CHAPTER VI

CONCLUSIONS AND SUGGESTIONS

In this final chapter, a summary of the findings is provided. Based on the findings, conclusions are drawn and suggestions are made.

Objectives

1. To identify the sales force management practices in infotech industry
2. To study the factors influencing performance of sales persons
3. To measure the extent of job satisfaction of sales persons.
4. To suggest measures to improve performance and job satisfaction of sales persons.

Hypotheses

Following hypotheses are stated, based on the survey of literature.

H₁: There is a positive relationship between perceived goal clarity and task performance.

H₂: The stronger the perceived performance-rewards relationship, the higher is the sales person's task performance.

H₃: The greater the sales person's perceived control and influence over job goals and means of accomplishing the goals, the higher is his task performance.
H₅: Role clarity is positively related to performance and negatively related to propensity to leave.

H₆: Job involvement is positively related to performance.

H₇: Sales manager’s expert, referent, reward and legitimate powers are positively associated with the sales person’s satisfaction with supervision, while coercive power is negatively associated with the sales person’s satisfaction with supervision.

H₈: Sales person’s role clarity is positively related to the development of expert and referent power bases in the relationship with sales managers.

H₉: Sales manager’s referent power base is negatively related to the sales person’s propensity to leave the company.

H₁₀: The sales manager’s expert power is negatively related to the sales person’s propensity to leave the company.

Profile of the Respondents

The sample comprises more number of sales executives (68.9%). It includes managers (27.2%) and others (4.1%). Most of them (80%) are below 30 years and are male (87.7%). Most of them (73.6%) have experience below 5 years. All of them are college educated. Most of them (63.2%) are earning below Rs. 25,000 per month.
FINDINGS

A summary of the findings is given here

Recruitment & Selection

- Campus visits (23.8%), ads in newspapers (22.6%) and competitor's sales people (14.6%) are the main sources through which respondents were selected by their organisations.

- Recruitment sources perceived effective by the respondents are: campus visits (3.8) and ads in newspapers (3.5), consultancy firms (3.48), ads in magazines (3.46), employees within organisation (3.21) and competitor's sales people (3.10).

- Selection methods perceived effective by the respondents are: personal interview (4.56), group discussion (3.88), intelligence tests (3.67) and aptitude tests (3.46).

- Terms of appointment are attractive (72.4%).

- According to the respondents, characteristics of successful sales people are communication (72.7%), pleasing personality (56.62%), confidence (50.92%) and initiative (48.26%).
Training

- Initial training is satisfactory. A mean score of 3.8 on a five point scale is obtained.

- The emphasis in initial training should be on product knowledge (24.3), selling skills (18.6), planning ability (16.7) and HR ability (14.7).

- Respondents are satisfied with organisational practices such as identifying training needs (3.19), on the job training (3.53), and company organised training programmes (3.24).

- Effective training methods as perceived by the respondents are: case discussion (80.46%), demonstration (68.9%), group discussion (58.6%) and role playing (48.28%).

Compensation

- Two compensation plans seem to be popular – Salary + incentive (38.7%) and straight salary plan (36.78%). The preferred plan is salary + incentive (64.75%).

Motivation

- Financial incentives are given to 55.94% of the respondents. Also 23.36% have received both financial and non-financial incentives.
The bases for incentives are sales quota (71.3%), sales during the period (53.3%) and outstanding achievement on time (48.7%). Overall performance is another basis according to 61.7% of the respondents.

Motivational communication includes sales meetings, letters and contests

Meetings can be made effective by following the suggestions of the respondents:

- Define objectives and communicate to participants (79.3%)
- Evaluate results of meetings (68.9%).
- Encourage participants to take part (60.2%).
- Maintain proper minutes of the meeting (46.7%).

Sales letters mostly include: Product information (90.4%) and market information (88%).

Suggestions to improve sales letters as given by the respondents require inclusion of:

- Information about competitor's activity (82.76%)
- Comparative sales figures (62.06%)
- Information about sales policies (57.48%)
advanced notice on product price changes (43.68%)

Suggestions on sales presentation (41.4%)

Turnover

- Turnover is moderately high according to 32.57% of the respondents.

