

Empowerment: An Essential Ingredient in Modern Salesforce Management

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Abstract

Most organizations run on ruling that are passed down to the salespeople from top management; this can be demotivating. In contrast, delegating powers traditionally kept at the top can motivate and raise salesperson's level of performance. The study was guided by the Behaviour model of consideration and initiating structure which suggests that a manager trusts, respects, care about the subordinate raises level of performance. A sample of 350 Salespeople 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 result that gives high F-values and $P < 0.000$, which shows that results generated are not due to chance, thus are correct and significant. Also with r-square values that are at least 0.839, a very strong relationship is established between the research questions. Having r- square values that are at least 0.837, it is determined that at least 83.7% chance is caused by the independent variable. Based on this, the null hypothesis is rejected, indicating that expanding a salesperson's tasks and responsibilities increases a salesforce involvement, motivation and commitment, and raises everyone's levels of performance. This suggests that salesforce empowerment encourages the following beliefs among salespeople: they perceive meaning in their work, meaning that their job fits their values and attitudes; they feel competent, or capable of performing their job with skill; they have a sense of self-determination, of having some choice over the tasks, methods, and pace of their work; and they have an impact—that is they have some influence over important strategic, administrative or operating decisions or outcomes on the job. It is recommended that to foster salesforce empowerment, management must create an environment in which every salesperson feels they have real influence over performance standards and business effectiveness within their areas of responsibility. An empowering salesforce environment should provide salespeople with information necessary for them to perform at their best, knowledge about how to use the information and how to do their work, power to make decisions that give them control over their work, and rewards they deserve for the contributions they make.

Keywords: Empowerment, Salesforce Management, Behaviour Model, Self-Managed Teams, Multiple Analysis of Variance, Effective Leadership, Encouraging Input, Delegating Powers.

Introduction

Regardless of whether one finds selling attractive as a potential career, the performance of the salesforce-and its effective management – is a critical determinant of the success or failure of a company's marketing program. The importance of personal selling when compared with mass advertising and other promotional tools can vary with kinds of product being marketed and customers being pursued. In many industries, however, personal selling is the most important tool in a firm's promotional mix, and more money is spent on the salesforce than on media advertising or sales promotion. This is particularly true for many multinational firms in Nigeria. One obvious indication of the importance of marketers attached to personal selling is the amount of money they spend building and maintaining effective sales organizations. Substantial amount of time and money are spent just in training new salespeople to do their jobs effectively (Uduji, 2013). Companies with salesforces that must sell more technical complex industrial goods typically have the most extensive training programs. Companies may spend much money before a salesperson becomes a productive part of the firms marketing program. Even after the salesforce has been trained, their compensation, travel, and entertainment expenses-together with the cost of administering their activities – usually account for a substantial portion of a firms total marketing budget. Overall, selling costs account for about half of a firm's total marketing costs – a strong indication of the importance attached to salesforce management (Uduji, 2013). Salesforce management involves three interrelated processes:

- The formulation of a strategic sales program which should take account the environmental factors faced by the firm. It should organize and plan the company's overall personal selling efforts, and integrate these with the other elements, of the firms marketing strategy.
- The implementation of the sales program which involves selecting appropriate sales personal and designing and implementing policies and procedures that will direct their efforts toward the desired objectives.
- The evaluation and control of salesforce performance which involves the development of methods monitoring and evaluating salesforce performance.

This enables necessary adjustments to be made either to the sales program or to the way it is implemented when performance is unsatisfactory.

Effective sales management begins with a determination of sales goals. Without goals to achieve, performance would likely fail. Like any marketing objectives, sales goals can be stated in clear, precise, and measurable terms and can always specify a time frame for their fulfillment. Over all salesforce goals can usually be stated in terms of desired dollar sales volume, market share, or profit level. Great sales managers always focus not only on sales goals but also on the entire process that derives their sales organizations to reach the goals. Without a keen understanding of the salesforce management, a manager will never be successful – no matter how defined sales goals are or how great the salespeople. An important responsibility of the sales manager, therefore is to determine style that would help salespeople to believe that they are involved the deciding how to achieve the sales goals of the organization. Proper design can help the sales manager organize and delegate sales duties and provide direction for salespeople. Motivation can also take the form of effective sales leadership on the part of the sales manager. An effective sales manager can be inspirational to his or her salespeople, encouraging them to achieve their goals through delegation, clear and enthusiastic communications. He or she has a clear vision and commitment to the mission of the organization and the ability of the instill pride and earn the respect of the salespeople. Effective sales managers can continuously increase their knowledge and skill base while also encouraging their subordinates to do the same through empowerment. At first glance, empowerment might seem to be the opposite of effective leadership because sales managers are allowing subordinates to take a more active role in leading themselves. Therefore, it is the objective of this study to examine how empowerment can contribute to effective salesforce management in multinational organizations.

