

“The impact of sales management practices on job satisfaction of salespeople”

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The impact of sales management practices on job satisfaction of salespeople

Abstract

Sales management functions are important to the successful implementation of business strategies. Sales management practices influence on the salespeople's motivation, satisfaction and performance. The purpose of this study is to assess the validity of theoretical model that presents promoters and inhibitors of job satisfaction and sales performance of salespeople. The model concentrates on the impact of four sales management practices. Sales training and fixed salary level/sales compensation level are identified as promoters, while role ambiguity and role conflict are identified as inhibitors. The survey has been conducted among Turkish retailing firms' salespeople in textile industry. The findings show that both of "sales training" and higher "fixed salary level" affect positively the job satisfaction of salespeople. The effect of "role ambiguity" is found significant and negative on job satisfaction and performance of salespeople. Performance is not related to satisfaction. The presented study provided better understanding the impacts of sales training, sales compensation, role ambiguity and role conflict on job satisfaction and performance of salespeople. As thus, sales managers may achieve more efficient and more effective practices which, in turn, lead to greater sustainable competitive advantage for firm. The findings of the study also point out that the effect of promoters and inhibitors may change according to different cultures due to different structure and economic conditions. The useful implementations for researchers and practitioners are presented.

Keywords: sales management, role problems, sales training, sales compensation, Turkey.

Introduction

In recent years, presentation methods of new product and services are providing consumers with many opportunities to be more selective and purchase products by researching various channels. For example, a consumer who plans to buy an automobile, first of all gets information about brands and models via internet, and compares it, and learns the prices and payment conditions. When salespeople encounter this kind of consumer who comes to store for buying automobile, they should listen and convict her/him more carefully. Salespeople should explain clearly the quality, superiority and weakness of their brand comparing to competitors. Consequently, salespeople have to pay more attention to conscious consumers in order to achieve effective selling. On the other hand, along with emergency of modern marketing approaches such as value-based marketing and customer relationship management, marketing and sales managers have been taking into consideration the consumer perceptions, consumer value, consumer satisfaction and consumer loyalty. Salespeople play an important role in gaining these outcomes in the positive direction. Liu and Comer (2007) stated that "the input of salespeople has been found to be very important to the making of information source and promotion, capacity, or distribution decision. Salespeople are front line personnel; they are in a vantage position to feel the pulse of the market".

Sales management functions are important to the successful implementation of business strategies (Slater and Olson, 2000). In their meta-analysis, Churchill et al. (1985) found that factors that most affect selling performance are not personal qualities, but rather those that are under managerial control. Sales management practices influence on the salespeople's motivation, satisfaction and performance (Churchill et al., 2000). Effective sales management involves the motivation tools such as: fixed salary level and sales compensation level and sales training. Lower salesperson's satisfaction and performance may result from various management problems. Role ambiguity and role conflict have shown as addressing the worse salesperson's performance in theoretical views. Although these two ideas are reasonable, very few empirical studies are available that directly test these important issues (Avlonitis and Panagopoulos, 2007). Hence, in the current literature, research findings concerning the effects of outcome control that focused on the achievement of end results such as sales volume and sale quotas, on job related outcomes have been inconsistent. For example, outcome control has been found to enhance job performance (Jaworski et al., 1993), hurt job performance (Oliver and Anderson, 1994) and have no direct effect on job performance (Challagalla and Shervani, 1996).

Turkey is considered to be one of the most important markets for the Western countries due to its large population of 75 million people. Through testing sales management models in a Turkish retail setting, Western sales managers could better understand the requirements for adaptation their sales management systems in local markets.

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The purpose of this study is to assess the validity of theoretical model that presents promoters and inhibitors of salesperson's job satisfaction and sales performance of salespeople. The research setting is Turkey, and the study involves the retail salespeople in textile industry. The primary contribution of this study is that it explains the effects of sales training, monetary compensation, role ambiguity and role conflict on job satisfaction and performance of salespeople. The study expands the existing literature, by investigating the promotion factors and inhibiting factors based on the different culture.

