

## THE IMPACT OF OUTCOME AND BEHAVIORAL PERFORMANCE ON SALE FORCES PERFORMANCE

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### Abstract

The organization is a social institution with objective and system that due to a series of structure of conscious done specific activities . This study is descriptive-analytical and based on objective is applied. The statistical population of this research is 151 sale forces in industrial cities companies of Ardabil (Iran) and 108 sale forces as the sample size were selected. Sample method is Simple random. Questionnaire was used to collect data. Content method was used to determine the validity of questionnaires and Cronbach's alpha coefficient was used for reliability that was obtained greater than 70%, thus questionnaire is reliable. In this research, for statistical data analysis was used descriptive statistics and inferential statistical methods. The result of research show that performance of outcome and behavioral have impact on performance qualities of sale forces in industrial cities companies of Ardabil.

Keywords: Outcome Performance, Behavioral Performance, Sale forces Performance

### 1. Introduction

In the current situation, with increasing competition in most industries, reaching saturation stage, increasing international exchanges, the influx of imported products and the price pressure, front-line sales organization dealing with customers. Given the importance and sensitivity of the sales department, sales department staff effectiveness has considered. In the area of sales management, personnel management of sale department are the most important issues in the management of companies marketing. The main subject of this study is control applied by staff management of sale department in order to achieve maximum sale department performance. According to the studies and texts in the field and issues facing managers of Sale, sale department staff controlling is engaged mind of sales managers in marketing.

The organization is a social institution with objective and system that due to a series of structure of conscious done specific activities. Among the resources available in organizations, many researchers have pointed to the importance of human resources in organizations follows: Boxal & et al (2007) stated that “most important asset of any the organization is entered the early morning and will exited in the end time.

Considering most important feature of competitive world is change, organizations and companies are forced to rely on the organization individuals as the most important asset to their organization encourage understand, comprehend, providing knowledge and new ideas and used scientific ideas in advance of the organization intention. In today's competitive business environment, are major scrambling and concern of organizations forms in order to survive, pervasive development. In line with this objective, issues related to performance and evaluation practices , manage and improve it at the unit level and at the level of managers and personnel is one major issue in management.

With increasing competition and expanding methods of human resource development, organizations are trying to retain their talented personnel and to empowerment them so they can have a high performance because each organization to educate, train and prepare its employees for productivity and efficiency spent many cost and with the loss of valuable forces, will losses skills and experience that was obtained during the years. Since organizations are looking to increase the performance and optimization of affairs therefore, the first step should increase employee performance.

Today, evaluation of performance considers as one of the most important tools for improving the performance, employee productivity and the organization in addition to administrative purposes in the organization. Most of measurements consider improving productivity and personnel development as the most important target.

## **2. Literature Review**

Organizations to develop and to achieve career determined targets need to be aware of its location. This awareness causes that be aware of strengths and weaknesses their behavior and performance and apply Measures necessary for greater effectiveness in their efforts. In this section, some of departments are more sensitive such sales.

Hence nowadays management staff of sales department has a challenge more than ever before (Miao et al, 2012). On the other hand, problems and issues of personnel management, in sales department according to industry type, entry competitors and exit market from exclusive mode are enhanced. In the current business environment of Iran despite changes in all elements of market and increased competition, the need for this has shown greater. Organizations spend millions of dollars to increase performance. Performance is a multidimensional; sale forces performance has been divided in some research and in others has been proposed as a whole. One of the cited researches in this field has been carried out in 1984 by Behrman & Perreault that continue to be studied by many researchers. One reason for the inconsistency in perceptions affect job on performance is due to separation lack of performance. In this study, performance of sale forces based on division of Behrman & Perreault divided into two main parts: behaviour and outcome (performance objective sale).

Previous studies show that if the sale forces is involved in research orientation, will effect on sales performance (Plouffe & et al, 2010). Sales department staff performance reviews is to assess content of the behavioural and outputs performance. Behaviour performance is assessment of strategies and activities of sales department staff in job duties and responsibilities. Behavioural performance measurement focuses on how to sales department staff activities (Baldauf& et al, 2001).

### **2.1. Performance of Sale Forces**

Motivation of sale forces is one of the most popular topics in the literature of sales because their motivation is intrinsic cognitive mental state that a person will motivate to perform a particular behavior and motivating the sale forces has directly related to job performance of

sale forces (Moberg and Leasher, 2011, p.145). Profitably from the sale of goods - including goods and services is the main reason for establishing company's business and having empowerment sale forces and creative in establishing and maintaining long-term relationships with customers as well as introduce and sell the company's products has a very key role in the profitably, growth and survival . As successful work performance of sale forces could result in development of the business, it also poor performance means loss of human capital, financial, social, and ultimately a loss of customer business. Attention to effective factors on sales performance with goal of identifying strengthen method always has been the focus of research; however, information about mentioned factors is not converge. Importance of performance is due to its role in developing and improving the organization and also health and wellbeing workforce. The performance and effectiveness of sale forces impact effectiveness of company performance that the company's future is depends on it and its measurement can analyze activities and develops it (Kuster and canales, 2011, p.297). One of the key issues that arise in connection with the management of the sale forces is how to improve sale forces performance in industrial markets. Approach to answering this question is to discern the factors that explain performance the sale forces . In Research, various factors such as job satisfaction, job involvement, customer orientation are the factors that are described percentage of performance variable (Singh and Abraham, 2010, p.535).

