

“Factors that enhance job performance of employees in Sales Department in a period of economic crisis. The case of Pharmaceutical companies in Greece.”

Katerina Fotiou

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Abstract

Purpose: This dissertation examines the factors that enhance job performance of employees in Sales Department in a period of economic crisis. For this reason we have examined the case of Pharmaceutical companies in Greece, which is a sector that has been under a harsh situation due to the economic crisis.

Design/Methodology/Approach: The research has examined a number of constructs including Emotional Intelligence (EI), Goal difficulty and specificity (GS), Job performance (JP) and Organizational commitment (OC). The research took place in a sample of 54 Sales Employees in Greek Pharmaceutical companies. The Data analysis became with the use of statistical tool SPSS.

Findings: From the results made, it is obvious that the Pharmaceutical firms must go ahead with a number of changes that will improve the conditions of work for the sales force. We have to deal with the odd fact that there is a high level of performance and the targets seem feasible on most of the times. However, there is also a low case of commitment and high performance. This is mostly because of the crisis. The employees feel that they do not have any other choice rather than helping their firm. For this reason, there is a need from the side of the firm to work more on the case of commitment. In few words, the firm needs to re-motivate its employees. It is understood that the climate is not a good one and it will not have many financial resources. However, there are some interventions that the management can make such as to better arrangements on the territory that each salesman has or improve the communication between the sales persons and the top management but also to make more interventions so to improve much further the working conditions.

1. Introduction

In response to a highly insecure marketplace because of an unstable economic system in Greece, research attention is being devoted to unveiling the factors that contribute to the improvement of employees work outcomes. In a period of economic crisis Pharmaceutical companies are facing severe changes inside their organizations. Most of them moved to multiple layoffs and withdrawals of many medicines.

The main body of the Pharmaceutical Companies in Greece consists of sales employees. It is therefore crucial for the Companies to develop and increase the performance of its employees in Sales Department. Besides, each organization has the need of competent employees and straggles with different ways to keep them satisfied in order to continue working within the organization and provide their valuable services (Firth et al., 2004).

Sales people job performance depends on their competencies and skills and at the same time on how well they carry out their job responsibilities. Specifically successful job performance in sales department requires some skills that can achieve an effective sales presentation. Therefore managers implement programs and policies that improve employee's competences and behaviors. In an attempt to develop their sales employees, managers try to reveal the behaviors and skills that motivate employees to perform the sales job successfully.

However according to the literature there are many factors that affect job performance in sales employees.

According to Goleman (cited from Schutte, Schuttepelz and Malouff, 2001) there is a "wide array of reasons for the positive link between emotional intelligence and individual work success". "Individuals with high EI were more successful than individuals with low EI at solving more numerous problems and completing their tasks"

Baugh and Roberts (1994) found that those employees who were committed to both their organization and their profession had high levels of job performance. Meyer and Allen (1991) and Baugh and Roberts, (1994) both found that committed employees had high expectations of their performance and therefore performed better.

Intrinsically motivated employees will be more excited about their work and this increases their creativity (Shalley, Zhou and Oldham, 2004).

Moreover, Hartline and Ferrell (1996) claim that role conflict makes it difficult for employees to decide how best to accomplish their tasks.

In contrast, some evidence points to a positive effect of role conflict on employee performance (e.g., Behrman and Perreault, 1984). Employees facing role ambiguity are not certain of the activities they need to perform and their degree of freedom in executing their tasks.

Literature suggests that goal-setting characteristics influence the performance of employees (Van de Van and Diane, 1980).

This research aims to determine job performance of sales employees in Pharmaceutical companies in Greece in a period of crisis and the correlation of the dimensions of job performance level with socio-demographic and organizational factors so as to evaluate the respective contribution of each of these factors to the job performance levels. Organizational factors will consist of Emotional Intelligence (EI), Organizational Commitment (OC) and Goal setting (GS). As for socio-demographic characteristics personal and work information will be included.

According to the above the research objectives are formed as follows:

- *Identify the level of job performance of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis.*
- *Identify the levels of emotional Intelligence, organizational commitment and goal setting among the sales representatives in the Pharmaceuticals companies under examination.*
- *The relation between socio-demographic characteristics and Job performance.*
- *The relation between emotional Intelligence and job performance.*
- *The relation between organizational commitment and job performance.*
- *The relation between Goal Setting and job performance.*

Based on this, the hypotheses are:

H1 there is a high level of *job performance of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis*

H2 there is a high level of job commitment of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis

H3 there is a high level of EI of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis

H4 there is a high level of Goal Settings of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis

2. Literature review

2.1 Introduction on performance

A general definition of performance is stated as the relationship between the inflow of resources or of human efforts created and the output created from the usage of those resources. The broader concept of performance is associated with the effective use of resources (labor, capital land, materials, energy, information), in the production of goods and services. Labor productivity is the result of human resources in an effort to produce this quantity of product required (number of people or hours worked).

Labor productivity reflects the overall effect of many factors in the produced output, such as physical capital (buildings, machinery), technology, human capital (education and training); work organization, etc. In the workplace productivity of individuals and teams is a crucial issue since it affects the overall performance of firms and their ability to meet the targets set from the upper management (Griffin, 2009).

The performance of the organization remains a key challenge for management research. Organizational performance can be analyzed using either external or internal measures that can be assessed so as to export the indicators needed. The indicators in many cases can be independent (Quinn and Rohrbaugh, 1983).

Efficiency or the outputs that are extracted by the inputs used have in some cases low correlation to the customer satisfaction even though this is a sign of an organization being effective. The effectiveness of an organization can be based on matters such as employees working on together and collaborating with each other leading in both an external and an internal gain for the organization.

Being effective is a very important matter for an organization which is based on career planning due to the fact that it achieves benefits and saves costs with the aid of its employees while there are cases where absenteeism can become lower and turnovers may eliminate. This leads in the organization being a gathering space of talented employees who are in general more satisfied by their jobs as they are provided with more opportunities. There's also the case of a company having to make its employees redundant so as to understand the importance of being effective.

An organization is promoting effectiveness so as to achieve the desirable benefits by applying changes in all its departments and sections. The human resources of the organization are one of its most important assets. Production is highly correlated to the happiness and fulfillment of the employee.

HRM is one of the most important tools for management and all the activities that are linked to it due to the fact that it leads in effectiveness concerning the outcomes of the organization. A highly productive employee, who is well trained so as to perform his job, consists a high priority for an organization that wishes to focus on productivity. Moreover, there is the chance of employees trying to work harder so as to be rewarded and this ends in the organization offering incentives so as to boost its performance. This happens due to the fact that employees are motivated to promote the products or the services that the company offers which in turn leads into positive feedback by the costumers that have been served. Benefits also help employees to set higher goals and work harder, therefore, an HR system based on the added value of the competence deriving from the goals set by the employees so as to gain extra benefits as well as the compensation necessary depending on each case, can lead into positive work stories that give the company a significant advantage. Compensation and benefits management is more than just a way of attracting and retaining the employees of a company. Management referring on benefits and compensation deals with integrating employee processes while it helps the organization achieve the best results by implementing strategies that lead in better performance (Nafukho, Hairston and Brooks, 2004).

Compensation is important due to the fact that it provides employees with reasons to be efficient and highly productive while they are more willing to complete their tasks even if these are more than it was described in their work position, when hired. Thus, a strategic plan concerning compensation has a major role in attracting employees as employees present higher productivity and better results.

In the case where employees believe that the compensation that they gain is equal to the effort they make to be productive, it is likely that they will work harder and try more to gain better results. On the other hand, if employees find out that they are underestimated or not highly rewarded for their efforts, there's the chance of leaving their work position or find a more attractive job elsewhere so as to be well paid and recognized. (Griffin, 2009)

As said before, there's a strong correlation between performance and job satisfaction which is highly apparent in the cases of professional work positions rather than in jobs that are less complex. At this point it must be underlined that every organization should help its employees meet their personal goals. When an employee is satisfied by the result of his job, he works more diligently and will strive to meet the target of his job position and in some cases of his career goal. (Gong et al, 2009)

HRM is distinguished in two major schools of thought that is focused on development and commitment. The first school of thought which is commonly known as the Taylor school, is based on the strategy and structure of the organization's management.

On the other hand, the other school of thought reckons that motivation of the employees is based on a series of factors that are correlated and highly linked to each other emphasizing mostly on the technical part of the completion taking under consideration that the employees are guided by money, achievements and the need to be meaningful. In this sense, the organization should consider the skills of its employees that are in the end the most important factor for attracting and retaining the organization's resources.

As said before, job satisfaction is of the highest importance when it comes to the commitment of the employees. To gain commitment, the organization should focus on rewarding its employees for their efforts and providing benefits.

Mowday, Porter and Steers (1982) have been focusing on the characteristics that an employee needs to have in order to be efficient while they underlined the importance of experience. Allen and Meyer (1990) and the research of Shore, Cleveland and Golberg (2003) have, on the other hand, found a strong correlation between the age that an employee has and the time that he has been working for the organization. Griffin (2009) claims that employees who are committed to their work are having higher expectations from their work while they perform better based on their skills.

