



STUDY ON CONSTRUCTIVE FACTORS INFLUENCING JOB SATISFACTION OF SALES EXECUTIVES

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Abstract

*Sales executives effectively play an important role in sales generation and the revenue profile of an organization. The sales executives offer the goods and services to the customers directly. They should have interpersonal skills, marketing skills and exceptional strategic talents to meet or exceed the sales objectives. The following are the objectives of the study i. to assess job satisfaction of the sales executives of Maruti Car; ii. to assess the degree of association between Maruti car and job satisfaction of the sales executives. **The structured questionnaire is used to collect the data from the sample respondents. Fifty sales executives are selected including males and females as sample for this study. Random sampling method is used to collect the data from the sales executives. The data is entered in the master table using MS Excel and then uploaded to SPSS 20 to do the Factor Analysis, Correlation and Regression analysis. This study has found that among all the determinants the monetary benefits are highly associated with job satisfaction. If the sales executives get satisfied in their monetary benefits, it results in good sales and the management can reach their task successfully through their sales executives. Hence the management has to work out an effective salary system to retain and satisfy the sales executives.***



Introduction

Sales executives effectively play an important role in sales generation and the revenue profile of an organization. Their job involves meeting sales targets, achievements, searching for and retaining customers which may be strenuous and may affect job satisfaction. The sales executives offer the goods and services to the customers directly. They sales executives should possess and exercise multiple skills better than the other leader in the organization; only then their job will be effective. They need interpersonal skills, marketing skills and exceptional strategic talents to meet or exceed the sales objectives (John Meeker). The sales executives work at the boundary between the firm and its environment. This job is entirely incompatible with other groups within and outside the firm. The sales executives' role is very important in the revenue generation activities of the firm (Churchill, Ford and Walker, 1974). The sales executives have the talent to know the customers' expectation and their buying capacity through interaction. The sales executives get the feed back from the customers and convey it to the organization; this will help the organization to update or change the products without conducting research.

Therefore, job satisfaction of the sales executives has much attraction for the researcher to conduct the research in the marketing and sales area over the last thirty years (Churchill, Ford and Walker, 1976; Pettijohn, Pettijohn and Taylor, 2007). This review examines the extensive empirical literature regarding sales executives' job satisfaction and its associated factors.

Concepts of Job Satisfaction

Job satisfaction is the attitudinal variable which indicates the extent to which people like their jobs (Spector, 1997). Job satisfaction is defined as pleasurable or positive emotional reaction to a person's job experiences. People who are satisfied with their work perform efficiently and productively for the company. They possess a greater sense of responsibility and exhibit commitment to contribute something for the success of the business (Cook, 2008).



J.P. Wanous and E.E. Lawler (1972) refer to job satisfaction as the sum of job facet satisfaction across all facets of a job. The traditional model of job satisfaction focuses on all the feelings about job of an individual.

Abraham Maslow (1954) suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

In contrast to the traditional view, Herzberg and Mausner (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. This theory proposed that there are two different categories of needs, viz., intrinsic (motivators) and extrinsic (hygiene) factors. Intrinsic factors are related to the job itself and extrinsic factors are closely related to the environment and condition of the work. Intrinsic factors seem to influence positively job satisfaction. The motivators included growth and development, responsibility for work, challenging, recognition, and advancement. In other words, the hygiene related to job satisfaction included company policy, efficient leadership, administration, supervision, salary, interpersonal relations and working conditions. Thus Herzberg and Mausner's Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and formed a basis for the development of job satisfaction assessment.

Thus job satisfaction is the effective orientation that an employee has towards his or her work (Price, 2001). However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. (Lu, While, and Barriball, 2005). Improving job satisfaction may lead to better human relations and organization's growth by creating a win-win situation. Based on the review of the most popular job



satisfaction instruments, Spector (1997) summarized the facets of job satisfaction as follows: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision.

