

Transformational Leadership of a Salesforce for Higher Level of Job Satisfaction and Performance

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Abstract

In today's sales environment traditional work relationships are being questioned and often replaced with new ones. Nowhere is this more prevalent than in the relationship between sales person and sales manager. In the traditional top-down bureaucratic styles, managers were the supervisors responsible for administering the salesforce. Conversely, they were held directly accountable for the actions of their sales people. Words like control and manager were used to describe the activities. The highly dynamic and competitive environment of the 21st century demands a more responsive, flexible approach to sales management. Salesforces are becoming less hierarchical with fewer layers of management while more responsibility is being given to the salesperson. Leading versus managing has become an important distinction for today's successful sales managers. Therefore, this study was undertaken to determine the effect of transformational leadership behaviour on the job satisfaction and performance of a salesforce. The House's Path- Goal theory which focused on what leaders can do to motivate their subordinates to achieve group and organizational goals guided the study. A sample of 350 sales people and managers in selected multinational firms in Nigeria was determined using a mean. The hypothesis was tested using the Multiple Analysis of Variance (MANOVA) statistics to obtain the results that give high F-values and $P < 0.000$ showing that the results generated are not due to chance, thus are current and significant. Also with r-square values that are at least 0.727, a very strong relationship is established between the questions of the research instrument. Having adjusted r-squared values that are at least 0.724, it is determined that at least 72.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected, indicating that when sales managers engage in transformational leadership, their salespeople tend to have higher level of job satisfaction and performance. Additionally, salespeople of transformational salesforce managers may be more likely to trust their managers and their organizations and feel that they are being fairly treated which in turn, may positively influence their work motivation, satisfaction and performance. This suggests that all organizations; no matter how large or small, successful or unsuccessful, can benefit when their managers engage in transformational leadership.

Keywords: Transformational Leadership, Transactional Leadership, Salesforce Management, Job satisfaction, Higher Levels of Performance

Introduction

Leadership is a process in which one person influences other people's behaviour toward the accomplishment of specific goals. Strong leaders can motivate people to achieve more than they would on their own (Uduji and Onwumere 2013). Someone must be in charge of each organizational unit and provide the leadership necessary for accomplishing the organization's goals. Leadership is the managerial ingredient that makes organizations more effective. Leadership is a factor in the managerial function of directing that gives direction and purpose to communication and motivation or organizational performance. House and Boetz (1979) explain that leadership is not the same thing as management. Management is a broader concept, in that it concerns not only people but also material and money. It combines and utilizes all these with men to achieve organizational objectives. Leadership on the other hand is a narrower activity, a tool of management, and a technique for influencing the people in an organization. Leadership thus is a relationship in which one person, or the leader influences or induces orders to work together willingly on related tasks. It is an exercise of influences by one person over another in achieving goals or to attain that which the leader desires. Without leadership, organization would be comprised of uncoordinated groups of people lacking unity and direction. A leader shows the way by his own example, and pulls the follower along the desired paths to be followed. Leadership can trigger a person's will to do and transform lukewarm desires for achievement into positions for successful accomplishment. It is leadership that make use of the various assumptions in theories X and Y, and how the leader carries on, depends on which assumption about his subordinates that he employs (McGregor, 1960).

Studies show that the functioning of informal organizations within a formal organization has goals to fulfill which are operated within the framework of formal organization. There are two sets of goals, those related to the performance of tasks and those related to maintenance. In a similar way formal organization has two types of leadership, one concerned with guiding the performance of task and the other concerned with organization maintenance. Hence leadership, whether in informal organization or in formal organization,

performs task-directed activities including planning resources and distributing assignments and group maintenance goals, or social functions (Bass, 1990; Kirpatrick and Locke, 1991). Leadership is a display of ability to motivate and to integrate followers to achieve determined organizational goals. In today's sales environment traditional work relationships are being questioned and often replaced with new ones. Nowhere is this more prevalent than in the relationship between salesperson and sales manager. In the traditional top-down bureaucratic style, managers were the supervisors responsible for administering the salesforce. Conversely, they were held directly accountable for the actions of their salespeople. Words like *control* and *manage* were used to describe their activities. Modern sales organizations and their environment are becoming complex. The high dynamic and competitive environment of the 21st Century demand a more responsive, flexible approach to sales management. Salesforce are becoming less hierarchical with fewer layers of management while more responsibility is being given to the salesperson. Leading versus managing, transformational versus transactional are important distinctions for today's successful sales managers. Effective sales management is now more often defined by how good a leader you are than how good manager. Examples of a leadership approach include:

- Communicating with salespeople rather than controlling them.
- Becoming a cheer leader and coach instead of a supervisor or boss
- Empowering salespeople to make decisions rather than directing them.