- The identified main reasons for the turn over are better pay outside (41.8%) and no job satisfaction (39.4%).

Appraisal

- Performance evaluation contents include accomplishment of sales targets (94.3%), job attitudes (91.6%), communication ability (90.0%), planning ability (83.5%) and human relations ability (51.7%).

- Appraisals are considered appropriate by 69.4% of the respondents.

- Most of the organisations (80.5%) are revealing whole of the appraisal information. Appraisal is made in different ways: formal evaluation interview (43.2%), superior makes informal talk (25.1%) and self-filling form (23.3%).

- Appraisal is considered effective by 80% of the respondents. Good feedback (84.6) and objective approach (73.9%) are suggested to make appraisals effective.
Management Control

- Different quota systems are in vogue – sales quota, budget quota and activity quotas

- About 68% of the respondents are given opportunity to take part in the determination of quotas.

- Supervisors accompany sales people when need arises, according to 77% of the respondents

Role Clarity

The respondents have reasonable role clarity (3.56). They are relatively more clear about the policies of the department (3.81) and how they are supposed to do (3.77).

Goal Clarity

The respondents have reasonable goal clarity (3.68). They are clear on the relative importance of the goals expected of them by their superiors (3.75) and results expected (3.66). However, they are also often not clear how well they have done in the eyes of superior (3.63).
Performance and rewards

The respondents have positive feelings about performance and rewards (3.46). They viewed that they are rewarded well financially (3.45). They also view a close relationship between performance and rewards (3.47).

Control and influence

Almost a neutral response (3.05) is obtained in this regard. While there is slight move from neutrality to the positive in respect of control over means of accomplishing the job goals (3.24), in respect of all other items the responses are negative(-), ‘challenges on job’ (2.95), ‘control decisions’ (3.07), ‘do not need to develop ideas’ (3.12), ‘be creative’ (3.00) and ‘influence superiors in setting goals or standards’ (2.97).

Supervisor’s Power

The respondent sales persons have opined that their supervisors have legitimate power (3.57), and reward power (3.86). They have regarded them having expert (3.87) and referent power (3.79). They agree that their sales managers exercise coercive power but the agreement is relatively weak (3.28).
Involvement

- Though the respondents do not live, eat and breathe their jobs (2.25), they disagree with the view that most things in life are important than work (2.95). They agree that the most important thing that happened to them is getting a job (3.32). Also, they marginally agree with the view "I am really a perfectionist about my work (3.30). Evidently, Job is viewed with importance and interest.

- As an outcome, they are much involved personally in work (3.46) and have said that major satisfaction in life comes from job (3.25).

Job Satisfaction

- Pay (23.4), opportunity for promotion (18.9), nature of work (14.5) and supervision (13.6) are rated as important factors in job satisfaction.

- The respondents are satisfied with their job and its related factors. However, the actual satisfaction level is lower than the expected satisfaction level and the difference is significant.

- To improve job satisfaction, suggestions offered by the respondents include:
  - Raise in salaries (67.05%)
- More positive interaction (46.74%)
- Improve benefits (39.08%)

Performance

- About 76% of the respondents have rated their performance average or above. The others are below the average performance level.

Propensity to leave

- About 66% of the respondents are willing to continue with their organisations. About 22% of the respondents are undecided. The remaining 12% have ideas to leave.

Relationships

The relationships hypothesised by model given in Figure II.1 are found to be valid. Figure VI.1 presents the proven relationships.

(I) Task Performance

The hypotheses given below relating to task performance are proved.

H₁: There is a positive relationship between perceived goal clarity and task performance.

H₂: The stronger the perceived performance-rewards relationship, the higher is the sales person's task performance.
H₃: The greater the sales person's perceived control and influence over job
goals and means of accomplishing the goals, the higher is his task
performance.

H₄: Role clarity is positively related to performance.

H₅: Job involvement is positively related to performance.

(II) Social Power

The hypotheses given below relating to power bases, are accepted.

H₆: Sales manager's expert, referent, reward and legitimate powers are
positively associated with the sales person's satisfaction with supervision,
while coercive power is negatively associated with the sales person's
satisfaction with supervision.