There are researches such as the research of Dessler (2009) who proved that employees who are working hard are in many cases considering a good reward, as the result of their effort. There are numerous incentives that the organizations offer nowadays so as to boost their employees performance efforts. An example incentive is compensation. This has to do with the type of rewarding that the employees are asking for, as the result of their efforts. Compensation is also linked to satisfaction employees. (Aswathappa, 2005)

Compensation has to be based mainly on equity. This should be considered due to the fact that there are cases where the employees make comparisons especially when they work on similar positions even if this arrives on different organizations.

Employees in most cases are committed to their work due the rewards they gain. There is a strong link between the hard work and the reward one gains. Contribution to the goals of an organization should be rewarded and employees should be considered as the most important asset of the success. Rewarding the employees should be one of the most important matters for an organization which wishes to gain competitive results and high profits. Yet, one thing that should be considered is the differences that exist among employees and their positions. There are cases of organizations that employ people from different countries. Discriminations based on the race, ethnicity, gender or culture are set aside when it comes to the competitive advantages of benefits and compensation given if necessary due to the fact that they change the main focuses of the organization and reinforce the contribution and collaboration of employees who work under the same goal to gain achievements. Thus, multicultural organizations present powerful advantages when following strategies that include benefits for their employees. Moreover, due to the fact that business has been globalized during the last decades, multiculturalism is becoming essential for organizations that wish to reinforce their expectations and effectiveness. To the same extent, technological and economic factors lead in an increasing number of cross-cultural interaction in the workplace (Kearns, 2005).

Another factor that should be considered is the fact that financial incentives are not of the same importance to all employees. While it might be of high importance for some employees, there are cases of other employees who are mainly interested in the challenges and personal goal achievements. The needs of each member of the team should be considered and discussed before the team goals of the organization are set. The role of a counselor in this case can be very enlightening due to the fact that he can

motivate people and make them understand the importance of the job satisfaction through the completion of the goals set. (Stajovic and Luthans, 2003)

Griffin (2009) claims that motivation consists a matter of psychology and it has to do with the commitment of a person to his personal and corporate goals.

As for the psychological base of commitment, this has to do with the development that one sets during his career. Career commitment has been linked to job commitment in many researches that are related to professional and work commitment (Carmeli and Josman, 2006).

Other facts that are of high importance for an organization are the selection of the employees through the recruitment process as well as their careful selection. There are several steps that should be implemented when the recruitment process is taking place in order for the HR manager to ensure consistency and compliance with the organization's needs and goals (Gatewood, Field and Barrick, 2010).

As far as it concerns the sources, those are the internal and external sources. Internal sources are based on the promotion of the employees that is made after the manager carefully considers the needs of the organization and the way in which the employee would be more efficient for the organization. The internal recruitment process apart from promoting an employee consists of the transferring and the re-employment of an employee.

On the other hand, external recruitment is bringing job candidates to the company with the aid of recruitment agencies and executive search companies. The organizations need to pay a default amount of money to the agencies and companies that suggest specific candidates after a careful selection, yet, the organization is not obliged to hire the candidate if he/she does not meet the goals set. Last but not least, there's another process followed by several companies when more personnel is needed and the process is called referral recruitment. According to the referral recruitment, the employees are paid in order to propose potential employees from their friendly environment. Therefore, the way that the employees are selected has a major role in the success of an organization (Stajovic and Luthans, 2003).

Overall, from the above lines it is understood that there are many factors that affect performance, some of them are presented below:

At the macro level:

The structure of the economy

Economic stability

Employment

Unemployment

Infrastructure (buildings etc in working conditions)

At the micro level:

The knowledge and skills of staff

The organization of work

Innovation

The competition that exists in the industry

The technology used

Job satisfaction and performance are connected between them. It assumed that performance increases when the worker is satisfied. Some studies suggest that job satisfaction is necessary for the welfare of the company. Taking into account that the cost of achieving a high level of job satisfaction is not high, it is for best benefit of the firm to achieve it. The performance and creativity are enhanced when people are busy to reach targets on which are committed.

This means that executives identify and agree with the objectives should be pursued and they set in motion specific activities for success. When the binding is associated with a target, then employee is motivated, seeks to achieve it, contemplating how to reach and make efforts needed. When management by objectives is done correctly, the relationship between personal targets and the business objectives or organization are more harmonious. Some other studies suggest that satisfaction worker is an unnecessary luxury (Mullins, 2009).

Employees are more satisfied when they have challenging opportunities in job. This includes opportunities to participate in interesting projects, jobs with a sufficient degree of challenge and opportunities for increased responsibility. This not just ' chance promotion ' as businesses have become horizontal, the promotions may be rare. People have found challenges through projects and leadership (Griffin, 2009)

Efficiency measures how economical it was the way in which resources used as inputs (funds, expertise, time, etc.) and led to the desired results, i.e how reasonable was the cost achievement of results. The performance indicators selected must have the following characteristics:

Should be consistent with the key objectives set base business strategy, which is established by the constitution.

Should be few in number and essential.

The data required for the calculation of indicators should be readily available and can be acquired in a timely and reasonable cost.

To the extent possible, the performance indicators should allow the quantitative measurement of progress, the effect or impact.

However, for certain project objectives (e.g. capacity building) can be a need for developing quality indicators for measuring success. The approach should also allow reliable monitoring (Mullins, 2009).

2.2 Job satisfaction as a factor leading towards employee performance

Job satisfaction can be in other words expressed as the employee's satisfaction. Job satisfaction includes the positive experiences that an employee has as well as the feeling he has towards his job. The concept of satisfaction has been the subject of much research in management sciences and has been particularly linked to the context of service activities. Satisfaction is "a complex term and difficult concept" (Mullins, 2009). Multiple definitions exist. Several approaches can be identified, according to the perspective of the researcher and the type of satisfaction considered.

The feelings that an employee has towards his job position and his outcomes may vary. Feelings can in some cases be subjective or objective and have to do with the unconsciousness of someone. Locke (1976, p. 1304, cited from Griffin, 2009) has described satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". One important fact that should be underlined when it comes to job satisfaction is the fact that the feelings that one has, concerning on his job, are directly linked to his evaluation process. The dimensions of job satisfaction according to Smith et al. (1969) are

1. The job itself
2. The promotions during one's career
3. The salary
4. The relationship between the employee and the supervisor
5. The relationship between the employee and his colleagues

Smith et al. (1976) claim that there are several parameters that are linked to satisfaction such as the competence of the employee, the type of relations that one has

with his colleagues, the difficulty of the job in correlation with the salary, as well as the experiences one has. Job satisfaction is mainly linked to the way an employee faces his job obligations. Schneider and Schmitt (1986) going a bit further, link job satisfaction to the general attitude an employee has towards his job. Thus, when it comes to performance, organizations should pay high attention to the job satisfaction matter so as to gain effectiveness.

2.2.1 Causes of Job Satisfaction

As said before, job satisfaction is connected to various parameters. Feelings that have to do with the conscious and the unconscious of an employee can affect the way that he deals with his duties and evaluates his/her job. There are cases where job satisfaction is linked to the social relations that one has apart from his/her job. The working conditions, the way that an organization is managed, the compensation, even the social relations that an employee has with his colleagues can affect his/her job satisfaction degree. Opportunities and completion of high goals are also of high importance leading to the same result (Mullins, 2009).

Motivation also has a major role in job satisfaction of an employee due to the fact that it affects productivity. To the same extent, stimulation that has to do with the completion of goals can lead in effective motivation. Compensation and rewards are also influencing satisfaction and correspondingly, efficiency. More precisely, compensation can be a way of attracting qualified employees through the recruitment process in order for an organization to become more efficient and have lower turnovers. This happens due to the fact that compensation consists a tool of persuasion towards the contribution that the employees have to the general success of the organization. According to Stajovic and Luthans (2001), the most important dimensions of job satisfaction are:

1. The emotional response that job satisfaction has
2. The excess of expectations that job satisfaction often leads to.

The fact that an employee feels satisfied by his job, lead in him working harder to achieve the team goals even though there might be other individuals in the team that may make less effort for the same result. Satisfied employees also have a positive attitude towards their colleagues and supervisors.

3. Job satisfaction leads in positive attitude of the employee towards the job itself, the opportunities that may derive by his effort, the collaboration with others as well as the way that the organization is being managed.

The level of job satisfaction is of high importance because it is linked to the way collaborations are accomplished in an organization. Employees that are recorded through the process of the evaluation as less satisfied by their jobs are most of the times less efficient. This may lead in bad teamwork including negative results. Negative teamwork results are leading to the organization's low effectiveness and productivity, which in the end leads in the organization's low competitiveness. It is also understood that satisfied employees are less distracted during their work compared to their colleagues that are less satisfied. Job dissatisfaction may also lead in an employee quitting his job position while it is also correlated to high absenteeism and higher medical cost (Grunfeld et al., 2005).

It also plays a major role in commitment. An employee who is satisfied and rewarded is more committed and productive than his colleagues that are less satisfied by the working conditions (Bovier and Perneger, 2003).

Job satisfaction also consists one of the most important concerns of managers because of its effect on the organization's cost and it's impact on the outcomes. There are cases where the rules and way of addressing the employees cannot affect the level of satisfaction; yet, in other cases it may have a positive impact on the outcome.