Clearly, being an effective leader would require new and different skills from the traditional manager role. Personal selling and, consequently, sales management are undergoing dramatic changes. These changes are being driven by several behavioral, technological, and managerial forces that are dramatically and irrevocably altering the way salespeople understand, prepare for, and accomplish their jobs. Among the behavioral forces are rising customer expectations, globalization of marketers, and demassification of domestic markets; technological forces include salesforce automation, virtual sales offices, and electronic sales channels; and managerial forces consist of a shift to direct marketing alternatives, out-sourcing of sales functions, and a blending of a sales and marketing function. Salespeople and those who manage them realize these changes affect every aspect of sales management from the way the sales department is structured to the selection, training, motivation, and compensation of individual salespeople. Sales organizations are being "reinvented" to better address the needs of the changing market place. A number of critical issues have been identified in reinventing the sales organization, including the following:

- Building long-term relationships with customers, including assessing customer value and priority customers
- Creating sales organizational structures that are more nimble and adoptable to the needs of different customer groups
- Gaining greater job ownership and commitment from salespeople by removing barrier within the organization and leveraging the team experience
- Shifting sales management from commanding to coaching
- Leveraging available technology for sales success.
- Better-integrating salesperson performance evaluation to incorporate the full range of activities and outcomes relevant within sales jobs today.

In the broadest perspective, these new-age issues in sales management represent key themes: innovation-willingness to think and do things differently and embrace changes; technology-the broad spectrum of technological tools now available to sales managers and sales organization; and leadership-the capability to make things happen for the benefit of the sales organization and its customers. Hence, this study tends to investigate the assumption that salespeople tend to have higher levels of job satisfaction and performance when leaders engage in transformational leadership; additionally that salespeople of transformational leaders may be more likely to trust their leaders and their organizations and feel that they are being fairly treated, which in turn, may positively influence their work motivation.

Theoretical Framework

This study is examined in the light of House's Path Goals Theory. In what he called Path-Goal Theory, leadership researcher Robert House focused on what leaders can do to motivate the subordinates to achieve group and organizational goals (House, 1971). The premise of path-goal theory is that effective leaders motivate subordinates to achieve goals by: clarify identifying the outcomes that subordinates are trying to obtain from the workplace; rewarding subordinates with these outcomes for high performance and the attainment of work goals; and clarifying for subordinates the paths leading to the attainment of work goals (Wofford and Liska, 1993). Path-goal theory is a contingency model because it proposes that the steps managers should take to motivate subordinates depends on both the nature of the subordinates and the type of work they do (Evans, 1970). Based on the Expectancy Theory of motivation (Vroom, 1964), Path-Goal theory provides managers with three guidelines to follow to be effective leaders:

- Find out what outcomes your subordinates are trying to obtain from their jobs and organizations. These

outcomes can range from satisfactory pay and job security to reasonable working hours and interesting and challenging jobs assignments. After identifying these outcomes, the manager should have the reward power needed to distribute or withhold these outcomes.

- Rewards subordinate for high performance and goal attainment with the outcomes they desire.
- Clarify the paths to goal attainment for subordinates, remove any obstacles to high performance, and express confidence in subordinates' capabilities. This does not mean that a manager needs to tell subordinates what to do. Rather, it means that manager needs to make sure that subordinates are clear about what they should be trying to accomplish and have the capabilities, resources, and confidence levels needed to be successful.

Path-goal theory (House, 1971) identifies four kinds of leadership behavior that motivate subordinates:

- Direct behaviors are similar to initiating structure and include setting goals, assigning tasks, showing subordinates how to complete tasks, and taking concrete steps to improve performance
- Supportive behaviors are similar to consideration and include expressing concern for subordinates and looking out for their best interests.
- Participative behaviors give subordinates a say in matters and decisions that affect them
- Achievement-oriented behaviors motivate subordinates to perform at the highest level possible, for example, setting very challenging goals, expecting that they be met, and believing in subordinates' capabilities.