1. Retailing in Turkish textile industry

In the earlier years of 1970s, the development of Turkish retailing was supported by state. Sumerbank was the first textile chain in Turkey established by Turkish government. This development had been maintaining over 1960s by operations of Karamursel, Beymen, Vakko and Istanbul Textile Industry. Starting point of Turkish retailing development is accepted as 1970 (Tek and Orel, 2006). After liberalization of the Turkish economy in 1980, various large retailers with modern marketing approaches and new marketing tools have appeared. Although Turkish retailing is at the beginning of its life-cycle, it has grown rapidly in recent years. Increase of foreign investments in numbers and sales volume can be shown as evidence. On the other hand, along with traditional distribution channel, e-retailing emerges, such as: hepsiburada.com, gitigidiyor.com, etc. Today, Turkey's retailing volume is \$ 50 billions (Goktepe, 2007). Factors promoting

Turkish retailing market expanding are mentioned as follows:

- ◆ technological development and convenience of receiving;
- ◆ increasing of specialist sales point;
- ◆ accelerating of foreign products and services flow by liberalization process;
- ◆ giving importance to Turkish retailing market by international retailers;
- ◆ uniting of domestic firms with modern marketing tools;
- ◆ increasing of individual income in Turkey, and different consuming trends and variation of preferences in medium and high income groups (Demir, 2007).

Although all these developments exist, the traditional and small retailers have sustained their practices and had a large part in the total retailing volume.

2. Conceptual framework

The model of Walker et al. (1977, 1979) identifies a set of sales management practices that may influence salespeople's role stress, attitudes and performance levels. In the present investigation we focused on the impact of four sales management practices on the salespeople's job satisfaction and performance. Two promoting factors included in the model are sales training and salary/compensation level. On the other hand, two key role perceptions have been used in the model as inhibiting factors of job satisfaction and sales performance: role conflict and role ambiguity.

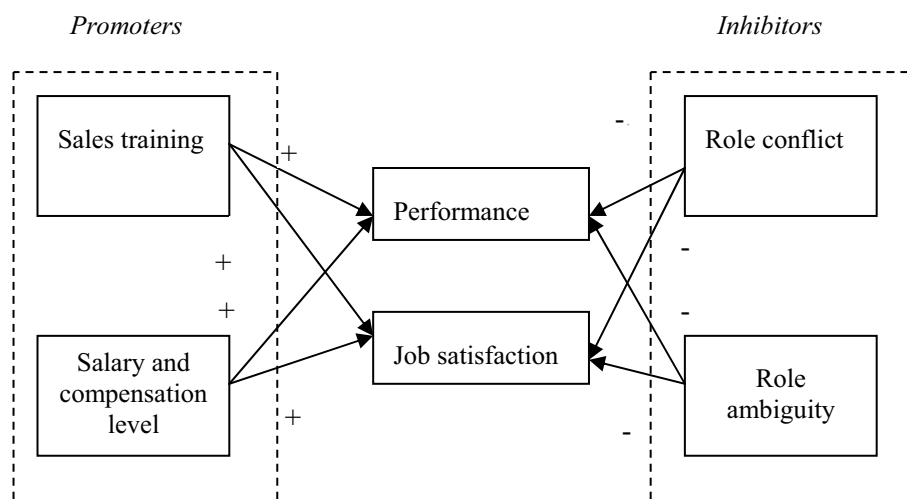


Fig. 1. The effect of promoters and inhibitors of sales management on salespeople's performance

2.1. Promoters. *2.1.1. The influence of sales training.* Wexley and Latham (1981) define training as "a planned program that endeavors to lead to changes in employee knowledge, skills, attitude, and behavior". In the present context, training may im-

prove salespeople's ability in effective selling. The main categories of sales training programs that have been widely adopted are product knowledge, company knowledge, market/industry awareness and selling skills and related topics (Farrell & Hakstian,

2001; Wexley & Latham, 1981). The areas of “product knowledge, interpersonal communication skills, customer characteristics/needs, company policies/procedures, sales techniques and technology usage have particular interest in the present investigation. Salespeople receive ‘company or product’ training in order to perform the basic duties” (Liu and Comer, 2007).