There are also cases of management affecting the physical and social and/or emotional state of the employees and their needs. Researches have shown strong correlation between satisfaction, customer service, productivity and the economic outcomes of an organization. Some of the parameters are:

1. Higher production and less absence rates
2. More innovation and commitment
3. Higher morals, goals and achievements (Wilton, 2011)

Organ (1988) claims that behavior and job satisfaction are also linked leading in higher personal and team performance. Moreover, Ling and Hong (2010) proved that satisfaction and innovation are related significantly. They also claim that satisfaction is positively linked to efficiency and performance. Moser (1997) underlies that dissatisfaction may lead to lethargy and low commitment on the organization's objectives. Thus, organizations should strive to keep their employees satisfied in order

to maintain productivity and effectiveness. Another reason why an organization should pay high attention to the employees' satisfaction is the fact that customer retention is based on the effectiveness and commitment of the employees.

Ling and Hong (2010) have found that job satisfaction and performance are positively correlated. The correlation was presumed and after the research, verified.

2.3 Job Performance at Sales Department

Lloyd and Newel (2001) using case-study methodologies concluded on a contradictory finding. Despite big Pharmaceutical companies willingness to recruit individuals with emphasis in soft skills and emotional intelligence (able to work autonomously, being ambitious etc), their sophisticated information management systems focus on routine procedures and easily measurable statistics. This reduces sales representatives margins to take initiatives, being autonomous and exploit their skills in interpersonal customer service and building more personal relations between themselves and their customers.

In an effort to help managers improve their sales people performance, Holmes, Terence and Srivastava (2002), using salesperson self reports to measure performance, tried to create a model that test salesperson job behaviors and how that affects sales performance. Their findings show that sales performance ties with working hard and smart, at the same time. Moreover their results emphasize the importance of a challenging working environment in creativity enhancement and persistence in hard work. Studying the relationship between working smart and job challenge concluded that there is a positive relationship between them (Taylor, 2010). The analyses made from Holmes and Srivastava (2002) indicate the positive association between behavior based control and outcome performance.

In the 1970s academic literature showed a continuous interest in market orientation, a topic that occupied the academic community from 1920s. Previous decades market orientation has been seen from a new perspective that influence sales process and therefore salesperson performance. Sujan et al. (1994) were the first who examined the relation between salesperson market orientation and sales performance. (Cross et al., 2007)

In the 1930's and 1940's Skinner (cited in Stajkovic & Luthans, 2003) presented motivation and performance from a behavioral view .

1940's and 1950's Maslow presented his "hierarchy of needs" outlining human motivation. Recent work has focused on intrinsic versus extrinsic goals, goal setting, and self-efficacy (Griffin, 2009)

Many measures of sales person performance have been used in past sales research. Some researchers have chosen to focus on objective measures such as sales volume or various sales ratios. Others have asked sales managers for their evaluation.

A third route has used sales person self-evaluation based on comparing themselves with other sales people at their firm.

2.4 Job performance and Emotional Intelligence (EI)

Emotional Intelligence has an impact in job performance by enabling people to create positive relationships and perform better at team work (Caruso & Salovey, 2004; Goleman and Cherniss, 2001).

Mathis and Jackson (2008) argued that intelligence is a three-facet construct pertaining to the ability to understand and manage ideas (abstract intelligence), concrete objects (mechanical intelligence), and people (social intelligence).

According to Goleman and Cherniss (2001) there is a “*wide array of reasons for the positive link between emotional intelligence and individual work success*”. Emotional Intelligence enable people to perform better at work, as the regulation of emotions could lead to the control of stress and better performance under pressure situations or even to easy adaption to a changing environment. Besides “Individuals with high EI were more successful than individuals with low EI at solving more numerous problems and completing their tasks” (Schutte, Schuttepelz & Malouff, 2000). Cavallo and Brienza’s (2002) study found “a strong relationship between superior performing leaders and emotional competence”.

Further research indicates that people who have been trained on how to use their emotions on the workplace are expected to have an effective use of EI and better performance (Bagshaw, 2000). Besides this, Lopes et al. (2006) and more recently O’Boyle et al. (2011) have mentioned based on empirical evidence the first and with meta-data analysis the later, have shown the relationship between EI and

performance. Leaders and employees who tend to have high levels of EI are expected to have also high levels of performance.

According to the above, the need of studying EI as a factor related to in job performance of employees at Sales Departments arises.

2.5 Job performance and Organizational commitment (OC)

As said before, it is of high importance for an organization to have satisfied employees. On the one hand, job satisfaction boosts effectiveness, on the other hand, satisfaction keeps the financial outcomes of a firm higher.

Griffin (2009) claims that innovation related performance of the organization is related to the level of job satisfaction

For Ryan, Schmitt, and Johnson (1996), employees satisfaction also affects the customers and their needs. . It was also found a positive correlation between performance and satisfaction. Also the three parameters of efficiency, the organizational climate in terms of innovation, the performance and the employees satisfaction are significantly related.

Schneider et al. (2003) has analyzed the level of employees satisfaction in correlation to the success of the organizational outcomes and has found a statistically significant relation between the financial success of the organization and the employees satisfaction.

Human capital is a major asset for every company. That is why a great percentage of companies nowadays have a separate section concerning Human Resources Management. It is very important for managers to follow the general rules of HRM being on the same time able to keep up with the changes in the market and be able to adapt to the changing business environments. Compensation and benefits programs consist a vital component as far as it concerns the management of an organization. (Mpogka-Karteri, 2003)

Managers believe that the way that the organization deals with its employees has a major role to their commitment and performance. Powell and Meyer (2008) claim that there's also a strong correlation between the organizational behavior and the

commitment that the employees have towards the organization. Thus, commitment leads according to the same researchers to lower turnovers.

For Hackett, Bycio, and Handsdoff (1994) and for Shore and Wagner (1993) good citizenship behavior and high performance consist the main outcomes of positive commitment of the employee.

Commitment and retention are also related to each other. Employees that are highly committed to the goals of the organization they work for, tend to gain more achievements. Wong et al., (2010), correlate short and long term outcomes of the organization's efficiency to the commitment of its employees. They also found that organizational citizen behavior is the result of an organization operating properly while being effective. Meyer et al. (2007) were also led to the same conclusion.

Organ (1988) claims that OCB is the result of a satisfied employee's behavior who is going through "the good soldier syndrome" while being interested in the prosperity of the organization. The syndrome has to do with the employees making an effort to fulfill their obligations. OCB is mainly focusing on the success of the organization through the maintenance of a series of parameters such as positive behavior towards the employees, rewarding and bonuses as well as moral support. Mullins (2009) claim that OCB can become an added value for an organization due to the fact that it contributes to higher competitive advantage.

Moreover, for Northcraft and Neale (1996), commitment consists a process through which the organization can gain success and can create value that is communicated to the employees. Hence, the products and services that an organization offers may become more attractive to the client who is the final target (Gatewood et al., 2010).

The researchers have commonly studied organizational Commitment last years. A definition of Organizational Commitment according to Allen and Meyer (1990) is stated as "a psychological state that binds the individual to the organization".

Porter et al. (1974) distinguish three components of organizational commitment as "a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership".

Baugh and Roberts (1994) found that those employees who were committed to both their organization and their profession had high levels of job performance.

Job performance and organizational commitment is a significant topic of interest for researchers. Meyer et al. (2007) and Baugh & Roberts, (1994) both find that committed employees had high expectations of their performance and therefore performed better

OC of the staff has been a commonly studied issue recently. The most commonly used definition of organization commitment belongs to Allen and Meyer (1990), “a psychological state that binds the individual to the organization.” Finally, continuance commitment occurs as a result of “an awareness of the costs associated with leaving the organization.” Each dimension contributes to an employee’s relationship with the organization, has implications for the continuing membership, and may be affected by different antecedents or may have different consequences (Meyer and Allen, 1991).

2.6 Job performance and Goal-setting (GS).

Literature suggests that goal-setting characteristics influence the performance of employees (Van de Van and Diane, 1980). Goal setting theory identifies three basic characteristics. Goal specificity that can be defined as the extent, to which the goals are clearly mentioned, is the first characteristic. The second one is goal difficulty and the last one is goal participation that refers to the degree that employees take the initiative to set the goals (Locke and Latham, 1990).

2.7 The impact of the economic crisis on HR and the Pharmaceutical sector

The economic crisis all over Europe the past years is a rather new phenomenon. It has been under examination during the last few years and many discussions and researches have taken place to reveal the causes behind this unpredictably bad economic condition, which can be compared only with the case of 1929 crisis. On this occasion, Greece has been a unique case under study.

The Greek economic crisis has been due of the mismanagement of the health sector. Actually, the pharmaceutical companies have significant portion of this issue. The reason behind this is the fact that the deficits on the health sector have been created in a large extent. There have been many cases of overrated prices and other cases of fraud and corruption where the pharmaceutical firms were involved.