Which of these behaviors should managers use to lead effectively? According to Yukl and Vanfleet (1992), the answer to this question depends, or is contingent, on the nature of the subordinates and the kind of work they do. Directive behaviors may be beneficial when subordinates are having difficulty completing assigned tasks, but they might be detrimental when subordinates are independent thinker who works best when left alone. Subordinates behaviours are advisable when subordinates are experiencing high levels of stress. Participative behaviors can be particularly effective when subordinates support of a decision is required. Achievement oriented behaviors may increase motivation levels of highly capable subordinates are bored from having too few challenges, but they might backfire if used with subordinates who are already pushed to their limits. Effective managers seem to have a knack for determining what kinds of leader behaviors are likely to work in different situations and result in increased effectiveness (Fiedler, 1978; Peters, Hartke and Pohlmann, 1978). Leadership has faced a lot of research. There is research that direct attention to identifying and distinguishing characteristics or traits of leader. There is also the behavioral approach which holds that leaders are best characterized by behavior patterns rather than by individual traits which explains that the difference between trait and behavioral theory of leadership is that trait theory attempts to explain leadership on the basis of what the leader is, and behavioral theory approaches it on the basis of what a leader does. They claim that the behavioral approach appears sounder for a more general explanation, hence in essence, leadership study is the search for factors that will best serve the leader in motivating and integrating followers to the achievement of goals (Tscheulin, 1971; Fleishman and Harris, 1967; Fielder, 1967). It is now known that leadership is affected by the leader, the led and situation. According to Uduji and Onwumere (2013) in exploring leadership function in an organization, there are three factors of importance;

- The leader
- The subordinates
- The situation

The study of leadership initially by Pillai, Schriesheim and Williams (1999), searched for a set of personal qualities or traits that make for successful leadership. Although the trait theory is now considered inadequate, there some traits found to be common for successful leadership. They are listed to include intelligence, initiative imagination, enthusiasm, optimism, individualism, courage originality, communication ability and sense of fair play, human understanding, supervisory ability and self-assurance. Some writers bring down the traits or characteristics to four, namely: strong will, extroversion, power need and achievement need (Seltzer and Bass, 1990). Waldman, Bass and Einstein (1987) include in there list: intelligence, social maturity and breath, inner motivation and human relation oriented attitude. However, wide the list is stretched; the traits that may be used for prediction of success in leadership come two groups. There are those relevant for equipping the leader to acquire the necessary technical skills, knowledge of the field of operations in which the group is involved. By this, he carries out the tasks with his followers. There are also the human skills, including communication ability, and the ability to make use of the human need factors to motivate and integrate followers. Although various studies opine that certain traits, especially task oriented traits making for technical skills could be relevant to leadership effectiveness, other studies shows that no two leaders are alike, probably because of difference in person oriented skills (Bass, Avolio and Goodheim, 1987; Hater and Bass, 1988). The things that leaders do to influence others, that is, the ability to motivate and integrate follower (person orientation) vary from person to person, from one situation to another. A task-oriented leader who guides by exemplary behavior will achieve a degree of success. In the same way a person-oriented leader will achieve good success by his skill in motivating

and communicating with his followers. A leader with a balance between task orientation and person's orientation will invariably be successful in leadership objectives (Fiedler, 1967, Uduji and Ankeli, 2013). According to Dobbs (2000) motivation is a complex factor because individuals are unique, yet there are some common needs between individuals. The same complexity holds in leadership that uses the motivation factors. Therefore, in exploring what leadership does and how it does it to be effective, it is important to recognize the factor of the followers. First, because individuals differ in their personalities; some may have high needs of independence, status and recognition. Some others may have need for order, security and stability. Members may also have variation in expectation. Some members may expect to be consulted on decision making and such personalities could be upset by unilateral decision by the leaders (Uduji, 2013). All these go to the point that modern views about the effectiveness in leadership is a situational matter calling for the application of managerial art or judgment in bringing into play the leaders knowledge of the different personalities of the subordinates (Uduji and onwumere,2013). According to Johnson and Marshall (2013), the current view is that it is the situations that determine which traits, which ability, task-oriented or group maintenance ability to call forth. What is meant in this is that effective leadership is a function of many factors including technological environment and the task –oriented skills needed, the expectation of subordinates, all of which together make up the situation. The situation is an inter-relationship between these three factors (Donaldson, 2001). The behavioral science approach to the understanding of the functioning of leadership also touches on leadership styles. The styles are various approaches to carrying out leadership functions, of motivating and integrating. They are the behavior patterns of leaders when integrating organization and personal interest in pursuit of some goals or objectives Transformational leadership is often contrasted with transactional leadership as examined in this study.