H₇: Sales person's role clarity is positively related to the development of
expert and referent power bases in the relationship with sales managers.

(III) Propensity to leave

The hypotheses given below relating to propensity to leave are proved.

H₈: Role clarity is negatively related to propensity to leave.

H₉: Sales manager's referent power base is negatively related to the sales
person's propensity to leave the company.

H₁₀: The sales manager's expert power is negatively related to the sales
person's propensity to leave the company.
DISCUSSION

The various points that have emerged out of the study are examined here, in relation with the earlier studies and their implications to management.

Recruitment and selection

The study identified company visits, ads in newspapers and magazines, consultancy firms, employees within organisation and competitors sales people as effective sources of recruitment. Earlier studies of Owens & Henry (1966), Athreya (1968), Rodgers and Katers (1964) and Hafeez (1966) emphasised the value of application blank.

Selection methods perceived effective are personal interview, group discussion, intelligence tests and aptitude tests. According to Sprigge and James (1958) and Tharp (1983), interview was the widely employed rational tool. Bucalo (1978), suggested a balanced approach for interviewing. In fact in India, Monappa and Saiyaddain (1979), suggested multiple methods for selection (application form, group discussion, interview and test scores etc.). In view of this, management may consider evolving a battery of tests for right selections.

Training

Training and process of identifying training needs are considered satisfactory. Effective training methods suggested are: case discussion,
demonstration, group discussion and role playing. Earlier research (Nelder, 1981) has established similar findings. Newsome (1975), suggested a contingency model for selecting sales training methods. Apostolides (1988), suggested exposing young group to training shall yield better results. The implication is, the presently used training methods can be continued.

Compensation

Two compensation plans are found popular (i) Salary + Incentive (ii) Straight salary plan. Steinbrick and Fristman (1982), reported that compensation practices vary within industry. In the Hardware industry, 30% of the firms used straight salary-plan, 30% used straight commission and 40% used mixed salary and commission plan. Danner (1970), found the trend in compensation plans in favour of 'Combination plan'. Peck (1982), found three compensation plans in vogue: Salary (16%), Commission (8%) and mixed (76%).

The emphasis in providing incentives is found to be more on financial incentives. Sales quota, sales during the period, Outstanding achievement on time, and overall performance are the bases for Incentives. These findings indicate continuity of earlier practices. Another related finding is turnover for the reason better pay outside (41.8%). Purcell (1975) in his study found
A salesman's extrinsic reward value, intrinsic rewards and pay satisfaction are positively related to high performance under the above reward system.

A reward system that rewards performance with valued extrinsic reward will result in high performance.

The implication of the finding is more emphasis on pay and incentives is needed.

Motivation

Motivational communication include sales letters, meetings and contests. Sales letters include product and market information. Respondents have made suggestions to improve effectiveness of sales meetings and letters. Management has to make a review of the meetings and letters.

Appraisal

Appraisals are considered appropriate and effective evaluation covers items like – sales targets, job attitudes communication ability, planning ability and human relations ability. Appraisals are revealed mainly through formal evaluation interview. In some organisations superiors talk informally and in others self-filling forms are used.
Earlier research (Goldwag, 1956, and Patz, 1975) described objective measures used by business firms in measuring salesmen performance. They include: sales volume, sales volume against quota, number of calls made, gross margin secured, number of demonstrations made and earnings. When viewed in this light, the practices of firms understudy represent a movement from traditional characteristics to behavioural indices.

**Task Management**

Task performance is dependent on the following factors.

1. **Management Control System**

   The importance of management control system is obvious from earlier research (Todd, 1973), and Stanton and Dwiskerik (1969).

   For high performance, perceived high clarity of management control system, perceived high influence of and control over establishing job goals and perceived relation between rewards and performance are prerequisites. Hypothesising the three relationships, Putrell, Swan and Todd (1976), found supporting data in their study. In this study, similar findings are obtained. The implications are -- high performance seeking managers have to create goal clarity, performance – reward relationships, and allow individual influence and control.
For exercising control, different quota systems are in vogue—sales quota, budget quota and activity quota. Many sales persons are given an opportunity to take part in the determination of sales quotas. Sales supervisors accompany sales people only when a need arises. However, an attitudinal study revealed that management control and influence is tight. Also respondents reported that they do not know how their superiors are viewing their performance. They reported some self-control over means of accomplishing the job goals. The implication is management has to loosen controls and allow subordinates freedom. Also they should emphasise on feedback.