Theoretical views on sales management often mention that sales training can increase salesperson’s performance (e.g., Yukselen, 2007). The reasonable idea is that sales training improves the knowledge base and skill level of salespeople that, in turn, improve performance (Churchill et al., 2000). According to Avlonitis and Panagopoulos (2007, p. 767) “in spite of the positive benefits attached to sales training, however empirical evidence in this area remains scarce (Attia et al., 2002; Jantan et al., 2004; Roman et al., 2002). Six studies offer empirical support for the positive relationship between training and sales force performance”. These are El-Ansary (1993), Christiansen et al. (1996), Farrell and Hakstian (2001), Pelham (2002), Roman et al. (2002) and Jantan et al. (2004). Moreover, Ingram et al. (1992) found that sales training is a key factor causing salespeople’s failure.

A few studies have shown that sales training is positively influencing the job satisfaction of salespeople (Babakus et al., 1996; Russ et al., 1998). Therefore, although we have scarce studies in the sales management literature, we can expect that sales training effect positively on performance and job satisfaction and, propose following hypotheses.

Hypothesis 1: Sales Training is related positively to Performance.

Hypothesis 2: Sales Training is related positively to Job Satisfaction.

2.1.2. The influence of salary and compensation. Designing salary and sales compensation plan involves the following two decisions: (a) salary level, (b) the determination of compensation mix. Conventional wisdom suggests that the higher the salary rate received, and the larger the compensation percent based on fixed salary, the more positive performance and the more job satisfaction for salespeople. However, in the sales management literature, there are scarce empirical studies pertaining to this phenomenon (Avlonitis and Panagopoulos, 2007). Moreover, the findings are inconsistent. For example, Cravens et al. (1993, 2004) stated that there was no significant relationship between salary level and behavioral dimensions of salespeople performance. Piercy et al. (1998) found that sales compensation was not related to performance. On the

contrary, Oliver and Anderson (1994) supported that salary effects positively on performance and job satisfaction of salespeople. Flaherty and Pappas (2002) found that fixed salary leads to higher job satisfaction. Piercy et al. (2004) received the different findings pertaining to sales compensation and sales force performance relationship, in the various cultures. They reported that compensation is negatively related to performance in India and Greece and positively related to performance in Malaysia. Therefore, we need to make contribution for more clearly results by testing this relationship in Turkey context and propose the following hypotheses based on conventional wisdom.

Hypothesis 3: Salary Level is related positively to Performance.

Hypothesis 4: Salary Level is related positively to Job Satisfaction.

Hypothesis 5: Sale Compensation is related positively to Performance.

Hypothesis 6: Sale Compensation is related positively to Job Satisfaction.

2.2. Inhibitors. **2.2.1. The influence of role ambiguity.** “Role ambiguity refers to the perception that one’s role is ambiguous or that an individual does not have sufficient information or authority to perform a particular job” (Brashear et al., 2003, p. 972). Babin and Boles (1998) stated that role ambiguity effects negatively on performance and job satisfaction. Salespeople who work in retail firms may be influenced by the various inconsistencies in directions. The role of salespeople may differ from that of the earlier years due to the new approaches in modern marketing management, such as customer relationship management (CRM), value-based marketing etc., and consumers become more conscious because of using information technology. These new marketing approaches and new tendencies of consumer behaviors have exacerbated the new uncertainty and ambiguity of job roles. Individuals confront with repeated changes in rules and sales practices. If salespeople don’t receive clear directions from sales manager, they are likely to be confused about responsibilities. Today, salespeople are required to perform tasks related selling and customer-oriented behaviors with little or no training (Brashear et al., 2003). Therefore, we expect that adaptation process of new marketing approaches and ambiguities of new sales roles influence negatively on performance and job satisfaction of salespeople and propose the following hypotheses.

Hypothesis 7: Role Ambiguity is related negatively to Performance.

Hypothesis 8: Role Ambiguity is related negatively to Job Satisfaction.

2.2.2. The influence of role conflict. “Role conflict involves inconsistencies in expectations of one’s sales position. This may occur when a sales person is given various incompatible directions or is given a variety of tasks that can not be completed simultaneously” (Brashear et al., 2003, p. 973). Dubinsky et al. (1992) and Babin & Boles (1998) found that role conflict affects negatively on job satisfaction. In developing countries like Turkey, especially small and medium sized firms have complained about their scarce financial resources. This structural problem may provoke a conflict between sales goals and the unavailability of resources or tools to perform required sales tasks. On the other hand, applying new marketing approaches to sales management may create new conflicts due to the increased demands of salespersons’ jobs such as: selling, customer orientation, customer value, product knowledge, boundary spanner, etc. Therefore, we propose that these work related conflicts will have negative effects on performance and job satisfaction.