Research Methodology

The study involved 350 salespeople and managers in selected multinational firms in Nigeria. The Sample Size was determined using a mean formula of:

$$n = \frac{S^2 Z^2}{e^2}$$

Where n = the Sample Size

z = the level of confidence (indicated by the member of standard errors associated with it)

s= variability indicated by an estimated standard deviation

e = the amount of precision or allowance error in the sample estimate of the population.

Therefore: the formula determined the sample size simply by multiplying the squares of the variability (s) and the level of confidence (z) and divided the product by the square of the desired precision value (e) to arrive at:

$$n = 350$$

Since the study is concerned with specific predictions, narrations of facts and characteristics, a descriptive/diagnostic design was adapted. The research design ensured enough provision for protection against bias and maximized reliability, with due concern for the economical completion of the research study. Both secondary and primary sources were used to gather information for the study. Questionnaire was the principal source of the primary data; however, interview serves as complementary. In designing the data-collection procedure, adequate safeguards against bias and unreliability was ensured. Questions were well examined against ambiguity; interviewers were instructed not to express their own opinion. They were trained so that they would uniformly record a given item of response. The data collection instruments were pre-tested before they were finally used for the study. To ensure that the data obtained were free from errors, the researcher closely supervised the research assistants as they collect and record information. Also, checks were set up to ensure that the data collecting assistants performed their duty honestly and without prejudice. A miniature trial survey of the study was carried out at Ilupeju Industrial estate and Agbara industrial estate in Nigeria to test the validity, reliability and practicality of the research instruments and operations. Thirty salespeople and twelve sales managers of four multinational firms in the Industrial estates were used for the test-run. The pre-test provided the researcher the good ground to train assistants for the main inquiry. It also provided the researcher with the opportunity to come out with the final version of the research instruments. The pilot survey enabled the investigator to estimate the cost component of the main study.

The stratified sampling technique was used to ensure a fair representation of the selected multinational firms, using proportionality ratio formula:

$$Q = \frac{A}{N} \times \frac{n}{1}$$

Where:

Q = the number of questionnaires to be allocated to each segment

A = the population of each segment

N = the total population of all the segments

n = the estimated sample size of the study.

The items were selected in the ratio of one sales manager to three sales people from each of the selected firms. This offered a good representation of all the segments in the population of study. Each respondent from the stratum was selected in order of their years of experience in the sales job. Data from the study were analysed using descriptive tools. For hypothesis testing, Multiple Analysis of Variance (MANOVA) statistics was used to judge the significance of the result obtained.

Data Presentation, Analysis And Interpretation

Scale:

- Definitely Disagree (DD) - 1**
- Generally Disagree (GD) - 2**
- Somewhat Disagree (SA) - 3**
- Generally Agree (GA) - 4**
- Definitely Agree (DA) - 5**

Table 1: Transformational Leadership of a Salesforce for Higher Levels of Job Satisfaction and Performance

Questions	(n = 350)					Mean	Std. Dev.
	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)		
Salespeople of transformational managers tend to have higher levels of job satisfaction than those of transactional managers	3 (0.9)	4 (1.1)	8 (2.3)	191 (54.6)	144 (41.1)	4.34	0.67
Salespeople of transformational managers tend to have higher levels of job performance than those of transactional managers	5 (1.4)	7 (2.0)	9 (2.6)	254 (72.6)	75 (21.4)	4.11	0.66
Salespeople of transformational leaders may be more likely to trust their managers and their organizations and feel that they are being fairly treated, which in turn, may positively influence their work motivation than those of transactional managers	12 (3.4)	17 (4.9)	42 (12.0)	177 (50.6)	102 (29.1)	3.97	0.96