Sale forces performance qualities is evaluation of achieving defined goals based on sales strategies and objectives defined by the sales managers for them that intended efficiency and effectiveness of performance (Baldauf,2001). It will be measured with factors such as identifying and meeting the needs of the customer, persuade customer in understanding needs and considering them, contact the customer to attract customers, providing solutions for clients to meet their needs. Annually in America Companies are spending \$ 7 million to train your sale forces due to its role in implementing the strategy of organizational marketing (Steward et al, 2009, p.463).

Futrell considers the following reasons for measuring performance of sellers:

- 1 - Identify and resolve defects
- 2 - The development of programs
- 3 - a feedback system
- 4 - Setting goals for the future
- 5 - Protection of employees fairly
- 6 - Appropriate and effective incentives
- 7 - Imposing fines in cases of low activity and negligence
- 8 - Design jobs
- 9 - promotion
- 10 - Teaching in improving resolve defects

## **2.2. Behavioral Performance of Sale**

Behavior in behavioral performance structure includes activities related supply and responsibilities of the sale forces that are: knowledge about product features and functions, determine the causes of success and failure in the product market and up to date various information about corporate and market. Behavioral performance of sale is base of objective performance and outcome of sale. If the sale forces have been enough information about the product and company, it will sell better. Behavioral performance of the sale forces include series of activities that is related to directly or indirectly with the sale and effect personal

goals and organizational objectives (Kuster and Canales, 2008, p. 300). Behavioral performance has implications for how multiple activities of the sale forces when they perform their job responsibilities. Sale forces compared with the results of their efforts has more control over their activities such as the use of technical knowledge, adaptive sales, systems work, creating and providing sales and planning sales programs and Sales support (Baldauf and Carvens, 2002, p. 1370).

Behavioral performance is evaluating activities and strategies of sale forces in job duties and responsibilities. In evaluating behavioral performance is focus on how do the activities of the sales personnel (Baldauf, 2001) that is measured with parameters involved in teamwork, employee performance with sales planning, sales display quality, and participation in job training.

### **2.3. Outcome Performance of Sale**

Behavioural performance is spent force and activities of sale forces in their jobs. Outcome performance stated the share of sale forces efficiency in organizational goals. Results of effort, skill and exist efficiency (such as sales, new customers) are outcome performance. Higher behavioural performance leads to a higher outcome performance (Baldauf and Carvens, 2002, p. 1370). Outcome performance has positive impact on sales effectiveness. Sale forces are responsible for implementing strategies to achieve organizational effectiveness of sale (Kuster and Canales, 2008. p. 300).

Outcome performance include sale forces share from outcomes and organizational objectives. Outcome performance of sale forces considers as A consequence from efforts and abilities of sales and attracts new customers that be measured with factors such as the share of employees in achieving organizational goals, employee performance to attract customers, the ability of employees in selling products.

According to subjects expressed the research hypotheses are presented as follows:

- 1. Outcome performance has impact on performance qualities of sale forces in Industrial cities Companies of Ardabil.*
- 2. Behavioral performance has impact on performance qualities of sale forces in Industrial cities Companies of Ardabil.*

### **3. Research Methodology**

This study based on the design is descriptive-analytical and based on objective is applied. The statistical population of this research is 151 sale forces in industrial cities companies of Ardabil and 108 sale forces as the sample size were selected. Sample method is simple random. Questionnaires were used to collect data. Content method was used to determine the validity of questionnaires and Cronbach's alpha coefficient was used for reliability that was obtained greater than 70%, thus questionnaire is reliable. In this research, for statistical data analysis was used descriptive statistics and inferential statistical methods.

#### 4. Data Analysis

Table 1) summary of testing hypotheses

Hypotheses	Estimated standard	t-value	Result
1. Outcome performance has impact on performance qualities of sale forces in industrial cities companies of Ardabil.	0/32	3/29	Confirmed
2. Behavioural performance has impact on performance qualities of sale forces in industrial cities companies of Ardabil.	0/76	5/96	Confirmed

In first hypothesis t-value is 3/29 and significant relationships can be accepted and amount of outcome performance on performance qualities of sales is equal to 0/32. Thus outcome performance has impact on performance qualities of sale forces in industrial cities companies of Ardabil.

In second hypothesis t-value is 5/96 and significant relationships can be accepted and amount of Behavioral performance on performance qualities of sales is equal to 0/76. Thus outcome performance has impact on performance qualities of sale forces in industrial cities companies of Ardabil and also it can be said that Behavioral performance has a greater impact than outcome performance on performance qualities of sale forces.

#### 5. Conclusions and Recommendations

The result of research show that performance of outcome and behavioral have impact on performance qualities of sale forces in industrial cities companies of Ardabil. Recommendations of this study are intended according to the results and purposes and based on the analysis of the questionnaire is as follows:

Result of research show that behavioral performance has impact on performance of sale forces. In order to enhance Behavioral performance can used also other factors encouraging like an empowered communication with customers and partners, and Total Quality Management techniques in the field of human resources. In this regard, it is recommended that sale forces have been actively involved in job training, Improvements quality of sales displays and Learn doing teamwork very well.

It is also recommended to Managers that Employee performance in terms of attracting new customers evaluated periodically and during possible mechanism determine the share of sale forces to goals of the organization.

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