Overall, the Pharmaceutical sector in Greece has been in crisis since 2006. Although It was a profitable sector in Greece, the suspicion that the Pharmaceutical firms were behind many cases of fraud have led into a reduction of prices but also on cases where some firms were excluded from public hospitals. Moreover the drop out of prices and the decision of some firms to pull out of Greece, because the high uncertainty had a significant impact on HR. Job losses but also decrease of salaries along with worsening of job climate have worsen the case of HR in this sector. According to Pripopas and Vangelinos (2008), the crisis has led into high rates of job cuts. Most of the international pharmaceutical firms, which are making most of the firms operating on this industry, have decided either to reduce their operations or leave the country. The outcome is that more than 20% of the jobs related with the pharmaceutical sector, especially on sales, have been reduced by far. So the effects were pretty negative for the HR on the pharmaceutical firms (Pripopas and Vangelinos, 2008).

As said already, the pharmaceutical sector has to face the outcome of the austerity measures. On many cases the firms have to sale on the public hospitals on prices which are below the profit margin. This is a quite difficult situation. At the same time, the raise of taxes and several other obstacles created as a result of the austerity measures have made the situation even more dramatically for the pharmaceutical companies. At the same time the health condition of Greek citizens have worsen but the pharmaceutical firms are not able to provide their assistance due of the austerity measures which have forced them to pull out many products (Karanikolos et al, 2013)

According to a survey made from IOVE (2012) there seems to be a huge reduction on the prices of medical equipment and of medicines. As a matter of fact there are cases where the prices from 2010 to 2012 have been driven down up to 70% on some cases. The state has organized a number of watchdog mechanisms so to prevent the case of having overruns or corruption among the medical suppliers. In addition to this, the Union of the pharmaceutical firms has claimed similar results on its survey (SFEE, 2012). Furthermore, SFEE (2012) has claimed that there is a reduction on the demand for medical suppliers and medicines. Pharmaceutical

companies cannot meet the austerity measures and the changes on the prices of medicines. Moreover the shift towards generic drugs has changed the nature of the market with negative results for the pharmaceutical firms, especially for multinational companies with Research and Development departments and original new drugs in their portfolio.

3. Research strategy/methodology

3.1 Research design

Quantitative data were used to describe the information collected. As Saunders, Lewis and Thornhill (2007) states, quantitative methods are more appropriate for researches that examine relations of variables.

Causal relations among the variables make the research approach deductive, more suitable for hypothesis testing (Saunders, Lewis and Thornhill, 2007)

The research was extensive, which implies breadth of sources. Sales employees of 3 Pharmaceutical companies in Greece.

Hypothesis testing was used in order to check the relations among the particular variables. As it derives from the research objectives the variables that is studied are job performance and its dimensions, emotional Intelligence, organizational commitment, goal-setting and socio-demographic characteristics.

3.2 Research methodology

3.2.1 Sampling

The sample of this study consists of all the population of sales employees (male & female) in Pharmaceutical Companies in Greece, in a period of economic crisis. Approximately 250 sales employees were contacted from all three pharmaceutical companies: Novartis, Rafarm, Epsilon Health. I considered making the research in a multinational (Novartis) company and Greek pharmaceutical companies (Rafarm and Epsilon Health). In total, the number of respondent was 54. It is understood that

many participants did not want to take part on the survey for various reasons or they were not interested at all. So, the sample is made of 54 persons.

3.2.2 Research method

Primary data were generated conducting surveys with the use of anonymous structured questionnaires which were distributed to the population under examination. Permission was granted from three Pharmaceutical Companies in Greece after contacting the CEO's.

Secondary sources were also useful whenever there was a need of comparison with the empirical study.

The questionnaires were translated to Greek and to English afterwards in order to double check.

The questionnaires are divided in five parts, according to each variable under study:

- *Socio-demographics*. Here questions are included referring to age, sex, level of education and work experience.
- *Job performance*. The measure of Job performance is a Four items of the scale developed by Pearce and Porter(1986),and used by Black and Porter(1991),and Hochwarter, Perrewe, Ferris, and Brymer (1999).It has a four items which are assessed on a 5-pointscale, ranging from 1(agree) to 5(disagree).In this scale a direct supervisor was asked to evaluate his or her employees 'job performance on the following criteri
- *Emotional Intelligence*. We used the self-report measure as developed by Schutte et al., (1998). This scale consists of 33 items. All items ranged from 1(strongly disagree) to 5 (strongly agree). Sample items are “I know when to speak about my personal problems to others,” and “I am aware of my emotions as I experience them” (appraisal and expression of emotion); “I present myself in a way that makes a good impression on others,” and “I have control over my emotions”(regulation of emotion); “when I feel a change in emotions, I tend to come up with new ideas,” and “I use good moods to help myself keep trying in the face of obstacles ”(utilization).

This instrument has proved to provide high validity and reliability according to recent studies (see Carmeli, 2003; Ciarrochi, Chan & Bajgar, 2001; Ciarrochi, Chan & Caputi, 2000; Schutte, Malouff, Simunek, McKenley, & Hollander, 2002).

➤ *Organizational commitment.* A four-item index selected from Mowday et al. (1982)

The four items are: (a) “I speak highly of the company to my friends,” (b) “I don’t care about the fate of the company in which I work” (c) I am proud to tell others I am an employee of this company,” and (d) “I feel very little loyalty to this company. Is composed of 5-point Likert-type Scales on which respondents is asked to indicate the extent of their agreement with each item (1= strongly disagree, 5= strongly agree).

➤ *Goal Setting.* A three-item questionnaire to measure Goal difficulty developed by Fang, Evans and Zou (2005). A four-item questionnaire to measure Goal specificity developed by Fang, Evans and Zou (2005). All items measurement consists of a five-point Likert-type scales ranging from strongly agree to strongly disagree.

In order to analyze the available data that were emerged from the received questionnaires, the SPSS was used (Statistical Package for Social Sciences).

Secondly, a descriptive analysis will follow in order to present the socio-demographic variables of responders. At last, simple correlation analysis took place in order to test hypothesis -that is relations among particular variables- and provide conclusions. The method that is used to assure internal reliability and consistency will be Cronbach’s Alpha (Cronbach, 1951).

4. Results of the primary research

4.1 Demographics

The survey will start with the basic demographic results.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	36	66,7	66,7	66,7
Valid Female	18	33,3	33,3	100,0
Total	54	100,0	100,0	

Table 1. Gender Frequencies

As seen from the results of the research, the majority of the participants were males, who consisted the 66,7% of the sample. The female participants were the 33,3% of the sample.

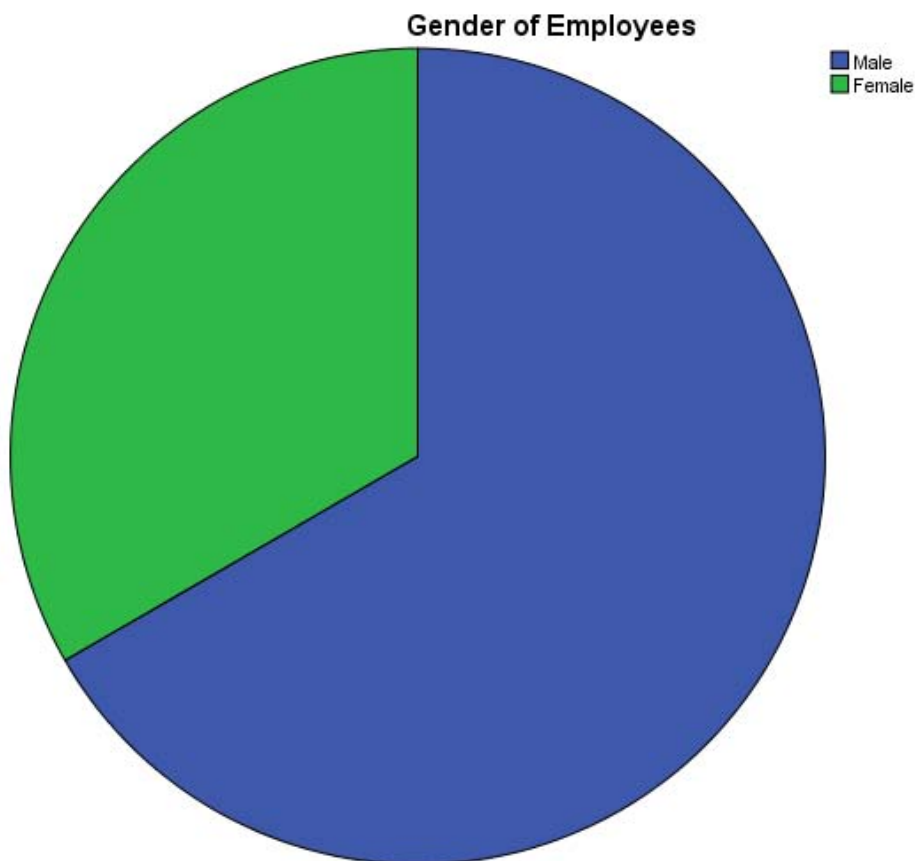


Chart 1. Gender Of Employees

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25-34	22	40,7	40,7	40,7
35-44	21	38,9	38,9	79,6
45-54	11	20,4	20,4	100,0
Total	54	100,0	100,0	

Table 2. Age Frequencies

In terms of age the majority of the participants (40.7%) were from 25 to 34 years old, while there was also a significant segment (38.9%) of 35 to 44 years old. The other 20,4% of the sample were from 45-54 years old.