Many studies earlier (Wotrubba and Thurlow, 1976, and Newton, 1973) observed use of sales quotas for exercise of control. 'Feedback' as a control tool is emphasised by many (Robertson 1974a, 1974b), Saegel and Hoover (1980).

(II) Supervisor's Power

The sales manager's bases of social power are related to sales person's satisfaction with the managers. The coercive power has negative relationship while the expert, referent, legitimate and reward powers are positively related. These results are in conformity with the earlier research of Busch (1980). The results are encouraging for several reasons.

The findings indicate that proper development of the power relationship between the sales person and sales manager will improve sales person's
satisfaction with supervision. A sales manager should make efforts to enhance his expert and reference powers.

(iii) Role Clarity

Role clarity is positively linked to task performance and negatively to propensity to leave. Sales managers should make efforts to reduce the lack of role clarity among sales personnel (Busch and Bulh, 1978). Role clarity will help reduce the chronic problem of turnover.

Job Satisfaction

Pay, promotion, nature of work and supervision are the important factors for infotech sales people. The satisfaction levels are good. The gap between expected and actual satisfaction is less but significant. Hence, measures are necessary to enhance satisfaction.

Propensity to leave

Lack of role clarity and lower satisfaction with company policies and facilities prompt people to leave the company. Propensity to leave can be reduced by improving role clarity and developing sales manager's referent and expert power.
CONCLUSIONS

The following conclusions can be drawn from the study.

Sales management practices are on the whole considered satisfactory and effective. However, certain improvements are necessary to make them even more effective. Involvement and job satisfaction are found to be good. However, there is a significant gap between actual and expected satisfaction requiring steps to remove it.

Effective Management control system, supervisor's social power bases and role clarity are important in enhancing task performance and reducing propensity to leave (see Model in Figure VI.1).

SUGGESTIONS

(A) HR PRACTICES

The following suggestions are made with a view to strengthening the sales force management practices.

Recruitment and Selection

- In recruiting, the following sources may be employed
  - Campus visits
  - Ads in newspapers and magazines
- Consultancy firms
- Employees within the organisation
- Competitor's sales people

- In selection the useful methods are
  - Personal interview
  - Group discussions
  - Intelligence and aptitude tests

- In choosing candidates the characteristics to be considered are
  - Communication
  - Pleasing personality and
  - Confidence

**Training**

- The emphasis in initial training should be on the following
  - Product knowledge
  - Selling skills
  - Planning ability and
  - HR ability
In training, the useful methods are:

- Case discussion
- Demonstration
- Group discussion and
- Role playing

**Compensation**

Salary plus incentive plan is preferred.

**Motivation**

- Pay based on competitive parity and non-financial incentives are desired.
- The bases for financial incentives can be sales quota and overall performance.

Sales meetings can be made effective by employing the following guidelines.

- Define objectives and communicate participants.
- Evaluate results of meeting.
- Encourage participants to take part.
- Maintain proper minutes of the meeting.

Improve sales letters by including:

- Information about competitors activity.
- Comparative sales figures.
- Information about sales policies.
- Advanced notice on product-price changes
- Suggestions on sales presentation.

**Appraisal**

Appraisals should adopt objective approach and facilitate good feedback. The items in appraisal can be:

- Sales targets
- Job attitudes
- Communication ability
- Planning ability and
- Human relations ability.

**(B) PERFORMANCE**

**(i) Management Control Systems**

Management control systems can be made effective through quota systems, feedback and clarity in the goals, performance and rewards. More freedom for salespersons to develop ideas, to be creative and influence superiors in setting goals or standards may be provided for satisfaction with supervision.
(ii) Power Bases

Supervisors should establish expert and referent power relationships to enhance role clarity. As a result they can achieve high task performance and satisfaction with supervision. The use of coercive power should be avoided.

