

SALES MANAGER CHARACTERISTICS IMPACT ON SALES PERSON**M. Pangrikar**

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ABSTRACT

The role of sales manager has become more important for the success of the organization due to the rapidly changing business environment and large scale sales autonomy. We know that the behaviour of their sales manager affects vendors' acceptance of their organizational goals and willingness to cooperate in achieving their goals. The purpose of this study is to identify the characteristics of specific sales managers that influence their relationships with the people in their sales. More specifically, we examine how the ability, reliability, and thoughtfulness of sales managers influence salespeople's trust and commitment to sales managers. Using a sample of B2B sales places, the findings suggest that sales manager characteristics affect sellers' trust and commitment. In addition, there was a positive relationship of competence and reliability with the seller's trust and commitment to the manager, while the sales manager failed to show results on trust if considered.

Keywords: Sales-Manager, Sales Person, Sales, Behaviour, Business

Introduction

Does the sales manager purposely evaluate the sales staff? Or. Does their loving relationship with the sales staff influence these assessments? Consider the previous epigraph. First, the sales manager blames external factors for poor performance. Sales managers and salespersons are there to maintain a positive relationship, the latter, the sales manager points out defects and lack of competence for internal reasons. There is a negative relationship between this sales manager and the salesperson. Funnily enough, these different decisions are based on the same performance data. Of course, sales managers are always encouraged to aim to evaluate them.

Sales managers also rely on performance appraisals to guide their promotion, pay, training, and termination decisions. Thus, the sales manager's assessment, causation and their feedback are for the drive sales manager's assessment as well as the sales organization. Salesperson and organizational interest in sales manager appraisals reflect merit, fairness, and equity. Salespeople may ask, distort, or reject the Sales Manager's assessment and feedback based on their own personal bias and self-assessment. In this way, the acceptance of managerial feedback can be determined based on the sales manager's assessment and the process involved. Moreover Podsakoff and Mackenzie (1991 indicate) suggest that unfairness reduces sales

motivation, job satisfaction and organizational commitment. He argues that sales staff should be well-informed about the assessment feedback mechanism, especially if it involves subjective factors such as organizational citizenship and interrelated outcomes. They further point out that scarce resources and time then need to be spent on conflict resolution and organizational maintenance tasks if unfair injustices reduce organizational performance. Therefore, it is clear that it is beneficial to conduct research on the bottom and process involved in salesperson evaluation, work cause and feedback.

Managerial Behaviour

Many of the individual characteristics of managers help build value in relationships and help managers build positive relationships with their subordinate salespeople. When the individual characteristics of the manager are positively understood, the relationship between the manager and the subordinate is improved. These include being open and honest in communication, acting on promises or expectations, being aware of managerial positions, and expressing genuine concern for the health of their subordinates. If sales results affect social behaviour and interaction, researchers and practitioners need to look beyond the seller to identify factors that create a healthy relationship between sales managers and salespeople. The purpose of this study is to consider the individual characteristics of a sales

manager such as efficiency, reliability and results to be considered such as the reliability of the sales manager and the seller's commitment to the sales manager.

Although the importance of a manager's personal trait on the relationship between manager and subordinate is well examined in organizational behaviour research, not much research is done in the sales research domain. Due to the fact that the relationship between sales managers and salespeople has a significant impact on sales results such as ethical conduct, job performance, job satisfaction motivation and cooperation. Although research has focused on the salesperson-sales manager relationship, some have focused on identifying what the sales manager's characteristics effect on the sales manager's trust and commitment to the sales manager. This study contributes to the current literature on salesperson sales manager relationships by providing empirical evidence of how the sales manager's personal characteristics affect the seller's trust and commitment to the sales manager.

Due to the changing business environment, greater sales autonomy and geographical remoteness, the role of sales manager has become increasingly important for the success of the organization. From a managerial perspective vendors need to understand the internal relationship they have with their manager. These relationships not only affect the attitudes and behaviours of different sellers, but sales managers are ultimately responsible for the performance of the people in their sales.

Sales Persons Trust on their Manager

Interrelated beliefs can generally be interpreted as a belief in one's integrity, ability, character, and truth. Research has suggested that mutual trust is built through interactions between salespeople and their managers because they understand each other's motives and intentions. Faith is incomparable, which makes it difficult to define and often does not work as predicted in studies. Deutsche (1960) saw belief as an understanding of one's ability and purpose. Other researchers have examined believable traits and behaviours. Trust is defined as the desire to rely on an exchange partner, on whom one has confidence, the belief that the actions

of the other partner will meet one's needs in the future, the expectation that the other party member will coordinate, fulfil that responsibility. And relationships and people's words or promises are trustworthy so that they can fulfil their responsibilities.