Review of Literature

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. **Dawis and Lofquist** (1984) defined job satisfaction as the result of the worker's appraisal of the degree to which the work environment fulfils the individual's needs. In the words of **Clark**, (1998), "Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy [of a good job] allows a start to be made on such questions as 'In what respects are older workers' jobs better than those of younger workers?' (and vice versa), 'Who has the good jobs?' and 'Are good jobs being replaced by bad jobs?'. In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers' decisions about whether to work or not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction." **George et al.**, (2008) Job satisfaction is the collection of feelings and beliefs that people have about their current job. The degree of people's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes towards their jobs as a whole, people can also have attitudes towards various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates, and their pay. **Davis & Newstrom** (1989): Job satisfaction can be regarded as one aspect of life satisfaction; experiences on the job influence perceptions of the job, and vice versa. **Cranny, Smith, & Stone**(1992): Managers, supervisors, human resource specialists, employees, and citizens in general are all concerned with ways of improving job satisfaction.



Research Problem

The sales force is important to increase the sales and profits. The organization should conduct more motivational programmes to retain the sales force and to increase the sales. The sales force may get frustrated easily because of poor sales. The sales force should have personal interest in sales and should be trained for self motivation; otherwise they cannot work. The sales force of two wheelers and four wheelers is entirely different from that of other products. The other products may be stored in the shops. While the other retailers can dump the products, the two and four wheeler are an exception to this. An effective sales force is needed to increase the sales. It differs from that of fast moving consumer goods; the customer may not come to the show room for frequent purchase of two and four wheelers. Nowadays two wheelers are unavoidable / basic vehicles but the four wheelers are a luxury. Selling of four wheelers is a very tough job of the sales executives. The organization's duty is to satisfy their sales executives through monetary and non-monetary benefits. This study is important to know the job satisfaction of the sales executives of four wheelers in Coimbatore.

The study has tried to answer the following questions:

1. To what extent are the sales executives of Maruti Car in Coimbatore satisfied?
2. What are the factors that cause job satisfaction of sales executives of Maruti Car?

Objectives

The following are the objectives of the study:

- To assess the job satisfaction of the sales executives of Maruti Car
- To assess the degree of association between Maruti car and job satisfaction of the sales executives.

Methodology

Survey Instrument

The structured questionnaire is used to collect the data from the sample respondents. The variables were formed based on the published journals and magazines. Likert five point scale is used to measure the job satisfaction of the sales



executives. Each item related to employee satisfaction context was rated on a five-point scale, ranging from “highly satisfied” to “highly dissatisfied”. The data is entered in the master table using MS Excel and then uploaded to SPSS 20 to do the Factor Analysis, Correlation and Regression analysis. More than 30 variables were developed by the researcher and finally they are reduced to 30. Factor Analysis is used to group the variable. The 3 major dimensions finalized through factor analysis are: i. Product and dealer, ii. Interpersonal relationship and iii. Monetary benefits.

SAMPLE

There are four Maruti Suzuki dealers available in Coimbatore city. More than 50 sales executives are working in each of the above four Maruti Car dealers. A total of 265 sales executives are working for the four dealers. The majority of the sales executives are male. Only 3 to 5 sales executives are female in each show room. Only four female sales executives are taken from each show room for this study. Fifty sales executives are selected including male and female as sample for this study. Random sampling method is used to collect the data from the sales executives in the month of July to August 2014.

Table 1 : Gender of the Respondents

Sl. No.	Gend	Number of respondents	Percentage
1	Male	46	92.00
2	Female	4	8.00
Total		50	100

Source : Survey Data

Forty six (92.00%) respondents are male and the remaining four (8.00%) respondents are female. The majority of the respondents are male. In all the show rooms the majority of the respondents are only male.

**Table 2 : Age group of the Respondents**

Sl. No.	Age	Number of respondents	Percentage
1	Up to 30 years	18	36.00
2	31 to 45 years	24	48.00
3	Above 45 years	8	16.00
		50	100

Source : Survey Data

There are eighteen (36.00%) respondents that come under the age group of up to 30 years. Twenty four (48.00%) respondents come under the age group of 31 years to 45 years. The remaining eight (16.00%) respondents come under the age group of above 45 years. The majority of the respondents are between thirty one and forty five years.

Table 3 : Marital Status of the Respondents

Sl. No.	Marital Status	Number of respondents	Percentage
1	Married	28	56.00
2	Unmarried	22	44.00
	Total	50	100

Source : Survey Data

Majority of the respondents in the sales team are married. There are twenty eight (56.00%) respondents who are married and the remaining twenty two (44.00%) respondents are unmarried.