(C) Job Satisfaction

As suggested by the respondents, job satisfaction can be enhanced by competitive salary structure, more positive interaction and improved benefits.
A STUDY OF
SALES FORCE MANAGEMENT PRACTICES IN
INFOTECH INDUSTRY IN INDIA

A QUESTIONNAIRE TO SALES PERSONNEL

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The study seeks to develop systematic data about perceptions of Field Sales Personnel on Sales Management practices with a view to evolving practical guidelines for effective Sales Force Management in Infotech Industry.

We seek your earnest cooperation in collection of data and in providing deep insights into the practices to make the study meaningful.

The questionnaire consists of both open and closed end questions. The open end questions may require you to supply qualitative and / or quantitative information. The other questions may require you to:

- Check Yes or No
- Circle a number on a 5 point scale representing degrees of agreement / importance / satisfaction etc.,
- Place a tick mark in parentheses against items which are applicable and
- Distribute 100 points among the listed items to indicate the level of importance. More the importance attached to an item, more the points you give.

Please note: A field sales person for the purpose of study refers to all persons who are primarily responsible for the sale and / or promotion of the sale of product(s) in a field territory (at the customers place of business) and those who are at the first line / lower level in the management cadre.

* * * * * * *

PART A: RESPONDENT INFORMATION

1. Name
2. Designation
3. Age
4. Sex
5. Length of service
   in the present company
   in any other company
6. Education
7. Average total earnings
   from the job per month
   (including perks)
PART B: RECRUITMENT, SELECTION AND TRAINING

1. In your opinion, how good is each of the following recruiting sources at yielding high performing employees? Circle a number that best presents your view (scale 5: Very Good, 4: Good, 3: Average, 2: Somewhat good, 1: Not good)

   a) Advertisements in News Papers  
      b) Advertisements in Magazines  
      c) Campus visits  
      d) Competitors sales people  
      e) Unsolicited applicants who write in  
      f) Unsolicited applicants who walk in  
      g) Sales people from non competing firms  
      h) Employees within the organization  
      i) Consultancy firms  
      j) Any other (please specify)  

2. Mention the source through which you were recruited to the present company?
In your opinion, how good is each of the following approaches for selecting field sales people? Circle a number on the scale: 5: Very Good, 4: Good, 3: Average, 2: Somewhat good, 1: Not good.

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4. What personality characteristics/traits do you think are essential for a successful salesperson?

5. In your opinion are the terms of appointment to field sales persons attractive?

Yes ( ) No ( )
6. To what extent are you satisfied with the initial training activity? (Check item applicable to you)

(  ) Very satisfactory  (  ) Satisfactory (  ) So So
(  ) Less satisfactory  (  ) Very less satisfactory

7. How much emphasis is necessary on each of the following aspects in the initial training programme? (distribute 100 points among the given content items to indicate the emphasis. More the points more the emphasis)

Work culture (ethics) [  ]
Selling skills [  ]
Planning ability [  ]
Activity reporting [  ]
Time Management and Territory coverage [  ]
Human relations ability [  ]
Product knowledge [  ]
Company image & growth [  ]
Any other (please specify) [  ]

8. To what extent are you satisfied with the following practices relating to training in your company? (Circle a number that represents your view on the following scale) 5-very satisfactory 4-satisfactory, 3-neutral, 2-dissatisfactory, 1-very dissatisfactory.
Identifying training needs 5 4 3 2 1
On the job training 5 4 3 2 1
Off the job training 5 4 3 2 1
Company organized training programme 5 4 3 2 1
External agency programme 5 4 3 2 1
Post training development measures 5 4 3 2 1

9. Of the following training methods, which ones do you think are most effective? Please check applicable items)

- [ ] Lectures
- [ ] Group discussion
- [ ] Personal conference
- [ ] Gaming
- [ ] Demonstration
- [ ] Programmed learning
- [ ] Role playing
- [ ] Correspondence Courses
- [ ] Case discussion
- [ ] Any other, please specify

PART C: COMPENSATION AND MOTIVATION

1. Which of the following plans is applicable to you (check the parentheses)

- [ ] Straight salary plan
- [ ] Straight commission plan
- [ ] Salary + Commission
2. Of the above, which method do you prefer? Why?