Trust is an important factor in developing and maintaining a working relationship. This reflects the salespeople's feelings about their relationship and is usually developed as sellers seek and receive help from their managers. According to this study, the definition of trust is based on the words and actions of the sales manager, which explains the desire to sell. From this definition, trust is seen as trust or credibility which enhances credibility, which achieves the partner's skills, credibility or purpose. In the present context it is implied that managers will not betray their salespeople and their actions will reflect good judgment so as to protect the interests of others. Salespeople trust in their managers depends on their experience of interacting with them. It is built on the sales manager's trustworthiness, ability, and their understanding of the credible qualities of thought. Trust is formed when the virtues of trust are understood and when the people in the sale believe that these virtues will be used in future communications.

Commitment of Sales Person to their Manager

An explanation of the commitment in the relationship can be explained by the fact that the on-going relationship between each other is so important that it deserves maximum effort to maintain the relationship. This exchange is defined as a clear and unequivocal pledge of the relationship between the partners, and as a strong desire to maintain a valuable relationship, which will bring future value / benefits to the partners. This study defines the willingness to maintain a relationship with the seller and the commitment to cooperate with the sales manager to ensure that the relationship with the sales manager is maintained. In an organizational context, commitment is the recognition or recognition of an individual's affiliation with an organization and the willingness to make additional efforts to uphold that person's organizational goals and values. This is an

extension of the relationship between vendors and their managers, a commitment that attachments vendors have to their managers. When vendors are committed, they feel important in the relationship and look forward to working with their managers. People who feel more committed to each other are more likely to enjoy cooperating and interacting with each other. Salespeeps who are committed to their managers should value their relationship more and value it more. Therefore, the commitment that sellers feel about their managers is important to ensure long-term relationships and cooperation.

Sales Managers Personal Characteristics

For the purpose of this study, the personal character of a sales manager depends on how personal

1. **Competence:** The ability of a sales manager is defined as the ability of a manager and his desire to apply his knowledge and skills while performing his duties. Sales managers who know how to do your job and have the ability to implement that knowledge are understood to be capable. In the context of sales, the knowledge and skills of the sales manager related to specificity and competency are shown in the context of expectation and related performance that the manager is capable of and is able to do as expected. In short, managers get their positions based on their practical knowledge, experience and record of successful performance. Vendors expect their managers to demonstrate practical knowledge related to the purpose of the sale. Competent managers have a wealth of experience, good business and good decisions. In addition, competent managers have a good grasp of the capabilities and needs of their team and understand how the sales organization is integrated into the bigger picture.
2. **Dependability:** As defined here, the reliability of a sales manager is as long as they are consistent and predictable in their interactions with the people in their sales. Reliability features include consistency and predictability, indicating that the sales manager will always perform similarly when faced with a similar situation.

Dependence has been found to be an important measure of the evaluation of chiefs and employees. As a result, reliability is likely to have a positive effect on the desired results. Based on these reports, trusted managers are more willing to encourage productive behaviour from their subordinates to achieve sales objectives.

Consideration

The sales manager's thinking is interpreted in such a way that the manager cares about the individual needs of the salespeople. Sales managers provide vision and guidance to the sales force through encouragement and consideration. Subordinates think of their managers when they care about their well-being rather than working for purely opportunistic purposes. Considering managers identify their sales people as having different needs, wants and interests and will therefore be able to treat them in a way that reflects their well-being qualities such as competence, reliability and thinking are understood by their manager. Managers reveal their personal characteristics on the job through their behaviour and by interacting with others. These features provide vendors with the information they need to develop an accurate understanding of their managers.

Personal Characteristics of Sales Manager and Trust

Researchers have identified different characteristics and behaviours that affect employees' perceptions of managerial reliability. Research has suggested that mutual trust is built through interactions between salespeople and their managers because they understand each other's motives and intentions. Emerging from the social psychology literature, trust structures are formed over time in which the seller interacts with the manager to obtain a degree of observation and behaviour. Through these interactions vendors evaluate the individual characteristics of the manager. It is proposed that the salesperson-sales manager relationship is characterized by trust and is valued by the seller so that their managers will develop a willingness to commit themselves. Trust is an important factor in

developing relationships at work. This reflects the salespeople's feelings about their relationship and is usually developed as sellers seek and receive help from their managers. Trust in their managers depends on their experience of interacting with them. In the sales context, their understanding of the quality of trust-building builds on the sales manager's ability, reliability and thoughtfulness builds trust in their manager. Trust is formed when the virtues of trust are understood and when the people in the sale believe that these virtues will be used in future communications.