**Table 4 : Educational Qualification**

Sl. No.	Educational Qualification	Number of respondents	Percentage
1	Under Graduate	34	68.00
2	Post Graduate	08	16.00
3	Diploma	06	12.00
4	Others	02	4.00
Total		50	100

Source : Survey Data

The sales executives' educational qualification plays an important role, because they have to meet both educated and uneducated people in the sales field. Thirty four (68.00%) respondents have done undergraduate programme. Eight (16.00%) respondents have done post-graduate programme. Six (12.00%) respondents have diploma level education and the remaining two respondents have done some other studies. The majority of the respondents have done their undergraduate programme.

Table 5 : Designation of the Respondents

Sl. No.	Designation	Number of respondents	Percentage
1	Field Sales Executives	38	76.00
2	Direct Sales Executives	12	24.00
Total		50	100

Source : Survey Data

There are two types of designation designed by the company viz., field sales executives and direct sales executives. Out of the fifty sample respondents thirty eight (76.00%) respondents are working as field sales executives and the remaining twelve (24.00%) are working as direct sales executives. The majority of the respondents are working as field sales executives.



Table 6 : Constructive Factors with regard to Job Satisfaction of the sales executives of Maruti car

Factors	String	Factors Loadings	
Product and Dealers	Work Environment	0.693	
	Stationery availability	0.719	
	Car availability for test drive	0.694	
	Work life balance	0.732	
	Award and Encouragement	0.702	
	Product (Car)	0.783	
	Work Timing	0.770	
	Sales Target	0.805	
	Leader follow up	0.766	
	Leader Encouragement	0.821	
	Co worker support/ help	0.657	
	Back office support	0.763	
	Recognition by the society	0.814	
	Team Work	0.658	
Relationship with senior	0.757	2.048	6.828
Relationship with junior	0.805		
Relationship with your leader	0.803		
Relationship with office staff	0.745		
Relationship with Manager	0.751		



Orientation programme	0.767		
Motivation seminar	0.711		
Recognition by Maruti	0.715		
Recognition by Manager	0.689		
Recognition by Leader	0.616		
Salary	0.627	1.065	3.550
	0.688		
Incentive – Finance	0.742		
Reward	0.741		
	Uniform	0.700	
	System of Incentive	0.521	

Result and Discussion

Overall Satisfaction of the Sales Executives

One sample t-test is used to measure the overall customer satisfaction of the sales executives. The assumption of normality was examined by one sample Kolmogorov-Smirnov (KS) test for applying parametric test on the overall satisfaction. It can be seen from Table 1 that a two-sided asymptotic significance (p-value) in one sample KS test is more than 0.05 (at 5% significance) for overall satisfaction, hence it does not reveal the violation of normality and can be used in parametric test procedure (Carver and Hash, 2010).

**Table 7 : Test for Normality for Overall Satisfaction**

Overall Satisfaction	Normal Parameters		Kolmogorov – Smirnov Z	Asymp. Sig. (2-tailed)
	Mean	Std. Deviation		
Overall Satisfaction	99.38	30.66	1.912	0.001

The test statistics of one sample t-test revealed that the overall satisfaction of sales executives significantly differs ($p < 0.000$) from the hypothesized test value (5.0); hence the mean for overall satisfaction (99.38) indicates that the sales executives are satisfied.

Table 8 : One-Sample Test

Overall Satisfaction	Test Value = 0					
	t-test	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	23.142	49	.000	99.380	90.75	108.01

Degree of Association Between Maruti Car and Job Satisfaction

The assessment of degree of association between Maruti car and the sales executives satisfaction was studied by computing the correlation coefficient between Job Satisfaction and each determinant of Maruti car. As Product and Dealers, Inter Personal Relationship and Monetary Benefits were found significantly different from the normal distribution (table); non-parametric test viz., Spearman rank correlation, is used to measure the strength of association.

Table 9 : Normality test of determinants

N-50	Product and Dealers	Inter Personal Relationship	Monetary Benefits
Kolmogorov-Smirnov Z	1.912	1.975	1.946
Asymp. Sig (2-tailed)	.001	.001	.001

Association Between Maruti Car And Js

Spearman rank correlation coefficients (r) between overall satisfaction of the sales executives and Product and Dealers, Inter Personal Relationship and Monetary Benefits are represented in the table below. It can be seen from the table that all the determinants of the sales executives are positively associated with job satisfaction and are also found significant at 1% alpha. The Monetary Benefits ($r = 0.841$, $p < 0.000$) are strongly associated with the overall satisfaction of the sales executives, followed by Product and Dealers ($r = 0.831$, $p < 0.000$) and Interpersonal Relationship ($r = 0.811$, $p < 0.000$).

