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# Research on the Management Psychology of Marketing Personnel in Chinese Pharmaceutical Industry: The Synergistic Mechanism between Occupational Stress and Organizational Incentive

Xin Yu\*

Chengdu Di'ao Group, Chengdu 610000, Sichuan, China

*\*Author to whom correspondence should be addressed.*

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**Abstract:** The purpose of this paper is to explore the current situation of occupational stress and the synergistic mechanism between occupational stress and organizational motivation of Chinese pharmaceutical market personnel. Through literature review and theoretical analysis, this paper reveals the multiple sources of occupational stress faced by marketing personnel in pharmaceutical industry, including market competition, performance assessment, policy and regulation changes, and analyzes the influence of these pressures on individual psychology and behavior. At the same time, this paper deeply discusses the mechanism of organizational incentives in relieving occupational pressure and improving work performance. It puts forward strategic suggestions on building an organizational incentive system based on occupational stress management, to provide theoretical support and practical guidance for the effective management of market personnel in China's pharmaceutical industry.

**Keywords:** Pharmaceutical industry; Marketing personnel; Occupational stress; Organizational motivation; Coordination mechanism

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## 1. Introduction

With the rapid development of China's pharmaceutical industry, the market competition is becoming increasingly fierce. As a bridge connecting enterprises and the market, the work performance of marketing personnel in pharmaceutical enterprises is directly related to the market share and brand image of enterprises. However, the

particularity of the pharmaceutical industry determines that market personnel are facing huge occupational pressure, such as high-intensity work tasks, strict performance assessment, rapidly changing market environment, and constantly updated policies and regulations. These pressures not only affect the physical and mental health of marketing personnel but also may reduce their job satisfaction and loyalty, and then affect the overall performance of the enterprise. Therefore, it is of great significance to explore the synergistic mechanism between occupational pressure and organizational incentives for marketing personnel in the pharmaceutical industry to improve their work performance and promote the sustainable development of enterprises.

## **2. Analysis of the current situation of occupational stress of marketing personnel in the pharmaceutical industry**

### **2.1. Market competition pressure**

The market competition in the pharmaceutical industry is extremely fierce, with many similar products and fierce competition for market share. Marketing personnel need to constantly find new customer groups and expand market share, which requires them to have a high degree of market sensitivity and innovation ability. However, in the face of fierce market competition, market personnel often feel powerless, resulting in anxiety, frustration, and other negative emotions [1–3].

### **2.2. Performance assessment pressure**

Pharmaceutical enterprises usually implement a strict performance appraisal system for marketing personnel, and take sales performance, customer satisfaction, and other indicators as the main basis for evaluating their work performance. This high-pressure assessment mechanism puts market personnel in a long-term state of tension, fearing that they cannot meet the performance target and face punishment or lose the job opportunity.

### **2.3. Pressure for changes in policies and regulations**

The pharmaceutical industry is strictly regulated by national policies and regulations, and changes in policies and regulations directly affect the business of market personnel. For example, drug price adjustments, medical insurance policy changes, etc., may have a significant impact on the sales strategy of marketing personnel. Marketing personnel need to constantly learn and adapt to new policies and regulations, which undoubtedly increases their work burden and psychological pressure [4–8].

### **2.4. Career development pressure**

The pharmaceutical industry technology updates rapidly and new products emerge in an endless stream. Market personnel need to constantly update their knowledge structure and enhance professional skills to meet the needs of the development of the industry. However, due to the unclear career development path, limited promotion opportunities, and other reasons, marketing personnel often feel that the prospect of career development is dim, resulting in a sense of job burnout [9].

### **3. The impact of occupational stress on the psychology and behavior of market personnel**

#### **3.1. Psychological impact**

Market personnel who have been under occupational pressure for a long time are vulnerable to psychological shocks, and psychological problems such as anxiety, depression, and insomnia occur frequently. These psychological troubles not only erode their physical and mental health but also may lead to a chain reaction, which is manifested in a perfunctory work attitude and frustrated enthusiasm, and then lead to a significant reduction in work efficiency, affecting the overall development of individuals and enterprises <sup>[10]</sup>.

#### **3.2. Behavioral influence**

If occupational stress is not effectively alleviated for a long time, it will have a significant negative impact on the behavior of market personnel. Under pressure, some marketers may act irresponsibly, for example, by overpromising to close a deal or concealing product flaws to avoid potential backlash. Such behavior will not only seriously damage the reputation of enterprises and cause economic losses, but also may cause enterprises to get into legal disputes and bring immeasurable moral hazards <sup>[11, 12]</sup>.