Source: Field Data, 2013

As presented in table 1 above, with 3 respondents (0.9%) definitely disagreeing, 4 respondents (1.1%) generally disagreeing, 8 respondents (2.3%) somewhat agreeing, 191 respondents (54.6%) generally agreeing and 144 respondents (41.1%) definitely agreeing as well as the mean response value of 4.34, the study respondents are of the view that salespeople of transformational managers tend to have higher levels of job satisfaction than those of transactional managers.

As indicated in the responses of 5 respondents (1.4%) who definitely disagreed, 7 respondents (2.0%) who generally disagreed, 9 respondents (2.6%) who somewhat agreed, 254 respondents (72.6%) who generally agreed and 75 respondents (21.4%) who definitely agreed, and represented by the mean response score of 4.10, it is the view of the respondents that salespeople of transformational managers tend to have higher levels of job performance than those of transactional managers.

With a mean response score of 3.97 and 12 respondents (3.4%) who definitely disagree, 17 respondents (4.9%) who generally disagree, 42 respondents (12.0%) who somewhat agree, 177 respondents (50.6%) who generally agree as well as 102 respondents (29.1%) who definitely agree, the respondents agree that salespeople of transformational leaders may be more likely to trust their managers and their organizations and feel that they are being fairly treated, which in turn, may positively influence their work motivation than those of transactional managers.

Test of Hypothesis

Salespeople of transformational managers may not be more likely to trust their managers and their organisations and feel that they are being fairly treated, which in turn, may negatively influence their work motivation

To test this hypothesis, the respondents' responses to the three questions presented in table 1 were tested using the Multiple Analysis of Variance (MANOVA) statistics.

Table 2: GLM Between-Subjects Factors

		Value Label	N
q63	1.00	definitely disagree	12
	2.00	generally disagree	17
	3.00	somewhat disagree	42
	4.00	generally agree	177
	5.00	definitely agree	102

Source: Field Data, 2013

Table 3: GLM Box's Test of Equality of Covariance Matrices^a

Box's M	9.684
F	2.956
df1	3
df2	36899.706
Sig.	.031

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a. Design: Intercept + q3

Table 4: Multivariate Tests^c

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.990	16841.124 ^a	2.000	344.000	.000
	Wilks' Lambda	.010	16841.124 ^a	2.000	344.000	.000
	Hotelling's Trace	97.914	16841.124 ^a	2.000	344.000	.000
	Roy's Largest Root	97.914	16841.124 ^a	2.000	344.000	.000
q3	Pillai's Trace	.922	73.820	8.000	690.000	.000
	Wilks' Lambda	.128	154.232 ^a	8.000	688.000	.000
	Hotelling's Trace	6.409	274.785	8.000	686.000	.000
	Roy's Largest Root	6.347	547.420 ^b	4.000	345.000	.000

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

c. Design: Intercept + q3

Table 5: Levene's Test of Equality of Error Variances^a

	F	df1	df2	Sig.
q61	97.730	4	345	.000
q62	272.224	4	345	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + q63

Table 6: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	q61	112.369 ^a	4	28.092	229.821	.000
	q62	126.084 ^b	4	31.521	402.694	.000
Intercept	q61	2037.791	1	2037.791	16671.064	.000
	q62	1744.329	1	1744.329	22284.601	.000
q63	q61	112.369	4	28.092	229.821	.000
	q62	126.084	4	31.521	402.694	.000
Error	q61	42.171	345	.122		
	q62	27.005	345	.078		
Total	q61	6747.000	350			
	q62	6053.000	350			
Corrected Total	q61	154.540	349			
	q62	153.089	349			

a. R Squared = .727 (Adjusted R Squared = .724)

b. R Squared = .824 (Adjusted R Squared = .822)

The results shown in tables 3, 4, 5 and 6 that gives high F-values and $p < 0.000$, shows that the results generated are not due to chance, thus are correct and significant. Also with r-square values that are at least 0.727, a very strong relationship is established between question 3 of the research instrument and questions 1 and 2. Having adjusted r-squared values that are at least 0.724, it is determined that at least 72.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, salespeople of transformational managers may be more likely to trust their managers and their organizations and feel that they are being fairly treated, which in turn, may positively influence their work motivation.