Table 10 : Association between Maruti Car and JS

Determinants	Overall	Products and Dealers	Inter Personal Relationship	Monetary Benefits
Overall Satisfaction	1	.831**	.811**	.840**
Note : ** Correlation is significant at the 0.01 Level (2-tailed)				

Predicting Job Satisfaction and Identification of Relative Importance of Determinants

As represented in Table (above) all the determinants are significantly associated with JS and their relative importance in predicting the JS has also been examined by using multiple regression (Field 2009 and Carver and Nash(2010)). The overall satisfaction was considered as a dependent variable, while Product and dealers, Inter Personal Relationship and Monetary Benefits were considered as independent (predictors) variables to access multiple regression. The descriptive statistics Table (below) reveals mean and standard deviation of satisfaction with each determinant. It can be seen that the highest satisfaction belongs to Product and dealers (46.84), followed by Monetary Benefits (26.66) and Interpersonal Relationship (25.88).



Table 11 : Predicting Job Satisfaction and Identification of Relative Importance of Determinants

	Product and Dealers	Interpersonal Relationship	Monetary Benefits	Overall Satisfaction
Mean	46.84	25.88	26.66	99.38
Std. Deviation	14.781	8.422	8.891	30.366

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The following are the suggestions to the management to improve the job satisfaction of the sales executives and to increase the sales:

1. The organization should conduct motivational programmes periodically to retain the sales executives and for increasing the sales.
2. There should be regular meetings and gatherings of the sales executives with the top management personnel to share knowledge and information as well as to get the feedback and suggestions from the sales executives regarding customer expectations.
3. The organization should introduce attractive incentive structures, extra facilities and extra benefits to the sales executives to increase job satisfaction, which leads the sales executives to put more efforts for the overall growth of the organization.
4. The organization should provide public recognition of efforts and achievements, giving employees additional responsibilities and the freedom to take action, explaining why assignments are important for the attainment of the goals.
5. The organization should frequently arrange for programmes on job training to sharpen the knowledge of the sales executives, to handle new situations and to offer tips for achieving the sales target which leads to more job satisfaction, as incentives are purely based on the achievements.
6. It is advisable that human resource management should put in more efforts to promote gender diversity in the automobile industry by designating more female sales executives.



Conclusion

In the current scenario the automobile market is very competitive and there is a large number of manufacturers and products. The vehicle finance, attractive rate of interest and convenient instalments are the main reasons for the impressive growth of passenger car industry. Maruti Suzuki India Limited is a leading company in the Indian Automobile sector because of innovative strategies, marketing, promotional activities, Brand positioning, advertising strategies (Dr.M.A.Lokhande1, Vishal Sunil Rana, 2013). A rapid growth of the industry requires the sales executives to be capable of making change in their way of working. The important challenges of the management are to implement the effective human development strategies to enhance the organizational performance and accountability (Singh Anitha, 2012). In this study thirty variables are identified which influence the job satisfaction of the sales executives. Factor analysis is used to group the variables; the total variables are grouped into three categories. The one sample t-test is used to find out the mean and the significant level of the overall job satisfaction. The normality test determinants are used to find out the Kolmogorov-Smirnov Z of the three determinants viz., product and dealers, interpersonal relationship and monetary benefits. The spearman rank correlation is used to know the determinants that influence the overall job satisfaction. The monetary benefit is strongly associated with the overall job satisfaction of sales executives. The monetary benefits have highly motivated the staff to attain their task. Motivating the sales executives is not an easy job, because the sales executives have to find new customers to sell the products; at the same time they have to follow the existing customers to get new contacts. This study has found that among all the determinants the monetary benefits are highly associated with job satisfaction. If the sales executives get satisfied with their monetary benefits, this results in good sales and the management can reach its target successfully through its sales executives. Hence the management has to work out an effective salary system to retain and satisfy the sales executives.

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