Influence of Personal Orientation on Sales Managers’ Professional Motivation and Efficiency

Yuliya Tokareva¹, Aleksander Tokarev²

ABSTRACT

The aim of the given study was to determine the influence of personal qualities of sales managers on the economic effectiveness and professional success. Professional success is understood as the optimal combination of personal and professional achievements which correspond to the quality standards. The diagnostic tools are represented by two groups of techniques. The first group includes such methodologies for assessing personal qualities as "Locus of Control" offered by J. B. Rotter, "Motivational profile" by S. Ritchie and P. Martin; "The Motivation to Success" by T. Ehlers; "The Motivation to Avoid Failure" by T. Ehlers. Second group includes methods of economic efficiency estimation (i.e. the ratio between the results and the cost of labor). The study proves that those managers who possess external locus of control have higher level of professional efficiency. They have the motivation to be recognized and this fact has a positive impact on their overall economic efficiency. However, their focus on the outcome has a negative effect on the results of personal achievements. Internal locus of control has a positive impact on professional activity related to personal achievements though it reduces the economic efficiency of team work. Economic modeling turns out to be an important regulator of personal orientation as it reveals the mechanisms of professional success and socioeconomic efficiency.

Key words: Efficiency; Personal Orientation; Profession.

INTRODUCTION

The overall performance of any company is determined by the human factor and the factor of increasing competition of the company. It is obvious that any organization which is controlled by a human being and which depends on the level of his professionalism is extremely interested in identifying the factors, which affect the efficiency of professional employees [1]. The theoretical analysis of professional efficiency issue made it possible to determine the close interdependence of personality characteristics, such as motivation and economic efficiency orientation [2]. According to Vasilyev, a person can be successful in his professional activities in case if his profession requirements correspond to his own individual-typological, psycho-physiological and other personality characteristics. Professional efficiency is evaluated in accordance with the basic objectives set, results achieved and the resources spent [3].

So, in other words, professional efficiency is not some kind of objective of technological characteristic but it is something that depends on the requirements and estimates [4]. First of all, it means that the efficiency of any process can be viewed from absolutely different angles which depends on the criteria of the estimate. Secondly, to evaluate any process from the point of its efficiency with the help of the number of efficiency criteria is compatible to what

¹Yulia Tokareva, The Ural Federal University, 19, ul. Mira, Yekaterinburg, Russia.
²Aleksander Tokarev, The Ural Federal University, 19, ul. Mira, Yekaterinburg, Russia.
particular result the specialist is trying to get at some particular moment [5]. Thus, the concept of ‘professional success’ stands for productive efficiency and work performance. We find it of importance to analyze the criteria of sales managers’ professional efficiency as the labor market demand for these employees is increasing.

In terms of professional efficiency, we can differentiate between ‘primary’, ‘basic’, professional’ and ‘creative’ sales managers [6]. Each of these levels serves to quantify the possible allocation of at least three gradations (or sub-levels) of professional success. Thus, there appears to be quite a sufficiently differentiated nine-point scale assessment within the main evaluation system, which should help to measure the level of professionalism formation.

After the levels of success are determined, there is need to define the evaluation criteria and the indicators of the level of professionalism. Professionalism can be described from the point of view of the motivational sphere of a human being (which includes professional values, objectives, self-esteem, aspirations and motives) and operational sphere (which includes professional abilities, aptitude for learning, techniques and technologies as basic components of professional skills and creativity, etc.) [7]. It is also important to consider that professionalism can be found both in the performance and the states of the individual. Therefore, we will allocate two groups of performance criteria: 1) external (objective) criteria, to be used in order to evaluate the results of the professional tasks, and 2) internal or psychological criteria to be used to assess overall performance.

MATERIALS AND METHODS

First-order subheads should be in bold caps with 2 line spaces above and 1 line space below them. Second-order subheads should be in bold with main words capitalized with 1 line space above and below them. Third-order subheads should be in regular type in all caps with 1 line space above and below them. Subheads should not appear alone at the bottom of a page.

The present study was carried out on the basis of one of the large Russian telecommunications company. The research involved 30 sales managers with more than 7 years of average work experience. The average age was 29. Twelve of the participants were male; the rest seventeen employees were female.