Discussion of Research Findings

The major findings of this study indicate that when leaders engage in transformational leadership, their salespeople tend to have higher levels of job satisfaction and performance. Additionally, salespeople of transformational leaders may be more likely to trust their leaders and their organizations and feel that they are being fairly treated, which in turn, may positively influence their work motivation. Transformational leadership suggests using their reward and coercive power to encourage high performance. This indicates that when managers reward high performers, reprimand or otherwise punish low performers, and motivate salespeople by reinforcing desired behaviours and extinguishing or punishing undesired ones, they are engaging in transactional leadership. These shows that sales managers who effectively influence their salespeople to achieve sales goals, yet do not seem to be making the kind of dramatic changes that are part of transformational leadership are engaging in transactional leadership. The study also shows that many transformational leaders engage in transactional leadership when they reward salespeople for a job well done and notice and respond to substandard performance. But they also have their eyes on the bigger picture of how much things could be in their organizations, how much more their salespeople are capable of achieving, and how important it is to treat their subordinates with respect and to help them reach their full potential. The study suggests that transformational leadership occurs when sales managers change (or transform) their salespeople in three important ways:

- Transformational managers make salespeople aware of how important their jobs are for the organization and necessary it is for them to perform these jobs as best as they can so the organization can attain its goal.
- Transformational managers make their salespeople aware of the salesperson's own needs for personal growth, development, and accomplishment.
- Transformational managers motivate their salespeople to work for the good of the organization as a whole, not just for their own personal gain or benefit.

It is suggested that when managers transform their salespeople in these three ways, salespeople can then trust their managers, and are highly motivate, and help the organization achieve its goals. Transformational leadership is a leadership that makes subordinates aware of the importance of their jobs and perform to the needs for personal growth and that motivates subordinates to work for the good of the organization as shown in figure 1.

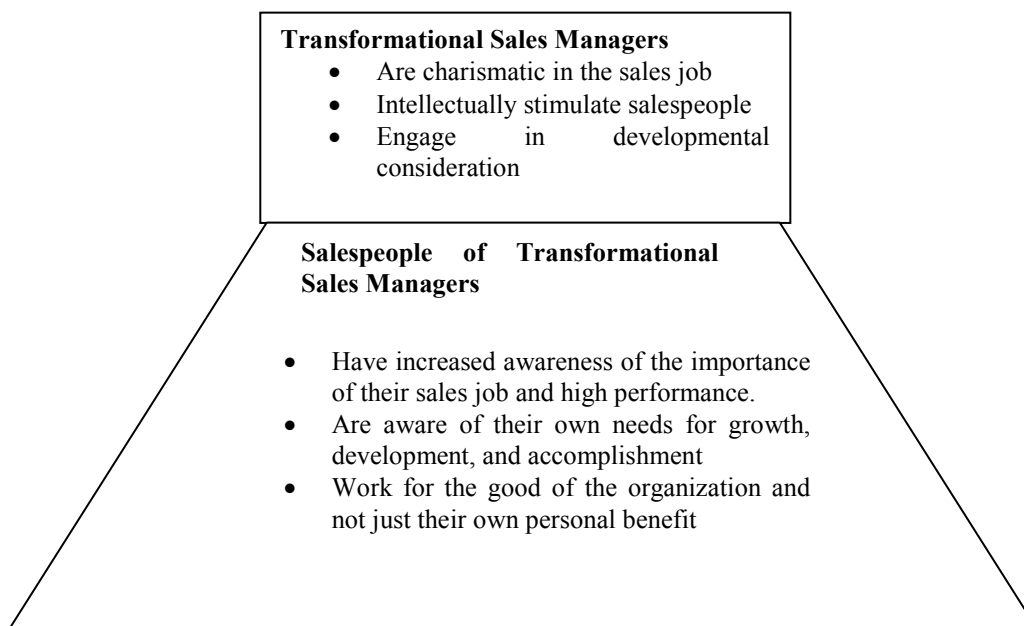


Figure 1: Transformational Leadership of a Salesforce for Higher Levels of job satisfaction and performance.