3. What are the incentives offered to you?

   Financial:

   Non-financial:

4. What is the basis for rewarding under incentive scheme? (Check items applicable)

   ( ) All sales during a particular period
   ( ) Achieving / Exceeding sales quotas
   ( ) Percentage growth over past sales
   ( ) Consistency in sales performance
   ( ) Outstanding achievement over a period of time
   ( ) Extra efforts put in the job
   ( ) No. of calls made
   ( ) Some budgeted amount in the ratio of contribution to sales
   ( ) Any other, please specify

5. What are your suggestions to make sales meetings and conferences in your organization more effective and purposeful? Please tick the appropriate
a) The objective of each sales meeting need be precisely defined and made known to each participant before hand.

b) The methods to be used for accomplishing the defined objectives through group training should be made known to the participants before hand so that they come prepared for it.

c) All concerned people must be extended invitation to attend the meetings.

d) All such information which could otherwise be provided through some other means need be avoided.

e) The participants need be encouraged to participate actively in improved.

f) Physical arrangements for the conduct of meetings need be improved.

g) Proper minutes of the meetings should be maintained so that follow up action could be taken.

h) The results of the meetings should be evaluated against predetermined objectives.

i) Any other item (please specify)

6. What information do sales letters provide you?

7. What additional information do you consider should be included in the sales letters to increase their utility? Please tick the appropriate:

   a) Information about competitive activity

   b) Comparative sales figures

   c) Suggestions on sales presentations

   d) Results against targets, by individual territory

   e) More advanced notice of changes in the prices of company's products
f) Information about future sales policies etc.,

g) Information about promotion vacancies

h) The letters should be made more personal

i) No further information required

j) Any other (please specify)

8. Does your company hold sales contests?
   Yes [ ]  No [ ]

9. How important are the following factors related to your job? (Distribute 100 points among the eight elements, more the points more the importance)

   Pay [ ]
   Opportunity for promotion [ ]
   Supervision [ ]
   Relations with co-employees [ ]
   Relations with customers [ ]
   Nature of work [ ]
   Sales training and home office support [ ]
   Top management and the company [ ]

10. Please read the following questions and provide answers. On a five point scale circle a number that best represents your views. 5-perfectly clear 4-clear 3-some what clear, 2-less clear 1-not at all clear.
a) How clear are you about the limits of your authority in your present job?  
5 4 3 2 1

b) Do you feel you are always as clear as you would like to be about what you have to do on your job?  
5 4 3 2 1

c) Do you feel you are always as clear as you would like to be about how you are supposed to do things on your job?  
5 4 3 2 1

d) In general, how clearly defined are the policies and the various rules, procedures and regulations of the company that affect your job?  
5 4 3 2 1

e) In general, how clearly defined are the rules, policies, and procedures of your department that affect your job?  
5 4 3 2 1

11. In your opinion, is the sales force turnover in your company high? If yes, can you state reasons?

12. To what extent the following statements are applicable to you? Please circle a number that best represents your feelings. 5 - strongly agree, 4-agree, 3-undecided, 2-disagree, 1-strongly disagree.
The most important thing that happened to me is my job 5 4 3 2 1
The major satisfaction in my life comes from my job 5 4 3 2 1
I am very much involved personally in my work 5 4 3 2 1
I am really a perfectionist about my work 5 4 3 2 1
Most things in life are more important than work 5 4 3 2 1
I live, eat and breathe my job 5 4 3 2 1

13. Given below are the various factors related to your job. For each of such factors indicate your degree of expected satisfaction and actual satisfaction in your present company on a five point scale

5-very much, 4-much, 3-average, 2-less, 1-very less.