RESULTS

Analyses of the personality orientation results prove that internal locus of control takes place more often that the externality does. Thus, 73% of the research participants (which makes 22 people) demonstrated internal locus of control. At the same time, externality was determined in 27% (which makes only 8 people) of the cases under study. It means that the majority of the employees count only on themselves; their motives depend on their own plans as they expect the outcome to be the result of their own deeds. People with the internal locus of control believe that their luck is determined by their own actions and abilities. These people are decisive, confident, and principled; they are not afraid to take risks; they prefer to be independent and to work alone rather than in a team. 27% (8 people) on the contrary expect the results to come from the outside. People with the external locus of control are characterized from the point of view of greater susceptibility to manipulation; they are more pliable and susceptible to the opinions and the estimates of the others. In general, the external
individualities turn out to be good performers who are able to work effectively under the control of others.

Having analyzed the relations between personal orientation and professional effectiveness, we can conclude that there are several levels of professional success:

1) the highest (best) level of professional success is represented by the following orientation indicators:
   - Orientation 1. ‘High income’ makes 39.8 points. These people are highly motivated to have highly paid jobs with a good set of benefits and allowances;
   - Orientation 10. ‘Creativity’ makes 39.8 points. These people are interested to differ from other people; they prefer to be creative, unusual and open to new ideas;
   - Orientation 11. ‘Perfection’ makes 39.8 points. It indicates high demand for professional growth and development;

2) the average potential level is represented by:
   - Orientation 12. ‘Interesting and useful work’ makes 36.3 points. It is closely connected with the need for a sense of relevance in some interesting and socially useful work;
   - Orientation 6. ‘Recognition’ makes 34.9 points. Here we speak of the need to gain recognition and appreciation from other people;
   - Orientation 9. ‘Diversity and Flexibility’ makes 33.9 points and stands for the need for diversity, changes, and desire to avoid routine and boredom;
   - Orientation 7. ‘Motivation to success’ which has 31.4 points and presupposes the need to set boldly challenging goals and to achieve them. Basically, it is the indicator which shows the need to be self-motivated and to follow the goals set;
   - Orientation 3. ‘Structuring’ makes 29.6 points. Here we speak of the need for precise structuring of work and the possibility to receive feedback and some information, which makes it possible to judge the results of the work. There is also need to reduce uncertainty;

3) the low nominal level includes:
   - Orientation 4. ‘Social contacts’ has 25.7 points. It demonstrates the need for social contact with a wide range of people with mild degree of confidence and close relationship with the colleagues;
   - Orientation 2. ‘Physical conditions of work’ makes 25.1 points. Here we are to mention the need for comfortable environment and good working conditions;
   - Orientation 5. ‘Relationships’ has 22.3 points. It stands for the need to establish and maintain long-term stable relationship, to have a small number of co-workers, and to have trustworthy relationships;
   - Orientation 8. ‘Authority and leverage’ makes 16.9 points. It points out persistent pursuit of competition and influence and the need to lead others.

In order to prove the theoretical hypotheses that personal orientation and motivation influence on sales managers’ professional efficiency, we conducted one-way ANOVA.

ARTWORK

Thus, the study proved the hypothesis of the locus of control influence on sales managers’ professional motivation. We can conclude that people with external locus of control are in obvious need in public recognition. It was also found that people with external locus of control need public attention and recognition more than they need any financial incentives. They see public recognition as the most significant indicator of professional success. Sales
managers with good reputation and high level of recognition of their achievement are known to have a higher level of economic efficiency. However, in order to meet the expectations of others and to get their approval, these people do care what they say and do and prefer to avoid failures. Internal locus of control has more to do with the economic efficiency and is determined by the desire to achieve and to succeed. Those who are driven by the desire to achieve are known for their strong desire to do everything by themselves. They are more interested to work alone because when working in a team can lower their effectiveness. Seeking to achieve, these managers may volunteer to work overtime, to work in good faith and share their own success with others. However, before they start completing the task (for the next achievement), they should make sure that the goal is measurable (or can be assessed). If the goals are not measurable, it is not clear whether or not they have been achieved. So, the current study demonstrated that managers with external locus of control are highly-motivated to avoid failures, which has a positive effect on the economic efficiency of the staff. However, their focus on the overall performance and the proposed conditions adversely affect their pursuit of personal achievements.

CONCLUSIONS

Internal locus of control has a positive impact on the professional activity related to individual achievements because it reduces the cost-effectiveness of group work. Economic modeling turns out to be an important regulator of a personal orientation of economic modeling because it reveals the mechanisms of professional success.

REFERENCES