Hypothesis 9: Role Conflict is related negatively to Performance.

Hypothesis 10: Role Conflict is related negatively to Job Satisfaction.

2.3. Relationship between performance and job satisfaction. MacKenzie et al. (1998) found the positive relationship between performance and job satisfaction of salespeople. Better satisfaction causes better performance. The logic behind this conceptualization is that being positively disposed toward selling and/or satisfied with sale operations is a strong indication of success. On the contrary, Brown and Peterson (1993) attracted attention that there was not significant relationship between work outcomes in their meta-analysis study. Because of the contradictory findings, we need to test whether work outcomes are related to each other or not, based on Turkey’s retailing environment. In Turkey, the link between performance and job satisfaction may be influenced by cultural attitudes towards sale profession. Generally, sale profession takes part in the lower rank among the most respected professions in developing society. This perception may cause the reduction of satisfaction or happiness of salespeople derived from their work. However, performance may be determined by other factors. For example, high unemployment levels in Turkey may cause that salespeople show better performance for maintaining of their work, although they are not satisfied with their work. Therefore, we propose the following hypothesis.

Hypothesis 11: Satisfaction is not related to Performance.

3. Research method

3.1. Research context and unit of analysis. To test the hypothesized associations, a survey was conducted among Turkish retailing firms in textile industry. This

industry represents a significant volume of Turkey’s trade. A single key informant was selected from each of store for presenting a single venture. Although there are further salespersons than one in a store, we assumed that salespeople in the same line dependent on the same fixed salary and sales compensation rules and confront same role problems based on a single store. All respondents were inside sales staff whose major functions were order taking and customer service.

3.2. Measures. “The use of measurement scales in international or cross cultural research requires attention to the applicability of measures and measurement equivalence” (Brashear et al., 2003). Each of the scales used in this study was assessed based on recommendations by Kumar (2000). After interviews with salespeople, the constructs were found to be functionally equivalent and conceptually equivalent. Item measurement consisted of a five-point Likert-type scale. A list of the items is shown in Table 1.

Table 1. Scale items

<p><i>Performance (Brown and Peterson, 1993): “worse than most” (1) and “better than most” (5).</i></p> <ul style="list-style-type: none"> - How would you rate yourself in terms of the quantity of work (e.g., sales) you achieve? - How do you rate yourself in terms of quality of your performance in regard to customer relations? - How do you rate yourself in terms of quality of your performance in regard to management of time, planning ability, and management of expenses?
<p><i>Satisfaction (Brown and Peterson, 1993, Netemeyer et al., 1997): “not satisfied” (1) and “extremely satisfied” (5).</i></p> <ul style="list-style-type: none"> - All in all, how satisfied are you with your present line of work? - All things considered (i.e., pay, promotions, supervisors, coworkers, etc.), how satisfied are you with your present line of work?
<p><i>Sales training (Avlonitis and Panagopoulos, 2007): “not at all” (1) and “to a large extent” (5).</i></p> <p>To what extent are the following training programs being offered to you:</p> <ul style="list-style-type: none"> - training for product knowledge; - characteristics of company’s products; - characteristics of competitive products; - interpersonal communication skills; - customer characteristics/needs; - company policies/procedures; - sales techniques; - technology usage?
<p><i>Salary level (new scale): “very low” (1) and “very high” (5).</i></p> <ul style="list-style-type: none"> - What is the fixed salary level from you perspective? <p><i>Sales compensation (new scale): “very little percent of fixed salary” (1) and “exceed fixed salary” (5).</i></p> <ul style="list-style-type: none"> - What is the percent of total compensation received by you in the fixed salary?
<p><i>Role ambiguity (Rizzo et al. 1970): “strongly disagree” (1) and “strongly agree” (5).</i></p> <ul style="list-style-type: none"> - I feel certain about how much authority I have. - There are clear, planned goals and objectives for my job. - I know that I have divided my time properly. - I receive an assignment without the manpower to complete it.
<p><i>Role conflict (Rizzo et al., 1970): “strongly disagree” (1) and “strongly agree” (5).</i></p> <ul style="list-style-type: none"> - I receive incompatible requests from two or more people. - I do things that are apt to be accepted by one person and not accepted by another. - I get an assignment without adequate resources and materials to execute it. - I work on unnecessary things.