### **4. The mechanism of organizational incentives in relieving occupational stress**

#### **4.1. Material incentives**

As a key part of the organizational incentive system, material incentive covers multiple dimensions such as salary, bonus, and welfare, and plays an irreplaceable role in stimulating the enthusiasm and creativity of marketing personnel. Reasonable material incentives can directly improve the income level of market personnel, provide them with solid economic security, and then enhance their economic sense of security, and help alleviate the career anxiety caused by life pressure. At the same time, material incentives are the direct recognition and reward for the work achievements of market personnel. When market personnel see that their efforts and efforts have been rewarded with corresponding material rewards, they will feel respected and recognized, which will stimulate them to work more actively and pursue higher performance goals. Therefore, when designing the incentive system, enterprises should fully consider the importance of material incentives, combine the actual needs and contributions of market personnel, formulate scientific and reasonable salary structure, bonus policies and welfare programs, to give full play to the positive role of material incentives and promote the continuous creation of value by market personnel <sup>[13]</sup>.

#### **4.2. Spiritual stimulation**

Spiritual motivation plays a crucial role in stimulating the internal motivation of marketing personnel. By awarding honors, giving respect and recognition, and other non-material means, it accurately addresses the spiritual needs of market personnel, thus having a far-reaching impact. Spiritual motivation can significantly enhance the sense of self-worth of marketing personnel, so that they deeply feel the importance of their own work and unique value. At the same time, this type of incentive can enhance their sense of belonging and make them more closely integrated into the corporate family. When marketing personnel gain respect and recognition from the enterprise, their loyalty and identity to the enterprise will also be enhanced. In the face of occupational pressure, the market personnel who feel

the care and support of the enterprise will devote themselves to the work with more full enthusiasm and firm belief, actively meet the challenges with the enterprise, and contribute their own strength to achieve the goals of the enterprise.

### **4.3. Career development incentives**

Career development incentives are an important means to stimulate the potential of market personnel and promote their sustainable growth. By providing systematic training, rich promotion opportunities, and personalized career planning, companies can build a bridge to the top of the career for marketing personnel. Career development incentives accurately match the market personnel's deep desire for self-realization and growth, so that they can clearly see their own development path and bright prospects in the enterprise. When the marketing personnel deeply feel the all-around support given by the enterprise in career development, they will devote themselves to work with a more proactive attitude, constantly learn new knowledge and new skills, and strive to improve their comprehensive quality and business ability. The enhancement of this internal driving force will not only help market personnel better cope with occupational pressure, but also promote them to constantly break through themselves in their career, and achieve a win-win situation between personal value and enterprise development.

## **5. Construction of cooperative mechanism between occupational pressure and organizational motivation**

### **5.1. Establish a scientific occupational stress evaluation system**

Enterprises should attach great importance to the occupational stress of marketing personnel and establish a scientific and systematic occupational stress evaluation system. The core of this system is to conduct a comprehensive and in-depth assessment and analysis of the occupational stress of market personnel regularly, to timely understand the source of their pressure, the degree of feeling, and the specific needs. To achieve this goal, enterprises can use a combination of evaluation methods. Firstly, through the design of a scientific and reasonable questionnaire survey, the subjective feelings and opinions of market personnel on work pressure, workload, interpersonal relationships, and career development are widely collected. The contents of the questionnaire should cover multiple dimensions to ensure the comprehensiveness and accuracy of the evaluation results. Secondly, enterprises can combine the interview method to select some representative market personnel for in-depth communication. Through face-to-face communication, we can further understand their specific pressure situations, coping styles and potential needs, and provide strong support for the development of personalized incentive measures.

After collecting sufficient data, enterprises should use professional data analysis tools and methods to conduct an in-depth analysis of the evaluation results. Through data analysis, the main sources, changing trends, and influencing factors of occupational stress of market personnel are revealed, providing a scientific basis for formulating targeted incentive measures <sup>[14]</sup>. Through the establishment of a scientific occupational stress evaluation system, enterprises can more accurately grasp the occupational stress of market personnel, lay a solid foundation for the formulation of effective incentive measures, so as to improve the job satisfaction and performance of market personnel, and promote the sustainable and healthy development of enterprises.

