 1           | .280**     |
|  | Sig. (2-tailed)     |             |             |             |             |             | .001       |
| Part Man -6  | Pearson Correlation |             |             |             |             |             | 1          |
|  | Sig. (2-tailed)     |             |             |             |             |             |            |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |             |             |             |             |             |            |
| *. Correlation is significant at the 0.05 level (2-tailed).  |                     |             |             |             |             |             |            |

Table: 5 shows cross order correlation of the employee organization culture. The study found a significant positive correlation ( $r = 0.45$ , Sig.0.05) between participative decision-making style and employee empowerment. There is positive correlation between collaborative work climate and employee empowerment. Collaborative work climate is positively correlated with participative decision-making style. However, there is no correlation between social cohesion promotion (Item no: 2) and participative decision-making style (Item no: 3). Participative decision-making style has no correlation with bureaucratic leadership style. There is a negative correlation between employee empowerment (Item no: 4) and bureaucratic leadership style (Item no: 5).

**Table: 6 Sales force opinion on Organization Culture**

|   |            | SD   | D    | NAD  | A    | SA   | TOTAL |
|---|------------|------|------|------|------|------|-------|
| 1 | Frequency  | 14   | 20   | 21   | 48   | 42   | 145   |
|   | Percentage | 9.7  | 13.8 | 14.5 | 33.1 | 29   | 100   |
| 2 | Frequency  | 6    | 18   | 25   | 57   | 39   | 145   |
|   | Percentage | 4.14 | 12.4 | 17.2 | 39.3 | 26.9 | 100   |
| 3 | Frequency  | 10   | 12   | 21   | 55   | 47   | 145   |
|   | Percentage | 6.9  | 8.3  | 14.5 | 37.9 | 32.4 | 100   |
| 4 | Frequency  | 10   | 14   | 18   | 60   | 43   | 145   |
|   | Percentage | 6.9  | 9.7  | 12.4 | 41.4 | 29.7 | 100   |
| 5 | Frequency  | 9    | 15   | 21   | 57   | 43   | 145   |
|   | Percentage | 6.2  | 10.3 | 14.5 | 39.3 | 29.7 | 100   |
| 6 | Frequency  | 8    | 9    | 21   | 70   | 37   | 145   |
|   | Percentage | 5.5  | 6.2  | 14.5 | 48.3 | 25.5 | 100   |

**SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree**

1. My superior spends enough time to listen to my problems in my workplace
2. My superior gives constructive feedback on my performance
3. I feel free to communicate frequently with my superior
4. My superior renders support to do my job effectively
5. My superordinate maintains good relationship with employees
6. Management makes us aware of performance expectations from us

Table 6 shows Employee’s opinion on the organization culture in Pharmaceutical Industry. Majority of the respondents (62 percent) agreed that their superior spends enough time to listen to employee problems in their organization. Number of respondents agreed that their superior gives constructive feedback is amounted to 69 percent. Majority of the respondents (70 percent) agreed that their superior is approachable. Number of employees agreed that their superior renders support to their job effectively is amounted to 71 percent. Around 70 percent of the respondents agreed that their superordinate maintains good relationship with employees. Majority of the respondents (75 percent ) agreed that their management maintains role clarity.

**Table : 7 Sales force opinion on Participative Management**

|   |            | SD   | D    | NAD  | A    | SA   | TOTAL |
|---|------------|------|------|------|------|------|-------|
| 1 | Frequency  | 11   | 9    | 15   | 64   | 46   | 145   |
|   | Percentage | 7.6  | 6.2  | 10.3 | 44.1 | 31.7 | 100   |
| 2 | Frequency  | 47   | 29   | 26   | 27   | 16   | 145   |
|   | Percentage | 32.4 | 20   | 17.9 | 18.6 | 11   | 100   |
| 3 | Frequency  | 16   | 26   | 28   | 46   | 29   | 145   |
|   | Percentage | 11   | 17.9 | 19.3 | 31.7 | 20   | 100   |
| 4 | Frequency  | 15   | 21   | 33   | 45   | 31   | 145   |
|   | Percentage | 10.3 | 14.5 | 22.8 | 31   | 21.4 | 100   |
| 5 | Frequency  | 20   | 22   | 36   | 40   | 27   | 145   |
|   | Percentage | 13.8 | 15.2 | 24.8 | 27.6 | 18.6 | 100   |
| 6 | Frequency  | 15   | 26   | 16   | 46   | 42   | 145   |
|   | Percentage | 10.3 | 17.9 | 11   | 31.7 | 29   | 100   |

**SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree**

1. Colleagues help each other whenever someone has a problem in their work
2. My organization involves family members of employees in organization’s celebrations
3. My management seeks opinions and ideas from employees when they take decisions
4. I am given freedom to take decision on my own when it is needed to accomplish my task
5. My superior gives more importance to rules than task accomplishment
6. Individual contribution is recognized in accomplishing team goals

Table 7 shows employees opinion on Participative management in Pharmaceutical industry. Majority of the respondent (76 percent) agreed that they collaborative environment among employees is there in their organization. Number of employees disagreed that their organization involves family members of employees in organization’s celebrations is amounted to 52 percent. More than one-half of the respondents agreed that participative style of decision-making is adopted in their organization. Number of respondents agreed that they are given freedom to take decision on their own when it is needed to accomplish their task is amounted to 52 percent. Around 47 percent of the respondents agreed that bureaucratic leadership style is adopted in their organization. Majority of the respondents (61 percent) agreed that individual performance is recognized in team success.

**Hypotheses Testing**

**Table :8**

|             | Organizational culture | Participative Management |
|-------------|------------------------|--------------------------|
| Chi-Square  | 85.566                 | 78.793                   |
| Df          | 23                     | 21                       |
| Asymp. Sig. | .000                   | .000                     |

Table: 8 shows the results of Hypotheses Testing. To test the hypothesis Chi-square technique was applied. Results shown that -

- The opinion regarding organization culture was different among different designations of respondents.
- The opinion about Participative Management was different among designations of respondents.

**Table: 9-Results of the hypothesis**

|                | Hypothesis  | Result   |
|----------------|---|----------|
| H <sub>1</sub> | The opinion regarding Organization Culture was different among different designations of respondents. | Accepted |
| H <sub>2</sub> | The opinion about Participative Management was different among designations of respondents.           | Accepted |

**Conclusion**

In sum, the study reveals that there is a significant positive correlation between participative decision-making style and employee empowerment. There is positive correlation between collaborative work climate and employee empowerment. There is a negative correlation between employee empowerment and bureaucratic leadership style. The study found a significant positive correlation between concern on employee’s problems and supportive supervision. Next, concern on employee problems is significantly correlated with superior’s approachability. A significant positive correlation is identified between concern on employees’ problems and superordinate - employee relationship.

On the other hand, I found that superiors in Pharmaceutical industry spend enough time to listen to employee problems in their organization. Superiors in Pharmaceutical industry are approachable, supportive. There is a collaborative environment among employees is there in their organization. Family members of the employees are allowed in organization celebrations. Participative style of decision-

making is adopted in Pharmaceutical industry. Bureaucratic leadership style is adopted in following the rules. Individual performance is recognized in team success. The study also found that the opinion regarding Participative Management and Organization culture was different among different designations of respondents.

The relationship between a superior and his subordinates has impact on the performance of the sales force. Positive relationship between superior and subordinate leads to different types of exchanges between them. A positive exchange, which includes conducts such as sharing work related problems, participation in the decision making process, accessibility of the superior when required etc. which influence positively the performance of the employees. Based on the findings I suggest that while developing the organization culture and following the participative management style, certain demographic factors such as designation should also be taken into consideration.

### References

- Hassan Abu Bakar and Che Su Mustaffa (2008), "Relationship Between Superior-Subordinate Relationships Quality And Group Commitment: The Mediating Factor Of Superior-Subordinate Communication", Malaysian Journal of Communication Vol 24: 20-33
- Heidi Porter, Jason S. Wrench, & Crissy Hoskinson (2007), "The Influence of Supervisor Temperament on Subordinate Job Satisfaction and Perceptions of Supervisor Sociocommunicative Orientation and Approachability", Communication Quarterly, Vol. 55, No. 1, February 2007, pp. 129–153
- Jamie S. Donsbach and Linda Rhoades Shanock (2008), "Relationships between supervisor turnover intention and subordinate perceived organizational support and positive mood", Psychologica Belgica, 2008, 48-2&3, 243-259.
- Rachel L Morrison (2008), "Negative relationships in the workplace: Associations with organizational commitment, cohesion, job satisfaction and intention to turnover", Journal of Management & Organization (2008) 14: 330–344.
- Rhoades, L., & Eisenberger, R. (2002), "Perceived organizational support: A review of the literature", Journal of Applied Psychology, 87(4), 698–714.
- Saraji and Dargahi (2006), "Study of Quality of Work Life", Iranian J Publ Health, Vol. 35, No. 4, 2006, pp.8-14