3.3. Sample and data collection. The research setting is Antakya, Turkey. The data used in this study drawn from textile, apparel and related products firms which has been registered in Chamber of Commerce and Industry in Antakya. The study's target population consists of 192 firms. Sample size were determined by formula [$n = p.q/(e/z)^2$; confidence level: 0.95, tolerance level: 0.09, max. variance $p = q$: 0.50]. The sample consists of 118 firms ($n = 118$). A sample of firms was randomly generated from a database of Chamber of Commerce and Industry. We received one salesperson from each firm. Managers from the stores were asked to allow their salespeople to participate in the study. Personal interview was used for communication and the survey questionnaire was self-administered. Response rate is 100%.

3.4. Data analysis. In this study, firstly, profile of salespeople was identified and the scales were tested by reliability analysis. Secondly, the relationships were tested by multi-regression analysis. We used SPSS statistical program for testing.

3.4.1. Characteristics of the salespeople sample. Approximately, 48% of salespeople are male and 52% are female. Most of salespeople are between 20 and 30 years old (71%). 89% of salespeople have completed high school. 55% of respondents have the selling experience ranging from 1 year to 5 years. On average, perceived role ambiguity by salespeople included in the sample is very high (we obtained the mean of role ambiguity as 1.9 because of reverse coding). Nevertheless, perceived role conflict in working places by salespeople is found as low (mean: 2.6). This finding may result from two reasons: a) most of firms included in the sample are small and medium sized firms and have a few numbers upper level managers. Therefore, salespeople have not encountered with incompatible directions from their managers; b) most of firms have not applied new marketing approaches to sales management that create new conflicts due to the increased demands of salespersons' jobs. Salespeople are trained about sales practices in the medium level. They referred to that most learned issues from the owner of retail firm were on "Company policies/procedures (mean: 3.94)", "Interpersonal communication skills (mean: 3.73)", and "Sales techniques (mean: 3.71)". While the satisfaction level of salespeople is found as medium, whose sales performance is found higher level. Fixed salary (mean: 2.7) and sales compensation level (mean: 1.2) that salespeople obtain are very low.

Table 2. Characteristics of the salespeople sample

	n	%
<i>Gender</i>		
Male	57	48.3
Female	61	51.7
Total	118	100
<i>Age</i>		
Less than 20	15	12.7
20-30	84	71.2
30-40	14	11.9
40-50	5	4.2
Total	118	100
<i>Education</i>		
High school	105	89.0
University	12	10.2
Master	1	0.8
Total	118	100
<i>Experience</i>		
1-5 years	65	55.1
6-10 years	34	28.8
11-15 years	10	8.5
15+ years	9	7.6
Total	118	100
	<i>Mean</i>	<i>Std.deviation</i>
Satisfaction level	3.5	1.189
Performance level	3.8	0.626
Sales training level	3.4	0.998
Fixed salary level	2.7	0.946
Sales compensation level	1.2	1.208
Role ambiguity	1.9	0.901
Role conflict	2.6	0.983

3.4.2. Scales' reliability. Constructs' reliability was assessed by calculating Cronbach's alpha coefficient. The alpha values for all constructs were above (or very close to) the commonly recommended minimum level (i.e., alpha value greater than 0.70), indicating good reliability. The results of this procedure indicate that all study constructs possessed adequate measurement properties. We found alpha values for role ambiguity scale: 0.77, role conflict scale: 0.69, sales training: 0.87, job satisfaction: 0.75 and sales performance: 0.81.

3.4.3. The influence of promoters and inhibitors on job satisfaction of salespeople: regression analysis. Regression analysis was applied in order to test the effects of promoters (sales training and salary/compensation level) and inhibitors (role ambiguity and role conflict) on job satisfaction of salespeople (Table 3). On the basis of correlation matrices, the level of correlations among all independent variables was found lower than 0.70. This indicated that there wasn't a collinearity problem for regres-

sion analysis (larger than 0.70 is a sign of collinearity problem) (Lehmann, 1989). The set of role ambiguity, role conflict, sales training and salary/compensation level explains 29 percent of the variance in job satisfaction. Hence, the regression model is useful for exploring the relationship between promoter and inhibitor variables with job satisfaction of salespeople (sig. 0.00). We didn't find autocorrelation problem because Durbin-Watson coefficient was found as 2.233.