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<thead>
<tr>
<th>Factors</th>
<th>Expected satisfaction</th>
<th>Actual Satisfaction</th>
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<tbody>
<tr>
<td>Pay</td>
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<td>Opportunity for promotion</td>
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PART D: PERFORMANCE APPRAISAL AND CONTROL SYSTEMS

1. How frequently do you like your performance to be appraised?
   - Once a year [ ]
   - Twice a year [ ]
   - Thrice a year [ ]
   - Four times a year [ ]

2. What are the evaluation criteria made use by your company to appraise your performance? Please check items applicable.
   - Accomplishment of sales targets [ ]
   - Meeting budget quotas (expense and/or profit quota) [ ]
   - Average number of calls per day [ ]
   - Effectiveness with sales promotion programmes [ ]
   - Preparation of the required reports and records [ ]
   - Quality of feedback information [ ]
   - Knowledge of competition [ ]
   - Knowledge of company products [ ]
   - Human relations ability [ ]
   - Planning ability [ ]
   - Communication ability [ ]
   - Job attitudes [ ]
   - Attitude towards management [ ]
   - Any other, please specify [ ]
3. Do you think they are appropriate? ( ) Yes  ( ) No

If No, what are your suggestions?

4. Do you receive whole or part of the appraisal information?

Yes ( ) No ( )

If yes, what is the system of reporting back the appraisal information in your organisation. Check items applicable.

[ ] A formal evaluation interview is conducted to discuss the results with each assessee individually

[ ] Superior of the assessee talks informally to him/her about the appraisal results.

[ ] A part of the appraisal form is filled in by the assessee himself.

[ ] Any other, please specify.

5. To what extent the present appraisal system is effective and what further changes do you think should be brought in?

6. What are the types of quotas set for field sales persons in your organisation?

Please give weightage by distributing 100 points among the following. More the number more the weightage.
a. Sales Quota

Yes/No

b. Budget Quota

1. Expense quota

Yes/No

2. Profit quota

Yes/No

c. Activity Quota

1. Calls per day

Yes/No

2. No. of new accounts

Yes/No

3. Any other, please specify

Yes/No

7. Are you invited to participate in the process of determining quotas?

Yes [ ] No [ ]

8. How often do your seniors accompany you in the field and make calls with you?

[ ] at a regular interval [ ] whenever the need arises

[ ] occasionally [ ] not as often as they should

9. Kindly read the following statements and indicate to what extent they are agreeable to you by circling a number on the 5 point scale: 5-strongly agree, 4-agree, 3-undecided, 2-disagree, 1-strongly disagree.
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>a)</td>
<td>In my job I am often unclear as to how well I have done in the eyes of my superior</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>b)</td>
<td>In my job I am clear on the relative importance of the goals expected of me by my superior</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>c)</td>
<td>In my job I am clear on the results</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>d)</td>
<td>In my job I am relatively well rewarded financially</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>e)</td>
<td>In my job I find a close relationship between excellence of job performance and rewards received</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>f)</td>
<td>In my job I have a great deal of incentive to try to do better</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>g)</td>
<td>In my job I have a promotion system that helps the best men to rise to the top</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>h)</td>
<td>In my job I am challenged by the work most of the time</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>i)</td>
<td>In my job I have little control and final say (about my job)</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>j)</td>
<td>In my job I am allowed to be creative and use my own ideas if I wish</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>k)</td>
<td>In my job I do not need to develop new ideas</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>l)</td>
<td>In my job I have control over the means of accomplishing the job goals</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<tr>
<td>m)</td>
<td>In my job I do influence my superiors in setting the goals/standards for me</td>
<td>5</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>n)</td>
<td>I respect my sales manager’s knowledge and</td>
<td>5</td>
<td>4</td>
<td>3</td>
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</tbody>
</table>
good judgment because he/she is well trained

c) I like my sales manager personally and I regard him/her as a friend 5 4 3 2 1

d) My sales manager has a legitimate right considering his/her position to expect that his/her suggestions are followed 5 4 3 2 1

e) My sales manager is in a good position to recommend promotions or permit special privileges for me 5 4 3 2 1

r) My sales manager apply pressure to enforce his/her suggestions if they are not carried out fully and properly 5 4 3 2 1

10. How much score on a 0-100 points scale you award to your performance?
Place the same in the parentheses given [ ]

11. Which one of the following statements best describes your present view?
[ ] Prefer not to work in this company
[ ] Undecided
[ ] Prefer to work in this company