1. **Sales Managers Competence and Trust:** Salespeople believe their managers are smart and skilled and know how to apply their work, trust their sales managers competently. Based on social exchange theory, sales managers who appear to be professionally competent will look positively at the people in their sales. In return for this business ability, vendors will be more willing to cooperate. Therefore, understanding their manager's professionalism affects the trust vendors have in them.
2. **Sales Manager Dependability and Trust:** Dependence has a significant effect on faith. Based on social exchange theory, personal trust is based on the coherence of the relationship. When evaluating trust in a working relationship, individuals consider the credibility of a member's behaviour. Because of this, trust builds trust that the other party will behave or be cooperative in a certain way during the exchange. Managers who are trustworthy from time to time and in different situations inspire confidence that they will work the same way in the future. Dependence thus strengthens the level of trust in the relationship. Before trusting an administrator, salespeople must understand that their manager is trustworthy. Therefore, trust can be built when sellers recognize their managers as trustworthy.
3. **Sales Manager's Consideration and Trust:** Trust is also developed when managers care for the welfare of their subordinates. Consideration includes showing sensitivity to the needs of the people in the sale, protecting their interests,

and acting in an opportunistic way. Considering the leader related to the member's input helps to communicate the credibility of the relationship. When sellers believe that their managers are treating them fairly and have a vested interest, they trust them. Therefore, trust is possible if the manager shows thought.

4. **Personal Characteristics of Sales Manager and Commitment:** People in sales determine their manager's impression on behaviours and characteristics that are under the manager's control. Like organizational characteristics, the personal characteristics of sales managers influence the level of commitment from their vendors. Managers who show specific features create a platform that allows vendors to identify personally with the manager. Commitment is seen as an emotional attachment, so vendors are more satisfied with showing these characteristics of the manager, and they are more committed to the organization because of the manager's behaviour towards them. The quality of the interaction with the manager leads to commitment in the organizations, which leads to effective business activities. For the purpose of this study, the personal desire to continue the relationship is represented by the commitment due to the loving dedication of the sales manager to the manager. What's special is that the loving commitment to the manager expresses the seller's willingness to try on behalf of the sales manager.
5. **Sales Manager Competence and Commitment:** Extensive research has shown that the quality of the relationship between a sales manager and a sales person is a reflection of how competent the sales manager is. If sales managers show professional skills in carrying out their job, their salespeople are more likely to be committed to their leadership. Sales managers appear to be competent when their sales people are perceived as a valuable resource in the exchange relationship. This is especially true when managers use their abilities to support overall sales goals / objectives and share their abilities to support sales people.

Competent sales managers increase loyalty and commitment among sales people. These are the characteristics that are associated with a high level of relationship and cooperation. As a result, sales people are more likely to commit themselves to what their managers consider to be competent. This is because they believe that these managers achieve the objectives and share their knowledge with their sales people.

6. **Sales Managers Dependability and Commitment:** Relationships from vendors are based on the credibility of their sales managers and the confidence that their jobs will be completed successfully. The social exchange theory would suggest that if sales managers believe in communicating with their salespeople, their salespeople will be more committed to them in return. Adoptive managers are consistent in their behaviour, so sellers expect them to behave in the future as well as in the past. This indicates that there will be no misunderstandings about what the manager wants and expects, so that the relationship becomes more normal. This is because when sales managers are trustworthy their salespeople perceive them as reliable and predictable. Research has found that quality relationships between account representatives and their clients are often based on confidence in completing work. We expect relationships between sales people and their managers. Adoptive managers communicate reliable and trustworthy information and adhere to their commitments. Therefore, vendors will be more committed to managers who show credibility.
7. **Consideration and Commitment of Sales Manager:** It is believed that sales managers increase their commitment to those who show prudent treatment of their sales people. When sellers realize that their managers are genuinely concerned about their personal interests, they may be more willing to support the quality of their relationships, commit to them, and cooperate with them. This is because vendors recognize that their personal and professional well-being will be

communicated to their managers in future communications. If sales managers are thoughtful, sellers will know that they really care about them and are concerned about their well-being and their high quality relationship. The personal support of salespeople by their manager is likely to increase the vendor engagement from them. Support is the desire to help others succeed, and the willpower. Instead of focusing on their struggles and failures, think about how their managers help them overcome challenges. In addition, prudent managers are dedicated to the success of their sales people and want what is best for them. What's special is that these managers are easy to work with, willing to take on more responsibilities to help their salespeople, and salespeople feel they are critical to the success of the individual and the sales organization. The commitment was enhanced by the consideration of sellers by their managers. If sellers feel that their opinion is valued and respected by their manager and their managers are interested in their minds, they will feel more committed to it. Managers who consistently behave and support their salespeople affect their salesperson's commitment. Therefore, sellers are more likely to be committed to managers in consideration.

Conclusion

This study increases knowledge about the relationship between salespeople and their managers. Examining the ways in which sales managers display personal characteristics has a direct effect on the seller's relationship. Identifying these key features provides an opportunity to train managers to learn about their interactions with vendors and how to effectively display specific features in their activities that can enhance the relationship with the vendor. The salesperson's commitment to the sales manager can have serious consequences for organizational success because the sales manager is responsible for communicating organizational goals and objectives to the sellers who have the responsibility to implement the policies and actions necessary to achieve the sales goals and

objectives. As a result sales managers are more committed and more eager to put in extra effort to achieve sales objectives.

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