The effect of "role ambiguity" is found significant and negative on job satisfaction ($\beta = -23$, at $p < .001$). The effects of "sales training" and "fixed salary level" are statistically significant and positive ($\beta = 0.16$, at $p < 0.05$; $\beta = 0.30$, at $p < 0.01$, respectively) for job satisfaction of salespeople. Therefore, H8, H2 and H4 hypotheses are accepted. Contrary to our expectations, "Role conflict" and "Compensation level" variables are insignificant for job satisfaction. H10 and H6 hypotheses are rejected.

Table 3. The influence of promoters and inhibitors on job satisfaction

Variables	Beta	T	P
Constant		4.416	0.000
Sales training	.165	1.989	0.049*
Fixed salary level	.303	3.524	0.001*
Compensation level	.084	.988	0.325
Role ambiguity	-.231	-2.823	0.006*
Role conflict	-.121	-1.479	0.142
Ads. $R^2=0.29$, $F=10.884$, Sig. $F=0.00$, Dur. $W=2.233$.			

Dependent variable: Job satisfaction.

Notes: * Significant variable.

Abbreviations are referred to Ads. R^2 : Coefficient of determination, F: F-value, Sig. F: Significant of F-value, p: significant level, Dur. W: Durbin-Watson test statistics.

3.4.4. The influence of promoters and inhibitors on performance of salespeople: regression analysis. In the other regression analysis which tested the impact of promoter and inhibitor variables on performance, the overall model didn't explain the relationships between independent variables and dependent variable. Significant F-value is found as 0.14. However, when we dropped "fixed salary level" and "compensation level" variables from the model, the overall model became significant (Sig. F: 0.09). Results of the second attempt of regression analysis for three independent variables, namely, role ambiguity, role conflict and sales training could be seen in Table 4. We found that there was significant and negative relationship only between "role ambiguity and performance ($\beta = -0.22$, at $p < 0.05$). Therefore, H7 hypothesis is confirmed, while H9, H1, H3 and H5 hypotheses are rejected.

Table 4. The influence of promoters and inhibitors on performance

Variables	Beta	T	P
Constant			
Role ambiguity	-0.225	-2.383	0.019*
Role conflict	-0.040	-0.432	0.667
Sales training	-0.134	-1.411	0.161
Ads. $R^2=0.03$, $F=2.215$, Sig. $F=0.09$, Dur. $W=1.982$.			

Dependent variable: Performance.

3.4.5. The influence of job satisfaction on performance of salespeople: regression analysis. The relationship between job satisfaction and performance was tested by regression analysis. Demographics variables were included in the model as control variables. As could be seen in Table 5, the overall model was found as insignificant (Sig. F: 0.33). There is no relationship between job satisfaction and performance of salespeople. H11 hypothesis is supported.

Table 5. The influence of promoters and inhibitors on job satisfaction

Variables	Beta	T	P
Constant		8.488	0.000
Job satisfaction	0.063	0.664	0.508
Gender	-0.088	-0.906	0.367
Age	0.134	1.102	0.273
Experience	0.077	0.589	0.557
Education	0.080	0.789	0.432
Ads. $R^2=0.007$, $F=1.155$, Sig. $F=0.336$, Dur. $W=2.000$.			

Dependent variable: Performance.

Conclusion and implications

On the basis of our findings, decreasing the role ambiguity of salespeople is increasing positive feelings, satisfaction and job performance at the same time. Thus, it is evident that workers will need guidance and structure in their new roles as sales persons to decrease their level of role ambiguity. It is important to look at structure as a key antecedent of role ambiguity. By providing structure, the level of role ambiguity among retail salespeople may be reduced, and, in turn, performance may be increased (Brashear et al., 2003).

Role conflict of salespeople does not affect job satisfaction and performance. Perhaps, this situation may result from that small retailers have less upper managers and our sample composition is homogenous based on this characteristic. The other reason of this finding may result from that owner of firm or sales manager doesn't apply to new marketing approaches which increase the requirements associated with

salespersons' jobs such as: selling, customer orientation, customer value, product knowledge, boundary spanner, etc.