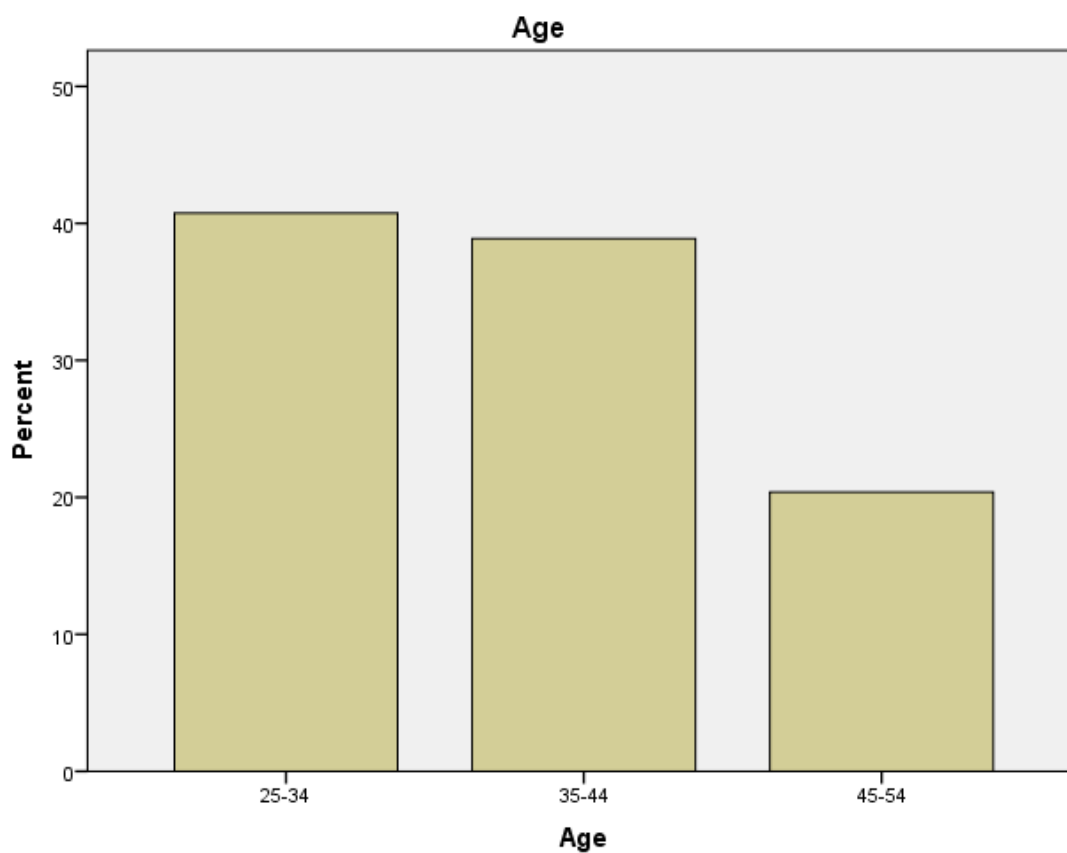


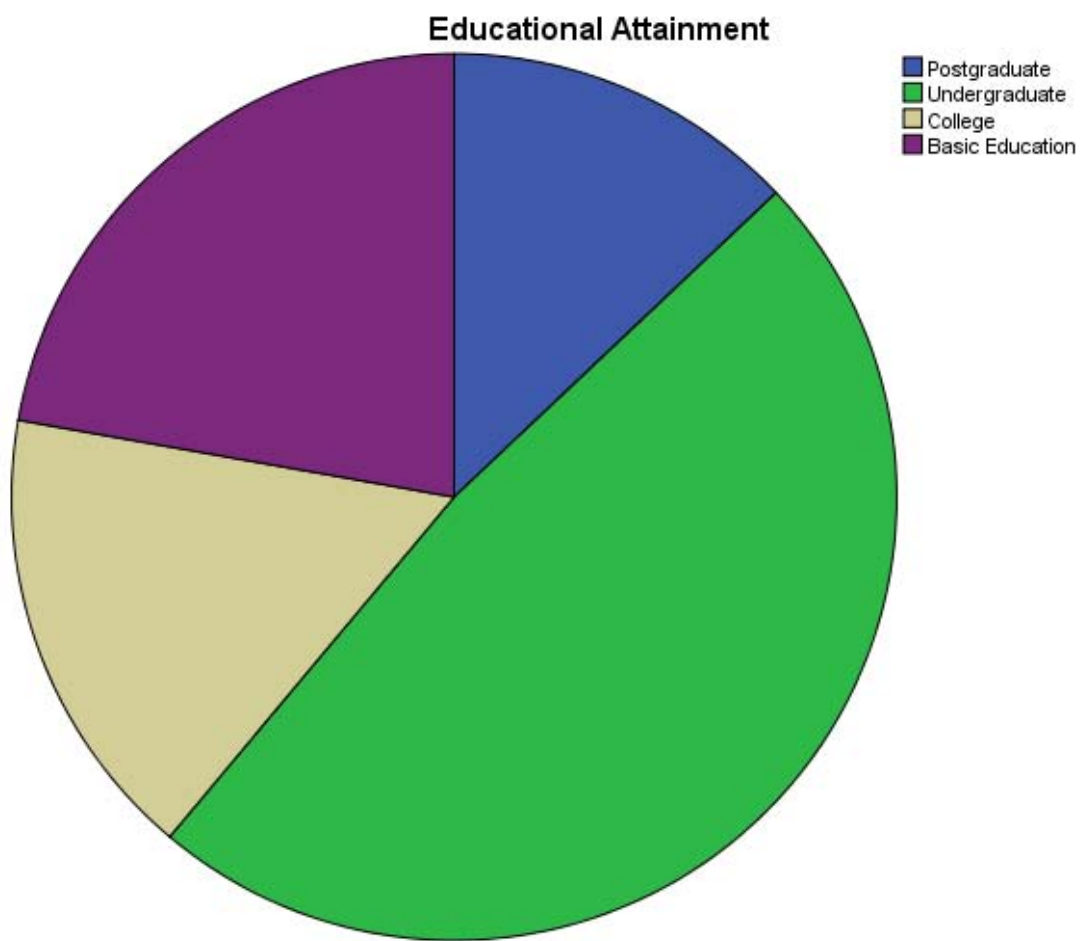
Chart 2. Age Bar char

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Basic education	9	16,7	16,7	16,7
College Undergraduate	8	14,8	14,8	31,5
Valid Undergraduate	27	50,0	50,0	81,5
Postgraduate	10	18,5	18,5	100,0
Total	54	100,0	100,0	

Table 3. Education Frequencies

Regarding the demographic characteristic of education, there were a variety of answers. The majority of the sample has an undergraduate level (50%), though there was a good sample (18,5%) with postgraduate studies. It is important to remind that there was also a sample made of 9 persons with basic education. It is important to mention that as this is considered a highly skilled work; this is a surprising result.



Graph 3. Education Attainment Pie chart

The last result of the demographics has to do also with work experience.

Work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-2 years	14	25,9	25,9	25,9
2-4 years	23	42,6	42,6	68,5
4-8 years	10	18,5	18,5	87,0
Valid 8-12 years	3	5,6	5,6	92,6
more than 12 years	4	7,4	7,4	100,0
Total	54	100,0	100,0	

Table 4. Work Experience Frequencies

Relative to work experience the vast majority of the sample (42,6%) has an experience of 2-4 years. This is not a surprise since the sample is made mostly from young persons, therefore is logical to have such a result. Further the 25,9% has an experience of 0-2 years, the 18,5% are working for 4 to 8 years, the 5,6% has an experience of 8-12 years and finally 7,4% work more than 12 years in the pharmaceutical sector as sales employees.

We can see the above observations more clearly, in the histogram below.



Graph 4. Work Experience Histogram

4.2 Emotional intelligence

The analysis starts with the reliability check of the questionnaire by using Cronbach Alpha.

The outcome is:

Case Processing Summary

		N	%
Cases	Valid	47	87,0
	Excluded ^a	7	13,0
	Total	54	100,0

Table 5. a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,717	27

Table 6. Emotional Intelligence Reliability Test.

The Cronbach Alpha rate is 0,7, which is quite good.