Theoretical Framework

This study is examined in the light of Behaviour Model. According to Argyris (1998), after extensive study in the 1940s and 1950s, researchers at the Ohio State University identified two basic kinds of leader behaviours that many leaders in the United States, Germany and other countries engaged in to influence their subordinates: consideration and initiating structure. The model suggests that leaders engage in consideration ideology when they show their subordinates that they trust, respect, and care about them by empowerment (Forrester, 2000). Managers who truly look out for the well-being of their subordinates and do what they can to activate and help subordinates feel good and part of decision making, and enjoy their work perform consideration behaviours. Leaders engage in initiating structure when they take steps to make sure that work gets done, subordinates perform their jobs acceptably, and organization is efficient and effective. Assigning tasks to individuals or work groups, letting subordinates know what is expected of them, deciding how work should be done, making schedules, encouraging adherence to rules and regulations, and motivating subordinates to do a good job are all examples of initiating structure (Liden, Wayne and Sparrowe, 2000). Initiating structure and consideration are independent leader behaviours, and leaders can be high on both, low on both, or high on one and low on the other (Uduji and Onwumere, 2013). According to Thomas and Velthouse (1990), leaders need to consider the nature of their subordinates when trying to determine the extent to which they should perform these two behaviours. One might expect that effective leaders and managers would perform both kinds of behaviours, but research has found that this is not necessarily the case. The relationship between performance of consideration and initiating structure behaviours and leader effectiveness is not clear-cut. Uduji and Onwumere (2013) noted that some leaders are effective even when they do not perform consideration behaviours of initiate structure behaviours, and some leaders are ineffective even they do perform both kinds of behaviour. Like the trait model of leadership, the behaviour model alone cannot explain leader effectiveness. Realizing this, researchers began building more complicated models of leadership, models focused not only on the leader and what he or she does but also on the situation or context in which leadership occurs (Spreitzer, 1996). Today, one frequently hears managers talk about ‘empowering’ their people. Empowerment is the process of sharing power with employees, thereby enhancing their confidence in their ability to perform their jobs and their belief that they are influential contributors to the organization. Unfortunately, empowerment doesn’t always live up to its type. One problem is that managers undermine it by sending mixed messages like “Do your own thing-the way we tell you (Argyris, 1998). But empowerment can be profoundly motivating when done properly (Albers, 2002). Empowerment result in changes in employees’ beliefs-from feeling power less to believing strongly in their own personal effectiveness. The result is that people take more initiative and persevere in achieving their goals and their leader’s vision even in the face of obstacles (Brashear, Bole, Bellenger and Brooks, 2003). Specifically, empowerment encourages the following beliefs among employees. First, they perceive meaning in their work, meaning that their job fits their values and attitudes. Second, they feel competent, or capable of performing their job with skill. Third, they have a sense of self-determination, of having choice over the tasks, methods, and pace of their work. Fourth, they have an impact-that is, they have some influence over important strategic, administrative, or operating decisions or outcomes on the job (Cardador and Pratt, 2006). To foster

empowerment, management must create an environment in which everyone feels they have real influence over performance standards and business effectiveness within their areas of responsibility. An empowering work environment provides people with information necessary for them to perform at their best knowledge about how to use the information, and how to do their work, power to make decisions that gave them control over their work, and reward they deserve for the contribution they make (Cherry and Fraedrich, 2000). Such an environment reduces costs, because fewer people are needed to supervise, monitor and coordinate. It improves quality and service, because high performance is impaired at the source, the people who do not work. It also allows quick action, because people on the spot see problems, solutions, and opportunities for innovation on which they are 'empowered' to act (Chonko, Dubinsky, Jones and Robert, 2003). What actions can leaders take to empower their people and generate these positive outcomes? Empowering people means allowing them to participate in decision making, expressing confidence in their ability to perform at high levels, designing their jobs so they gave greater freedom, setting meaningful and challenging goals, applauding outstanding performance, and encouraging people to take personal responsibility for their work (Chonko, Leo, Roberts and Tanner, 2000). It also means providing people access to information and to other resources, and providing social and sometimes emotional support. More specific actions include increasing signature authority at all levels; reducing the numbers of rules and approval steps; assigning non routine jobs; allowing independent judgment, flexibility and creativity; defining jobs more broadly as projects rather than tasks; and providing more freedom of access to resources and people throughout the organization and outside the organization (Grant, Gravens, Low and Moncrief, 2001). Significantly, empowerment does not mean allowing people to decide trivial things like what colour to paint the launch room. According to Goutain (2000), for empowerment to make difference, people must have an impact on things about which they care, such as quality and productivity. Holmes and Srivastara (2000) noted that managers should not be surprised when empowerment causes some problems, at least in the short term. This is the case with virtually any change, including changes for the better. People might make mistakes at first, especially until they have had adequate training. And because more training is needed, costs are higher. Also because people acquire new skills and make greater contributions, they may demand higher wages. But if they are well-trained and truly empowered, they will deserve them – and both they and the company will benefit (Harris, Mowen and Brown, 2005, Uduji and Ankeli, 2013).