## **5.2. Building a diversified organizational incentive system**

The establishment of a diversified organizational incentive system is the key measure to enhance the enthusiasm and loyalty of marketing personnel. The system should comprehensively use material incentive, spiritual incentive and career development incentive, and other means, according to the different needs and characteristics of market personnel, formulate personalized incentive programs to ensure the effectiveness and pertinency of incentive measures. In terms of material incentives, enterprises can implement differentiated compensation design and build a scientific and reasonable compensation system by combining the performance, ability, experience, and other factors of market personnel. For outstanding performance, excellent ability of the market personnel, to give higher salary treatment, to fully reflect their value and contribution, and to stimulate their work motivation. Mental stimulation is also essential. Enterprises should set up outstanding staff awards, innovation awards, and other honorary awards to commend and reward outstanding market personnel to enhance their sense of honor and achievement. At the same time, strengthen the construction of corporate culture, create a positive working atmosphere, so that market personnel feel the care and support of the enterprise, and then enhance the sense of belonging and identity. Career development support is also an important part of the diversity incentive system. Enterprises should provide rich training and learning opportunities for marketing personnel to help them improve their professional skills and comprehensive quality. At the same time, establish a clear career development path and promotion mechanism, provide broad development space and promotion opportunities for market personnel, and meet the needs of their career growth, to stimulate their long-term determination to contribute to the enterprise.

## **5.3. Strengthening communication and feedback mechanisms**

In order to effectively improve the management efficiency of marketing personnel, enterprises should attach great importance to and strengthen the communication and feedback mechanism construction with marketing personnel. By building a multi-level communication platform, enterprises can timely capture the real needs and valuable opinions of market personnel, and provide strong support for management decisions. Specifically, enterprises can organize regular team meetings to carry out in-depth discussions on market dynamics, sales strategies, product optimization, and other topics, promote information sharing and thinking collision, and stimulate team vitality. In addition, one-on-one communication is also an indispensable part; through face-to-face communication with management or direct superiors, marketing personnel can more directly express personal thoughts and confusion, and obtain targeted guidance and support. In terms of feedback mechanism construction, enterprises should establish a set of scientific and efficient evaluation system to conduct regular and comprehensive evaluation of the work performance of market personnel. The evaluation results not only serve as the basis of performance appraisal, but also should be the basis of incentive adjustment. Through timely feedback of evaluation results, enterprises can identify the strengths and weaknesses of marketing personnel and provide directions for subsequent training and development. At the same time, given the implementation effect of incentive measures, enterprises should maintain a high degree of sensitivity and flexibility, adjust incentive strategies timely according to market changes and personnel feedback, and ensure that incentive measures are attractive and sustainable, to fully stimulate the enthusiasm and creativity of market personnel, and promote the steady improvement of enterprise market performance.

## **5.4. Implement stress management and psychological counseling**

In today's highly competitive business environment, market personnel are often under great work pressure,

enterprises need to deeply recognize the importance of paying attention to their mental health status, and actively implement stress management and psychological counseling measures. Enterprises can regularly carry out mental health lectures, invite professional psychological counselors or mental health experts, on stress identification, emotional regulation, psychological adjustment, and other topics, to give a simple explanation. Through vivid case analysis and practical skills teaching, we can help market personnel to fully understand the nature and impact of pressure and master effective coping methods and skills, so as to improve their psychological adjustment ability. In addition, enterprises should also set up special psychological counseling service channels, such as psychological counseling hotline, online counseling platform, etc., to provide convenient and private psychological counseling services for market personnel. Encourage market personnel to take the initiative to seek help when they encounter psychological distress, and provide one-on-one psychological counseling by professional psychological counselors to help them solve psychological problems and relieve psychological pressure. At the same time, it is also crucial to establish a sound psychological aid mechanism. When the market personnel face a major psychological crisis, the enterprise can quickly start the psychological assistance procedure, provide timely and effective psychological support, and help to ensure their mental health and life safety. Through the implementation of these measures, enterprises can not only improve the mental health level of market personnel but also enhance the cohesion and combat effectiveness of the team, laying a solid foundation for the sustainable development of enterprises.

## **6. Conclusion**

By studying the synergistic mechanism between occupational stress and organizational incentives of Chinese pharmaceutical market personnel, this paper reveals the influence of occupational stress on the psychology and behavior of market personnel and the mechanism of organizational incentives in relieving occupational stress. The results show that establishing a scientific occupational stress evaluation system, constructing a diversified organizational incentive system, strengthening the construction of communication and feedback mechanisms, and implementing stress management and psychological counseling are effective ways to relieve occupational stress and improve work performance of pharmaceutical market personnel. Future research can further explore the differences and commonalities of pharmaceutical enterprises of different sizes and stages of development in occupational stress management and organizational incentives for marketing personnel, to provide more accurate management suggestions and practical guidance for pharmaceutical enterprises. At the same time, with the continuous development of artificial intelligence, big data and other technologies, future research can also explore how to use these technical means to optimize the implementation effect of occupational stress assessment and incentive measures, and promote the continuous improvement of the management level of marketing personnel in the pharmaceutical industry.

## **Disclosure statement**

The author declares no conflict of interest.

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