Regarding the key results, the answers are:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1.I know when to speak about my personal problems to others	54	1,00	4,00	1,6111	,83365
2.I expect that I will do well on most things I try	54	1,00	4,00	1,6667	,64428
3.Other people find it easy to confide in me	53	1,00	4,00	1,6038	,74265
4.I find it hard to understand the non-verbal messages of other people	54	1,00	5,00	3,1852	1,36083
5.When my mood changes, I see new possibilities	54	1,00	5,00	1,9815	,94151

6.I am aware of my emotions as I experience them	53	1,00	4,00	1,7358	,81219
7.I expect good things to happen	54	1,00	4,00	2,0000	,89020
8.I like to share my emotions with others	52	1,00	5,00	1,9423	1,01775
9.When I experience a positive emotion, I know how to make it last	53	1,00	5,00	1,9623	,91908
10.I arrange events others enjoy	54	1,00	4,00	1,9444	,83365
11.I seek out activities that make me happy	51	1,00	4,00	1,6078	,77662
12.I am aware of the non verbal messages I send to others	54	1,00	5,00	1,8889	,86147
13.When I am in positive mood, solving problems is easy for me	53	1,00	4,00	1,6792	,77889
14.By looking at their facial expressions, I recognize the emotions people are experiencing.	54	1,00	5,00	1,7222	,78708
15.When I am in positive mood, I am able to come up with new ideas	54	1,00	5,00	2,3148	,92805
16.I have control over my emotions	54	1,00	5,00	1,6296	,85332

17.I easily recognize my emotions as I experience them	53	1,00	4,00	1,6226	,65710
18.I motivate myself by imagining a good outcome to tasks I take on	53	1,00	4,00	1,3585	,65323
19.I compliment others when they have done something well	54	1,00	5,00	1,8333	,81842
20.I am aware of the non verbal messages other people send.	54	1,00	5,00	2,3519	1,01233
21.When I feel a change in emotions, I tend to come up with new ideas	54	1,00	5,00	4,2778	,94003
22.When I am faced with a challenge, I give up because I believe I will fail	53	1,00	5,00	2,4340	1,06535
23.I know what other people are feeling just by looking at them	54	1,00	3,00	1,4815	,54047
24.I help other people feel better when they are down	54	1,00	5,00	1,8333	,92655
25.I use good moods to help myself keep trying in the face of obstacles	54	1,00	5,00	2,2407	,86734

26.I can tell how people are feeling by listening to the tone of their voice	54	1,00	5,00	3,3519	1,10158
Valid N (listwise)	47				

Table 7. Emotional Intelligence Descriptive Statistics

Looking at the means in the answers of the Emotional Intelligence variables, the results in these questions are pretty positive. It seems that the overall rate of EI for the employees is quite high. The only negative answers were in item 26, 21. Item 26 is associated with the verbal skills of the personnel where it seems that the personnel have some problems.

I Know when to speak about my personal problems to others

	Frequency	Percent	Valid Percent	Cumulative Percent
I strongly agree	31	57,4	57,4	57,4
I agree	15	27,8	27,8	85,2
I have no opinion	6	11,1	11,1	96,3
I disagree	2	3,7	3,7	100,0
Total	54	100,0	100,0	

Table 8. Emotional Intelligence variable Frequencies

Examining the answers in a representative variable of Emotional Intelligence that is “I know when to speak about my personal problems to others”, we see that 57,4% strongly agree and 27,8% agrees with the statement. It is obvious that the majority of the sample has a high score in the above Emotional Intelligence variable. The results are presented in the histogram below.



Graph 5. Emotional Intelligence variable Bar Chart

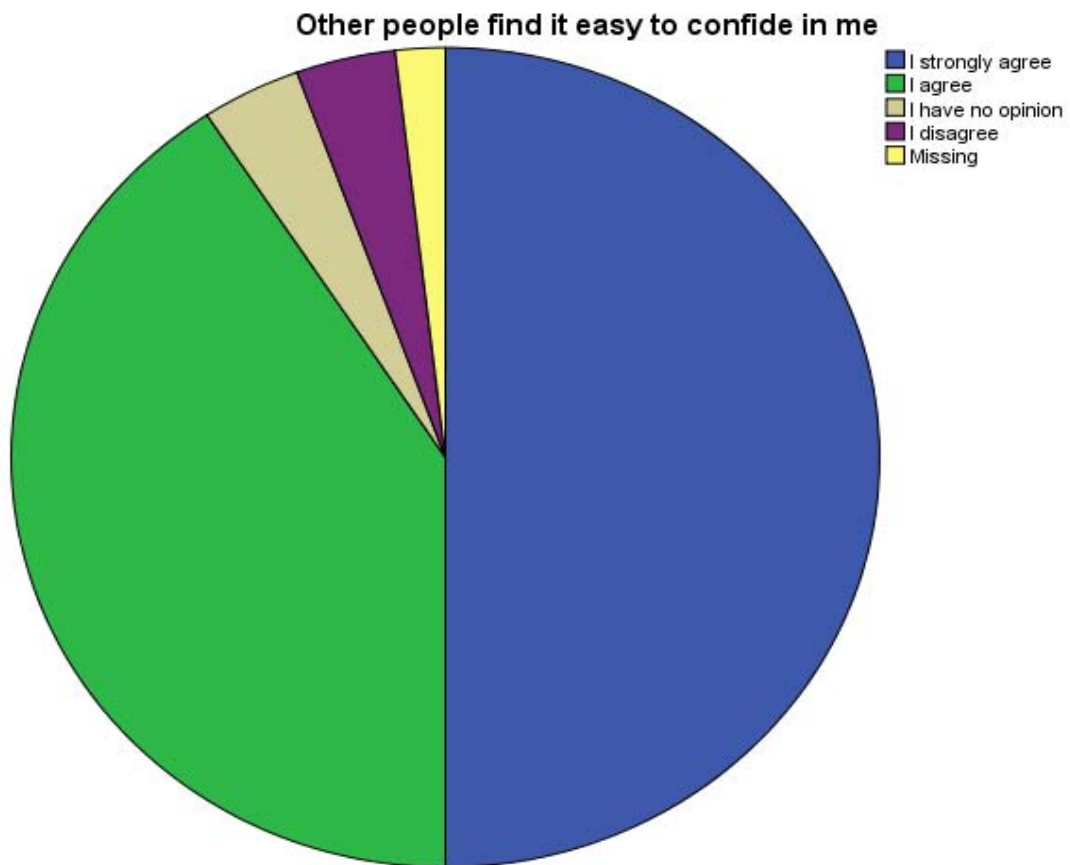
Examining the answers in another representative variable of Emotional Intelligence that is “Other people find it easy to confide in me”, we see that 50% strongly agree and 40,7% agree with the statement. It is obvious that the majority of the sample has a high score in the above Emotional Intelligence variable. The results are presented in the table below.

Other people find it easy to confide in me

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I strongly agree	27	50,0	50,9
	I agree	22	40,7	92,5
	I have no opinion	2	3,7	96,2
	I disagree	2	3,7	100,0
	Total	53	98,1	100,0
Missing	System	1	1,9	
Total	54	100,0		

Table 9. Emotional Intelligence variable Frequencies

We can also observe the previous results that concern the Emotional Intelligence variable “Other people find it easy to confide in me”, in the diagram below.



Graph 6. Emotional Intelligence variable Pie Chart

We have also examined the correlation between emotional Intelligence variables and Variables of the other Organizational factors, such as Organizational Commitment (OC), Job Performance (JP) and Goal Setting (GS)

		Correlations			
		I have very little difficulty in reaching my assigned goals	I am very effective in contributing to my firms market share	I am proud to tell others that I work to this organization	Other people find it easy to confide in me
I have very little difficulty in reaching my assigned goals	Pearson Correlation	1	,166	,216	,090
	Sig. (2-tailed)		,244	,123	,526
	N	53	51	52	52
I am very effective in contributing to my firms market share	Pearson Correlation	,166	1	,207	,460**
	Sig. (2-tailed)	,244		,149	,001
	N	51	51	50	50
I am proud to tell others that I work to this organization	Pearson Correlation	,216	,207	1	,056
	Sig. (2-tailed)	,123	,149		,692
	N	52	50	53	52
Other people find it easy to confide in me	Pearson Correlation	,090	,460**	,056	1
	Sig. (2-tailed)	,526	,001	,692	
	N	52	50	52	53

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

Table 10. Correlations

The output above shows that Emotional Intelligence variable, “Other people find it easy to confide in me” is positively related to Job performance variable “I am very effective in contributing to my firms market share”, with a correlation coefficient of r

= .460, which is also significant at $p < .001$. This means that as more confidential is a sales employee, the more effective he is in contributing to his firms market share.

		Correlations			
		I have very little difficulty in reaching my assigned goals	I am very effective in contributing to my firms market share	I am proud to tell others that I work to this organization	I expect that I will do well on most things I try
I have very little difficulty in reaching my assigned goals	Pearson Correlation	1	,166	,216	,162
	Sig. (2-tailed)		,244	,123	,246
	N	53	51	52	53
I am very effective in contributing to my firms market share	Pearson Correlation	,166	1	,207	,400**
	Sig. (2-tailed)	,244		,149	,004
	N	51	51	50	51
I am proud to tell others that I work to this organization	Pearson Correlation	,216	,207	1	,311*
	Sig. (2-tailed)	,123	,149		,024
	N	52	50	53	53
I expect that I will do well on most things I try	Pearson Correlation	,162	,400**	,311*	1
	Sig. (2-tailed)	,246	,004	,024	
	N	53	51	53	54

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 11. Correlations

The output above shows that Emotional Intelligence variable “I expect to do well on most things I try” is positively related to Job performance statement “I am very effective in contributing to my firms market share” with a correlation coefficient of $r = .400$, which is also significant at $p < .001$. This means that as more confident is someone about his ability to do well in most things he tries, so more effective he is in contributing to his firm market share. Moreover we can see that most variables of

Emotional Intelligence have a positive relationship with the Job performance variable “I am very effective in contributing to my firms market share”. We can see that from the correlation results as $r = .353$, at $p = .011$, for the variable “I expect good things to happen” with the statement “I am very effective in contributing to my firms market share”. The same also happens with “When I am in positive mood, solving problems is easy for me” ($r = .548$, $p = .000$).

