IMPACT OF SALESFORCE MOTIVATION PERFORMANCE: THAILAND'S AUTOMOBILE INDUSTRY

[1]SIRINTHORN SETTHAWIRIYATHADA, [2]PRIN LAKSITAMAS

[1,2]Business Administration (Marketing), Siam University of Thailand
E-mail: [1]sirinthorn.up@gmail.com, [2]mark1@siam.edu

Abstract - The purpose of this study was to examine the impact of internal and external motivational factors on performance at the level of behavior among generation Ysalesforce. At first, the study aimed to identify and determine which of the internal and external factors affect much to the motivation of the salesforce and on the other hand, how motivation affects the behavioral performance and results. The results of this study on these variables have important practical implications at the organizational level. The study carried out in the Thailand's automobile sector focuses on the salesforce as the salesforce is considered a competitive advantage. A quantitative survey was conducted by distributing a questionnaire to a sample of 400 salesforces working in Thailand's automobile industry. The results showed that the internal factors that best explain salesforce motivation were leading salesforce advancement and career growth and job recognition. External factors that best explain salesforce motivation are salaries and rewards training and development of sales force.

Keywords - Motivation, Generation Y, Salesforce, External Factors, Internal Factors

I. INTRODUCTION

Customers today are increasingly demanding and increasingly informed and face a wide range of alternatives that can meet their needs and requirements (Drummond-Dinn Denyse, 2018). In this context, the success of organizations is increasingly dependent on management and leadership of salesforce, including their motivated retention (Huy and Shipilow, 2012).

Salesforce are the most visible representatives of companies and often the only ones who are in direct contact with customers (Columbus, 2016). Therefore, the salesforce of companies play a key role in diagnosing customer needs, developing customer confidence, and strengthening trade relations (Akshay, 2017). Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. Managers need to remember that salesforce are motivated by a mix of factors and not just from external or internal motivators (Manion, 2005, p. 283).

This gives sales managers the opportunity for a salesforce reorganization (Manion, 2005, p. 283). Rodrigues, Guerra and Camara (1997) point out that managers must recognize that success comes not only from advanced technology, financial bases, and competitive positions in the market, but also from motivated employees with the right professional skills that contribute to performance their productivity and high productivity. Performance is a decisive measure in the function of the sales department in an organization.
The salesforce is seen and studied in two aspects: first, assessing the behavior of the salesforce in the context of achieving the goals of the organization (behavioral performance) (Churchill et al., 1993)

including sales calls, bids made and customer meetings as well as the current level of sales achieved (Production performance) (Fraenkel, 2016) and the performance of the results that consists of the results attributable to sellers, such as traditional sales metrics, market share, new accounts, and other achievements (Chic, 2014).
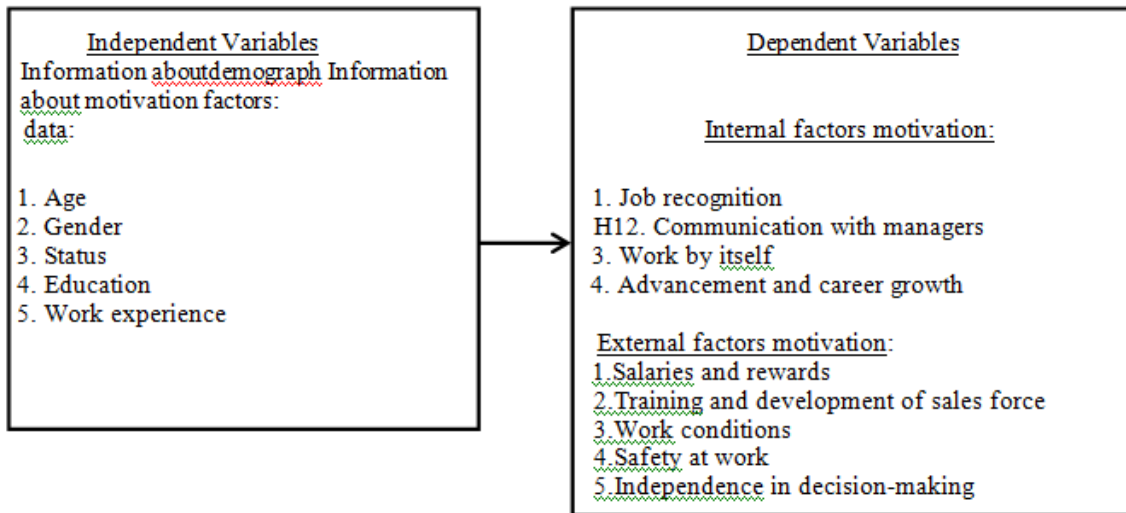
Behavioral performance in this study has been analyzed by focusing on these factors: product knowledge, adaptive behavior, group work, communication with the leader, handling complaints, customer relationship, customer orientation, sales planning, and fulfillment results.
The salesforce's performance is defined as the evaluation of the behavior of the salesforce (ie, tasks consuming effort during the realization of the work), in the context of the return on the achievement of the organization's objectives (Fraenkel, 2016).