If the retailer is not provided with adequate training, salespeople may feel frustrated and dissatisfied, as they are unable to help customers. Sales training affects positively on job satisfaction of salespeople. However, sales training doesn't affect performance of salespeople according to our finding. Our finding is supported by Avlonitis and Panagopoulos (2007). A possible explanation for the absence of association between sales training and performance may be that in the present study we measured the extent of providing training programs and not effectiveness of the sales training. This means that merely providing sales training programs is neither sufficient nor adequate condition for gaining performance improvements. Therefore, "sales managers should be very cautious when they simply assume that more training is always better. Rather they should strive to evaluate the quality and the effectiveness of the training programs on the basis of both qualitative and quantitative criteria" (Avlonitis and Panagopoulos, 2007, p. 765).

Salespeople with higher salary are more satisfied than their counterparts with low salary. But, the fixed salary level does not affect their performance. Most of retailers involved in the survey have not applied any compensation package for motivation of their salespeople. As a result of this, the presented study couldn't find relationship between compensation level and job satisfaction and performance. However, in general, small and medium sized retailers included in our sample have paid only fixed salary to their salespeople rather than encouraged them by compensation package. This situation is likely to result from the higher unemployment rates and abundance of young employers who are willing to work in any firm, in Turkey.

Compatible with our expectation, in the present study there was not found any relationship between job satisfaction and sales performance of salespeople. This finding may result from the various business environment factors in Turkey. Jaworski (1988) noted that the environment influences on task performance. Firstly, this finding is likely to result from that although salespeople have not been satisfied with their job, they feel necessary to achieve sale tasks effectively because of high unemployment rates and labor competition. Secondly, salespeople are likely to evaluate themselves in the exaggeration manner based on their performance. Thirdly, the reason often given for insignificant findings is the potential effect of moderators or contingency factors related to performance such as, rewards, skills of salespeople. A lack of relationship

between job satisfaction and sale performance of salespeople is supported by Brashear et al., (2003), as well.

Implementations for practitioners. Directing salespeople involves managers to be certain that their salespeople understand what tasks they are expected to perform and how they are expected to perform them. When managers make it clear how much authority they have and planned goals and objectives for their job, salespeople are more likely to perform the task more conscientiously. According to our findings the less the role ambiguity the more the job satisfaction and sales performance of salespeople. Given this, sales managers should communicate their expectation clearly and provide their salespeople the considerable feedback for the effectiveness of sales.

Marketing managers along with professionals in human resource management should emphasize on salespeople training as the main route for improving job satisfaction which leads to long-term organizational success. Especially, salespeople should receive the information associated with company policies/procedures, interpersonal communication methods and sales techniques.

Salespeople tend to do what they receive rewards for doing (Festervand et al., 1988; Liu and Comer, 2007). This statement is common belief, too. Traditional modes of compensation and incentives tend to direct and reward salespeople for achieving goals in such areas as sales revenue, order size, and quota attainment. On the basis of our findings, the more the fixed salary is the more the job satisfaction of salespeople will be. Given this, sales managers may apply to higher salary level to obtain job satisfaction of their salespeople when the firm does not give its salespeople the sales compensation. As thus, sales manager could encourage salespeople for more effective selling.

Implementations for researchers. There are many avenues for future sales management research in various markets. The unique and dramatic social, economic, and individual transformations affect objectives, motivations, and cultural orientations (Brashear et al., 2003). Salesperson's business lives are under tremendous pressures due to changing economic conditions. Studying the effect of environmental changes along with sales management practices on job satisfaction and performance of salespeople may explain the broader framework. Further, it can be assigned to the casualty of unexpected findings in the different cultures.

Limitations and future research

Several limitations of this study need to be identified. First, the research sample was relatively small

because of cost and time limitations. Secondly, with regard to specific measurement scales, satisfaction was assessed using only two items not representative for different facets of satisfaction in the Turkish context. Finally, this study looked at the promoters and inhibitors of sales performance and job satisfaction from perspective of salespeople. A study from the point of sales managers or business owners will provide better understanding of actual situation within the companies. Directly comparing the per-

ceptions of management with those of salespeople would produce important information. These limitations should be considered in interpreting the results and they suggest avenues for further research. The presented study is provided better understanding of the impact of sales training, sales compensation, role ambiguity and role conflict on job satisfaction and performance of salespeople. Therefore, sales managers are likely to obtain greater sustainable competitive advantage.

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