There is also a positive link between Goal specificity variable “I understand the exact level of my assigned performance goals” and Job performance variable “I am very effective in contributing to my firms market share” ($r = .608$, $p = .000$). Hence we could say that as more understandable are the assigned goals for the sales employee, so more effective he can be in contributing to his firm market share.

From the correlation results above we can also observe that there is a positive relation between Organizational Commitment variable “I talk about my organization as a great to work for” and the sales employee ability to reach his assigned goals, as stated by the Goal Difficulty measure “I have very little difficulty in reaching my assigned goals” ($r = .354$, $p = .009$). Goal specificity variable “I understand the exact level of my assigned performance goals” has also positive link with Organizational Commitment variable “I talk about my organization as a great to work for” ($r = .427$, $p = .001$). The same is valid with Job Performance variable “I am very effective in contributing to my firms market share” ($r = .608$, $p = .000$) and with the Organizational Commitment variable “I find that my values and the organization values are very similar” ($r = .270$, $p = .048$).

Correlations

		I have very little difficulty in reaching my assigned goals	I am very effective in contributing to my firms market share	I am proud to tell others that I work to this organization	I expect good things to happen
I have very little difficulty in reaching my assigned goals	Pearson Correlation	1	,166	,216	,009
	Sig. (2-tailed)		,244	,123	,947
	N	53	51	52	53

I am very effective in contributing to my firms market share	Pearson Correlation	,166	1	,207	,353*
	Sig. (2-tailed)	,244		,149	,011
	N	51	51	50	51
I am proud to tell others that I work to this organization	Pearson Correlation	,216	,207	1	,064
	Sig. (2-tailed)	,123	,149		,650
	N	52	50	53	53
I expect good things to happen	Pearson Correlation	,009	,353*	,064	1
	Sig. (2-tailed)	,947	,011	,650	
	N	53	51	53	54

*. Correlation is significant at the 0.05 level (2-tailed).

Table 12. Correlations

Correlations

		I have very little difficulty in reaching my assigned goals	I am very effective in contributing to my firms market share	I am proud to tell others that I work to this organization	I expect good things to happen	When I am in positive mood, solving problems is easy for me
I have very little difficulty in reaching my assigned goals	Pearson Correlation	1	,166	,216	,009	,110
	Sig. (2-tailed)		,244	,123	,947	,432
	N	53	51	52	53	53
I am very effective in contributing to my firms market share	Pearson Correlation	,166	1	,207	,353*	,548**
	Sig. (2-tailed)	,244		,149	,011	,000
	N	51	51	50	51	51
I am proud to tell others that I work to this organization	Pearson Correlation	,216	,207	1	,064	,031
	Sig. (2-tailed)	,123	,149		,650	,829
	N	52	50	53	53	52

I expect good things to happen	Pearson Correlation	,009	,353*	,064	1	,332*
	Sig. (2-tailed)	,947	,011	,650		,015
	N	53	51	53	54	53
When I am in positive mood, solving problems is easy for me	Pearson Correlation	,110	,548**	,031	,332*	1
	Sig. (2-tailed)	,432	,000	,829	,015	
	N	53	51	52	53	53

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 13. Correlations

Correlations							
	I have very little difficulty in reaching my assigned goals	I am very effective in contributing to my firms market share	I expect good things to happen	When I am in positive mood, solving problems is easy for me	I have control over my emotions	I understand the exact level of my assigned performance goals	I talk about my organization as a great work for
I have very little difficulty in reaching my assigned goals	Pearson Correlation	,166	,009	,110	,104	,320*	,354**
	Sig. (2-tailed)	,244	,947	,432	,459	,020	,009
	N	53	51	53	53	53	53
I am very effective in contributing to my firms market share	Pearson Correlation	,166	,353*	,548**	,120	,608**	,224
	Sig. (2-tailed)	,244	,011	,000	,401	,000	,113
	N	51	51	51	51	51	51

	Pearson	,009	,353*	1	,332*	,229	,166	,020
I expect good things to happen	Correlation Sig. (2-tailed)	,947	,011	54	,015	,095	,231	,889
	N	53	51	54	53	54	54	54
When I am in positive mood, solving problems is easy for me	Pearson Correlation Sig. (2-tailed)	,110	,548**	,332*	,188	,389**	,119	,398
	N	53	51	53	53	53	53	53
I have control over my emotions	Pearson Correlation Sig. (2-tailed)	,104	,120	,229	,188	,075	,253	,064
	N	53	51	54	53	54	54	54
I understand the exact level of my assigned performance goals	Pearson Correlation Sig. (2-tailed)	,320*	,608**	,166	,389**	,075	,427**	,001
	N	53	51	54	53	54	54	54
I talk about my organization as a great to work for	Pearson Correlation Sig. (2-tailed)	,354**	,224	,020	,119	,253	,427**	1
	N	53	51	54	53	54	54	54

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 14. Correlations

4.3 Goal difficulty

Regarding the goal difficulty, the Cronbach has the following results:

	N	%
Valid	53	98,1
Cases Excluded ^a	1	1,9
Total	54	100,0

Table 15.a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,570	3

Table 16. Goal Difficulty Reliability Test

As seen, the Cronbach Alpha rate is low, and this must be taken into consideration about the reliability of this section. **For this reason, it will not be taken into consideration since it lacks of reliability. Nonetheless, the second appendix provides some of the answers given just to give a glance of what answers were given from participants.**

4.3 Goal Specificity

The Cronbach Alpha for those questions was:

Case Processing Summary

	N	%
Valid	51	94,4
Cases Excluded ^a	3	5,6
Total	54	100,0

Table 17.a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,220	4

Table 18. Goal Spesificity Reliability Test

The Cronbach Alpha rate is very low, and this surely creates some questions about the reliability of this section.

The reliability scores if very low. **For this reason, the answers given are not considered as valid ones. However, on the third appendix we have provided the answers given, though they are not considered as valid ones.**

4.4 Job performance

The cronbach alpha rate is the following:

Case Processing Summary

	N	%
Valid	50	92,6
Cases Excluded ^a	4	7,4
Total	54	100,0

Table 19. a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,848	7

Table 20. Job Performance Reliability Test

From the above results, there is strong evidence about the reliability of this section of the questionnaire.

Regarding the answers, those are:

Item Statistics

	Mean	Std. Deviation	N
1.I am very effective in contributing to my firms market share	1,8200	,77433	50

2.I am very effective in selling products with the highest profit margins.	1,8400	,91160	50
3.I am very effective in generating a high level of Dollar sales.	1,6200	,77959	50
4.I am very effective in quickly generating sales of newly introduced products.	1,8400	,93372	50
5.I am very effective in identifying major accounts in my territory.	2,1000	,90914	50
6.I am very effective in exceeding annual sales targets and objective	1,9200	1,12195	50

Table 21. Job Performance Descriptive Statistics

In general terms, the workforce of the Greek pharmaceutical firms believes that it has a high level of job performance, which is very good. All items had a positive rate and this was an indication that there was a high performance. The only negative point was a not so high performance when it comes about being able to identify the major accounts on the territory. At this case we have an important item since on sales it is very important to be able to have this skill since sales rely on the ability to find the potential key clients within a given territory.

4.5 Organizational commitment

The Cronbach alpha rate for Organizational Commitment is the following:

Case Processing Summary

	N	%
Valid	50	92,6
Cases Excluded ^a	4	7,4
Total	54	100,0

Table 22. a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,762	7

Table 23. Organizational Commitment Reliability Test

The score is quite satisfactory.

The results are the following:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1.I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be succesfull	53	1,00	5,00	4,2453	1,19141
2.I talk up this organization to my friends as a great organization to work for	54	1,00	5,00	3,1852	1,34689
3.I feel very little loyalty to this organization	54	1,00	5,00	2,1481	1,21946
4.I would accept almost any type of job assignment in order to keep working for this organization	53	1,00	5,00	1,7925	1,00687
5.I find that my values and the organizations values are very similar	54	1,00	5,00	1,8889	1,07575
4.I would accept almost any type of job assignment in order to keep working for this organization	53	1,00	3,00	1,8679	,83292

5.I find that my values and the organizations values are very similar	54	1,00	5,00	1,9815	1,01852
Valid N (listwise)	52				

Table 24. Organizational Commitment Descriptive Statistics

There seems to be an issue of commitment and loyalty towards this firm. As seen from the results, especially on item 1 and item 2, there seem to be quite negative and in general it seems that the workforce is demotivated.

5. Conclusions

5.1 Discussion of results – link with past researches

The results are presented based on the hypothesis

H1 there is a high level of *job performance of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis*

Based on the views of Peare and Porter (1999) and Hochwarter et al (1999) who regarded that the job performance on sales is quite high due of the nature of this job position, the current research has identified some positive items which indicate the high levels of the job performance. The only negative point was a not so high performance when it comes about being able to identify the major accounts on the territory. This is something that the sale forces would have to work on. They hypothesis is valid

H2 there is a high level of *job commitment of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis*

On this aspect, it seems that despite of having some high performance, there is the case of having some low rates of commitment. The employees seem not to be proud of their firm and in general they seem demotivated. Despite of the fact that commitment is linked with performance on pharmaceutical firms (Lloyd and Newel 2010, Holmes and Srivastava, 2002), this case seems not to be valid for the Greek personnel, in a period of economic crisis. The hypothesis is not valid and in addition to this, it seems that overall the high performance may have to do with the fact that the employees understood that they have to operate in a very difficult market which is in a state of recession. This is a case which has to do with the effects of the economic crisis. The employees seem that they are trapped on this firm and their fate is associated with the performance of the firm, despite whether they liked it or not.