The study based on general outline of the performance components and the performance results of the salesforce can be described as behavioral performance including product knowledge, adaptive behavior, group work, communication with the leader, handling complaints, customer orientation, sales planning, fulfillment results (Hoxhaj, 2018). Piercy et al. (2011) and Rouzies and Macquin (2003) argue that if sales management practices are modified to maintain or increase salesforce motivation, the result will be high sales performance.

The internal and external motivational factors in sales identified by Hoxhaj (2018) refers that internal factors motivation in sales: Job recognition communication with managers, work by itself advancement and career growth, and external factors motivation in sales: salaries and rewards, training and development of salesforce, work conditions, safety at work, independence in decision-making.

II. RESEARCH FRAMEWORK

Independent Variables
Information aboutdemograph Information about motivation factors: data:
1. Age
2. Gender
3. Status
4. Education
5. Work experience

Dependent Variables
Internal factors motivation:
1. Job recognition
H12. Communication with managers
3. Work by itself
4. Advancement and career growth
External factors motivation:
1.Salaries and rewards
2.Training and development of sales force
3.Work conditions
4.Safety at work
5.Independence in decision-making

III. METHODOLOGY

For the realization of this study, quantitative research methods were used. Population of this study includes the salesforce employed in the automobile sector in. For the definition of the population taken in the study, the formula prepared by Yamane (1967) was selected.

$$n = \frac{N}{1+N(e^2)}$$

Where: n = sample size size e = error limit N = population size resulting from a sample of 400 surveyed salesforce. A structured questionnaire divided into two sections was used to accomplish this research. First section includes information about demographic data such as; age, gender, status, education, work experience. The second section seeks to gather information about external and internal motivation factors.

IV. ANALYSIS AND RESULTS

From the study resulted that: 29% were male, 71% female, with aged between 17-29 years representing the majority of respondents (51.5%). Most respondents were single (64%). Regarding qualifications respondents reported havingless than bachelor degree (50.8%), bachelor degree (47%) and equal to or higher than the master's degree (26.5%). Most respondents had less than 10 years of work experience. Rating 1 was placed with the factor the lowest average, while the 5 factor rating with the highest average. Table 1 shows the overall ranking of motivation factors by grouping all responses participants in the study.

Internal factors motivation	Importance (Percent)	Per person (N)	Average (Percent of Cases)
Job recognition	9.9	182	57.4
Communication with managers	6.0	110	34.7
Work by itself	9.8	181	57.1
Advancement and career growth	12.5	230	72.6
External factors motivation			
Salaries and rewards	14.8	273	86.1
Training and development of sales force	13.7	253	79.8
Work conditions	12.1	223	70.3
Safety at work	11.7	215	67.8
Independence in decision-making	9.5	176	55.5

Table 1: Overall ranking of motivation factors

V. CONCLUSIONS

The conclusions drawn from this study are important in the application aspect mainly for the automobile industry's salesforce managers in Thailand, but also believe that the results may also be of interest to managers working in other service sectors, given that a motivated salesforce is a common goal of management. The limitation of this research consists of the size of the study population. Future research can also apply this study to other service sectors at the comparative level. Moreover, managers can use

these data to optimize the organization of their policies and strategies in order to motivate and increase the performance of their salesforce. The results of the research indicate that the internal variables that best explain motivation are advancement and career growth and job recognition. The external variables that best explain motivation are salaries and rewards training and development of sales force. The results also indicate that internal and external factors such as: Communication with managers, work by itself, work conditions, safety at work and independence in decision-making play a significant role in the salesforce motivation. This study once again confirms that if sales management practices are modified to maintain or increase employee motivation, the result will be high sales performance.

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