Source: Field Data, 2013

There are at least three ways in which sales managers and other transformational leaders can influence their Salespeople's: by being a charismatic manager, by intellectually stimulating salespeople, and by engaging in developmental consideration. Transformational sales managers are charismatic leaders. They should have a vision of how good things could be in the salesforce and organizations that is in contrast with the status quo. Their vision should usually entails dramatic improvements in the salesforce and organizational performance as a result of changes in the organization's structure, strategy, decision making, and other critical processes and factors. This vision should pave the ways for gaining a competitive advantage. They should guide the company to continue to grow and find new ways to take as much advantage as possible of the unique communication feature of doing business on the internet. The sales managers should be the charismatic leaders that are excited and enthusiastic about their vision and clearly communicate it to their salespeople. The excitement, enthusiasm, and self – confidence of a charismatic leader should contribute to the sales managers being able to inspire followers to enthusiastically support his or her vision for the salesforce. The essence of charisma, however, is having a vision and enthusiastically communicating it to the salespeople he or she was hired to manage. However, the sales managers who could appear to be quite and earnest can also be charismatic.

It is also suggested that transformational sales managers of a sales organization, should openly share information with their salespeople so that they are aware of problems and the needs for change. The manager should cause the salespeople to view problems in the salesforce and throughout the organization from a different perspective, consistent with the manager's vision. Where as in the past salespeople might not have been aware of some of these problems, or may have viewed these problems as a "management issue" beyond their concern, or may have viewed these problems as insurmountable, the transformational manager's intellectual stimulation should lead salespeople to view these problem as challenges that they can and will meet and conquer. The sales manager should engage and empower the salespeople to take personal responsibility for helping to solve these problems. Also when sales managers engage in developmental consideration, they not only perform the considerations behaviours described earlier, such as demonstrating true concern for the well-being of the salespeople, but go one step further. The sales manager should go out of his or her way to support and encourage salespeople, giving them opportunities to enhance their skills and capabilities and to grow and excel on the sales job. The findings of this study further reveals that all organizations, no matter how large orsmall, successful or unsuccessful, can benefit when their managers engage in transformational leadership. Moreover, while the benefits of transformational leadership of a salesforce can be an enduring approach to leadership, leading to long-run organizational effectiveness. In support of path-goal theory, this study offer many more proposition. In general, the findings suggest that the functions of a Salesforce leader should be to:

- Make the path to sales goals easier to travel by providing coaching and direction for the salesperson.
- Reduce frustration barriers to sales goal attainment for the salesperson.

- Increase opportunities for personal satisfaction by increasing pay-offs to salespeople for achieving performance goals.

How best to do these things depend on the salespeople and on the work situation. One hallmark of transformational leaders is their ability to motivate salespeople to give their best efforts each day. It may not be an easy task, because work can be boring and distractions abound, but an organization benefit of leadership will accomplish little. Someone must be in charge of each organizational unit and provide the leadership necessary for accomplishing the organization's goals. Leadership is the managerial ingredient that makes organizations more effective. Identifying transformational may not be easy, because an individual's leadership qualities can't always be judged by the performance of the person administrative unit. As depicted in figure 1, leadership effectiveness of a transformational sales manager can be based on a combination of personal characteristics, managerial skills and behaviours, and the situation. The personal characteristics skills that can affect transformational leadership potential are recommended as follows:

- Transformational Sales managers must believe in themselves. To inspire confidence in the salespeople, they must set an example. They must have confidence in their abilities and beliefs in order to face the challenges and problems inherent in the sales manager's position.
- Transformational Sales managers must be independent self-starters who take initiative. They should be leaders who should be able to take charge, and welcome change and create change. They should be willing and eager to take the risks associated with change.
- Transformational Sales managers should have high energy levels for managing a salesforce. They should be industrious, stepping forward when something needs to be done. They must be capable of managing a wide variety of activities and relationships among salespeople, which can take a lot of energy. Also a very energetic sales manager can be perceived by the salespeople as highly motivated and enthusiastic for the work. This behaviour can be contagious and often spread around the salespeople.
- Transformational sales managers must be leaders of creativity and imagination, because the organization would be looking to its leaders for solution to problems – a challenge that often entails creativity and new approaches.
- Transformational sales managers must be more interested in the well being of their organization and the development of their salespeople than in their self-importance or domination of others.
- Transformational sales managers should be leaders that spend significant amount of time resolving problems of the salesforce, identifying specific problems and their cause, formulating and implementing solutions, anticipating, analyzing, and making decisions that would enhance the salesforce satisfaction and performance.
- Transformational sales managers should have good interpersonal skills, and must learn to discover what best motivates each salesperson. To do this, they should be capable of establishing good working relationships with their salespeople, and treat each salesperson as an individual. This does not mean that sales managers necessarily should become good friends with every salesperson. Often they cannot and should not, but develop good working relationships between subordinates and superiors.
- Communication skill should be a critical component of a transformational sales manager. Setting goals, organizing, forecasting, staffing, training, motivating, supervising, evaluating, and controlling the salesforce all involve communication for effectiveness. The sales managers should continuously transmits information from upper management to the salesforce,, and from the salesforce to the upper management. This information must be accurate, clear, concise, and timely. A transformational sales manager should have good oral and written communication skills in order to operate effectively.
- Transformational sales managers should rely more on persuasion than on power. They should persuade salespeople to do what they want instead of threatening or coercing them. Their ability to persuade should be base on the fact that their salespeople admire and respect them.
- Having certain characteristics and possessing certain skills should give the sales managers the potential to be a transformational leader of a salesforce, but that doesn't necessarily mean that he or she will be one. The measure of a transformational sales managers is how he behaves; in other words, what the manager does is more important than who she or he is. A transformational sales manager should use a variety of managerial behaviours and styles, as shown in figure 1 of the study.

Conclusion and Recommendations

The result of this study indicates that when sales managers engage in transformational leadership, their salespeople tend to have higher level of job satisfaction and performance. Additionally, salespeople of transformational sales managers may be more likely to trust their managers and their organizations and feel that they are being fairly treated, which in turn may positively influence their work motivation. This is because a transformational sales manager of a salesforce makes salespeople aware of the importance of their sales jobs and

performance to the organization an aware of their own needs for personal growth and that motivates subordinates to work for the good of the organization. All organization, no matter how large or small, successful or unsuccessful, can benefit when their managers engage in transformational leadership. Moreover, while the benefits of transformational leadership are often most apparent when an organization is in trouble, but much more also, transformational leadership can be an enduring approach leadership, leading to long-run organizational effectiveness. Transformational leadership of a salesforce should have a remarkable ability to get salespeople believe in their vision for the future of the organization. Their words and action should be able to transform the basic values, beliefs, and attitude of their salespeople in such a way that they would be willing to perform beyond the standard levels expected by the organization. In order to achieve a higher level of job satisfaction and performance it is recommend that the transformation leadership of a salesforce should:

- Lean to articulate vision for the salesforce, by creating a common, compelling vision for guiding the future of their companies. They should be able to communicate to the salespeople their exciting, challenging future and the company's goal and objectives. They should be able to get the salespeople to work toward a common end, even sometimes at the expenses of their personal goal.
- Learn to challenge the status quo, by encouraging the salespeople to think in new directions, to be creative. They should set very high – seemingly impossible – goals and express strong confidence in their salespeople's abilities to achieve these goals and be satisfied.
- Learn to provide a role model by guiding a loose group of salespeople for the whole company to work together to meet the customer's need. They should work as hard or harder than anyone else, by demonstrating the highest level of integrity, set example that is consistent with the values they espouse and with the goals of the organization.

Transformational salesforce leadership is evident when managers have dramatic effects on the salespeople and on the organization as a whole and inspire and energize salespeople to solve problems and improve sales performance. These effects include making salespeople aware of the importance of their own sales jobs and high performance, making salespeople aware of their own needs for personal growth, development, and accomplishment, and motivating salespeople to work for the good of the organization and not just their own personal gain. Sales managers can engage in transformational leadership by being charismatic leaders, by intellectually stimulating salespeople, and by engaging in developmental consideration. Transformational salesforce leadership also, often engage in transactional leadership behaviour by using their reward coercive powers to encourage high performance and job satisfaction.

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