H3 there is a high level of EI of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis

The instrument of this research has a high level of validity, which verifies the related literature (Carmeli, 2003; Ciarrochi, Chan, & Bajgar, 2001; Ciarrochi, Chan, & Caputi, 2000; Schutte, Malouff, Simunek, McKenley & Hollander, 2002). On the aspect of EI, the sale forces of he Greek pharmaceutical firms have a high level of EI and this is quite positive.

H4 there is a high level of Goal Settings of employees in Sales department in Pharmaceutical Companies in Greece, in a period of economic crisis

The research used three-item questionnaire to measure Goal difficulty developed by Fang, Evans and Zou (2005). Goal specificity developed by Fang, Evans and Zou (2005). All items measurement consists of a five-point Likert-type scales ranging from strongly agree to strongly disagree. From the findings it seems that overall the firms have set some high level of goals which are understood on most of the cases, though it needs some improvement. Overall, it can be said that the hypothesis is valid.

The pharmaceutical companies, based on the above results, must go ahead with a number of changes that will improve the conditions of work for the sales force. We

have to deal with the odd fact that there is a high level of performance and the targets seem feasible on most of the times. However, there is also a low case of commitment and high performance. This is mostly because of the crisis. The employees feel that they do not have any other choice rather than helping their firm. For this reason, there is a need from the side of the firm to work more on the case of the commitment. In few words, the firm needs to re-motivate its employees. If it understood that the climate is not a good one and it will not have many financial resources. However, there are some interventions that the management can make such as to better arrangements on the territory that each salesman has or improve the communication between the sales persons and the top management but also to make more interventions so to improve much further the climate.

5.2 Managerial implications

As it has been recognized from Karanikolos et al. (2013) there has been a significant impact of the crisis and of the austerity measures within the pharmaceutical companies but also on the overall state of the health sector in Greece. It is understood that the firms which used to have very high profit margins now have narrowed their profit margins and even they have to operate under profit margins on some cases.

All of the three hypotheses were considered as valid ones. Hence, it seems that

It fair to have such reaction from the crisis. The management wants to maximize the potential of its employees, even if this has to mean that it will have to sacrifice part of the benefits and of other privileges given to the employees.

In order to bring back a satisfied sales force, the pharmaceutical companies will have to work so to find effective solutions. They will not have to be in terms of providing some extra salary but alternative it can be some other measures that will improve the internal climate (Griffin, 2009). This may include to have better communication between the management and the sales force but also to give some more space on the sales persons which will include more involvement on decision making and given the opportunity to have some more day offs so to relax and get less stressful

6. Epilogue

This dissertation examined the case of the incentives and motives given on the sales personnel of Greek pharmaceutical firms. The dissertation has aimed to determine job performance of sales employees in Pharmaceutical companies in Greece in a period of crisis and the correlation of the dimensions of job performance level with socio-demographic and organizational factors so as to evaluate the respective contribution of each of these factors to the job performance levels. Organizational factors will consist of Emotional Intelligence (EI), Organizational Commitment (OC) and Goal setting (GS). Some of those factors have had low score on alpha Cronbach rate.

All of the three hypotheses were considered as valid ones. Hence, it seems that it is fair to have such reaction from the crisis. The management wants to maximize the potential of its employees, even if this has to mean that it will have to sacrifice part of the benefits and of other privileges given to the employees.

However, the fact that some constructs did have low reliability score is considered as an important limitation. For this reason, the author would to reexamined them into a larger sample so to ensure if those variables were invalid or it was a matter of process or of the sample size and composition.

6.1 Recommendations for future research

The crisis is a phenomenon that is under development. This is a case where it will have to be under examination. For this reason, there is a need for further research. The research has to use both methods; qualitative and quantitative. It will help the researchers to understand the dynamics of the market and what are the effects of the crisis upon the population of the research.

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APPENDIX 1.

QUESTIONNAIRE



Staffordshire
UNIVERSITY



“Factors that enhance job performance of employees in Sales Department in a period of economic crisis. The case of Pharmaceutical companies in Greece

The purpose of this questionnaire is to collect useful information for the accomplishment of my M.B.A dissertation in the topic of the Factors that enhance job performance of employees in Sales Department in a period of economic crisis. The gathered data will be used only for statistical purposes. The completion of the questionnaire is strictly confidential and anonymous.


Your assistance will be really important.

Thank you in advance for your valuable help.



Postgraduate Student: Katerina Fotiou
 Staffordshire University- T.E.I of Larissa


Please complete the below form by filling up the blanks:

❖ Demographic					
	Female	Male			
Sex	<input type="checkbox"/>	<input type="checkbox"/>			
	<25	25-34	35-44	45-54	>55
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Basic Education	College	Undergraduate	Postgraduate	
Educational Attainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	0-2 years	2- 4 years	4-8 years	8-12 years	12 years or more
How many years do you work in this organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	I strongly agree	I agree	I have no opinion	I disagree	I strongly disagree
 Emotional Intelligence					
1. I know when to speak about my personal problems to others					
2. I expect that I will do well on most things I try					
3. Other people find it easy to confide in me					
4. I find it hard to understand the non-verbal messages of other people					
5. When my mood changes, I see new possibilities					
6. I am aware of my emotions as I experience					
7. I expect good things to happen					
	I strongly agree	I agree	I have no opinion	I disagree	I strongly disagree
8. I like to share my emotions with others					
9. When I experience a positive emotion, I know how to make it last					
10. I arrange events others enjoy					
11. I seek out activities that make me happy					

12. I am aware of the non verbal messages I send to others					
13. When I am in positive mood, solving problems is easy for me					
14. By looking at their facial expressions, I recognize the emotions people are experiencing					
15. When I am in positive mood, I am able to come up with new ideas					
16. I have control over my emotions					
17. I easily recognize my emotions as I experience them					
18. I motivate myself by imagining a good outcome to tasks I take on					
19. I compliment others when they have done something well					
20. I am aware of the non verbal messages other people send					
	I strongly agree	I agree	I have no opinion	I disagree	I strongly disagree
21. When I feel a change in emotions, I tend to come up with new ideas.					
22. When I am faced with a challenge, I give up because I believe I will fail					
23. I know what other people are feeling just by looking at them					
24. I help other people feel better when they are down					

25. I use good moods to help myself keep trying in the face of obstacles					
26. I can tell how people are feeling by listening to the tone of their voice					
 Goal Difficulty					
1. My assigned goals are very difficult to achieve					
2. I have very little difficulty in reaching my assigned goals					
3. Generally my assigned goals are challenging					
 Goal Specificity					
1. My supervisor specifically explained my assigned goals					
	I strongly agree	I agree	I have no opinion	I disagree	I strongly disagree
2. I have very specific assigned goals in my job					
3. I understand the exact level of my assigned performance goals					
4. My assigned goals are general as opposed to specific					
Job Performance					

1. I am very effective in contributing to my firms market share					
2. I am very effective in selling products with the highest profit margins.					
3. I am very effective in generating a high level of Dollar sales.					
4. I am very effective in quickly generating sales of newly introduced products					
5. I am very effective in identifying major accounts in my territory.					
6. I am very effective in selling to major accounts.					
7. I am very effective in exceeding annual sales targets and objectives.					
 Organizational Commitment					
	I strongly agree	I agree	I have no opinion	I disagree	I strongly disagree
1.I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be succesfull					
2.I talk up this organization to my friends as a great organization to work for					
3.I feel very little loyalty to this organization					

4.I would accept almost any type of job assignment in order to keep working for this organization					
5.I find that my values and the organizations values are very similar					
6.I am proud to tell to others that I am part of this organization					
7.I could just as well be working for a different organization as long as the type of work was similar					

Appendix 2 – Goal difficulty

On the aspect of results, we have the following:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1.My assigned goals are very difficult to achieve	53	1,00	5,00	2,5283	1,10251
2.I have very little difficulty in reaching my assigned goals	54	1,00	4,00	1,8519	,78686
3.Generally my assigned goals are challenging	54	1,00	5,00	1,8333	,96642
Valid N (listwise)	53				

From the answers given it seems that the only case is that the assigned goals are not easy to be achieved. The other two goals have a positive score have better score but not the best possible.

Appendix 3 – Goal specificity

Item Statistics

	Mean	Std. Deviation	N
1.My supervisor specifically explained my assigned goals	1,9216	1,01672	51
2.I have very specific assigned goals in my job	1,5882	,77914	51
3.I understand the exact level of my assigned performance goals	3,3137	1,33402	51
4.My assigned goals are general as opposed to specific	1,6078	,75042	51

From the answers given, it seems that the employees do not understand the exact level of their assigned performance goals while there are some positive answers in terms that they have very specific goals on their job but also the assigned goals are general as opposed to specific ones. Overall, it seems that there are specific goals, though there is still space for improvement.