Ultimately, one of the most important issues in motivation surrounds how salespeople view their contributions to the organization and what they receive from the organization. Ideally, they will view their relationship with the management as a well – balanced, mutually beneficial exchange. As salespeople work and realize the outcomes of consequences of their actions, they develop beliefs about how appropriate those outcomes are. Basically, they assess how fairly the organization treats them (Uduji and Onwumere, 2013). But let us now turn to the general critics on the contribution of behavioural science theorists to management theory. Stoner (1978) has summarized the view on the contributions and limitations of the behavioural science school. He confirms to the view above that the school has made enormous contributions to the understanding of the individual in connection with motivation, group behaviour, interpersonal relationships at work and the importance of work to human beings. Their work and findings have cause managers to become much more sensitive and sophisticated in dealing with subordinates. The school continues to offer new insights in such important areas as leadership, conflict resolution, organizational changes and communication. They have contributed immensely in understanding and operation of the directing function of management. Stoner (1978), however, adds that many writers, including some behavioural scientists themselves, believe that the potential contribution by the application for the behavioural science theories to management have not been fully realized. Many managers resists the behavioural scientists' suggestions because they do not like to admit that they are unable to handle people without help. On the other hand, the tendency of behavioural scientists to use their own technical terms rather than every day language in communicating their findings has inhibited the acceptance of their ideas. Again, because human behaviour is so complex, behavioural scientists often differ in their recommendations for a particular problem, making it difficult to managers and subordinates on planning and organizing function has not receives a clear, positive, binding force and effective guidance (Uduji, 2013). This is a gap that is intended to be filled by this study. The behavioural science theories were proposed by researchers who used scientific methods in their study of people in the work of environment. They centered attention in understanding individuals and their interpersonal relations. But they were further than the Human Relations group who were mainly social psychologists and had been criticized as over-emphasizing people management as the way to influence increase in productivity. Their contributions is said to be intended to modify the rigidities attributed to the traditional management themes. But they, in effect, although the Behavioural Scientists do not so openly state it, tried to minimize the more basic factor of inflexibility coming from the contract of employment frame work which drives for a unitary source of authority within which the theories of management operate. The behavioural scientists do basic research by applying the techniques of science or use scientific method to collect information, measure, observe existing phenomena and perform experiment in efforts to understand human factors in work situations. But these

scientists recognized that what they do is not exact science because of the wild range of variables and complexities of people. But they have constructed a lot to the knowledge about how and why people behave as they do, how their strengths, and weaknesses can be evaluated, what their needs and wants are and how these can be considered in the performance of managerial functions especially of organizing and directing, as well as some aspects of planning.

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: Empowerment as Essential Ingredient in Modern Sales Force Management
 (n = 350)

Questions	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)	Mean	Std. Dev.
Empowerment increases a sales managers' ability to get things done because the sales manager has the support and help of the salesforce who may have special knowledge of works tasks	10 (2.9)	8 (2.3)	39 (11.1)	222 (63.4)	71 (20.3)	3.96	0.81
Empowerment often increases sales force involvement, motivation, and commitment, which helps ensure that they are working toward organisational goals	3 (0.9)	7 (2.0)	13 (3.7)	256 (73.1)	71 (20.3)	4.10	0.62
Empowerment gives sales managers more time to concentrate on their pressing concerns because they spend less time on day-to-day supervisory activities	17 (4.9)	18 (5.1)	34 (9.7)	169 (48.3)	112 (32.0)	3.97	1.03

Source Field Data, 2013

With 10 respondents (2.9%) definitely disagreeing, 8 respondents (2.3%) generally disagreeing, 39 respondents (11.1%) somewhat agreeing, 222 respondents (63.4%) generally agreeing and 71 respondents (20.3%) definitely agreeing as well as the mean response value of 4.00, the study respondents are of the view that empowerment increases a sales managers' ability to get things done because the sales manager has the support and help of the salesforce who may have special knowledge of works tasks.

As indicated in the responses of 3 respondents (0.9%) who definitely disagreed, 7 respondents (2.0%) who generally disagreed, 13 respondents (3.7%) who somewhat agreed, 256 respondents (73.1%) who generally agreed and 71 respondents (20.3%) who definitely agreed, and represented by the mean response score of 4.10, it is the view of the respondents that empowerment often increases sales force involvement, motivation, and commitment, which helps ensure that they are working toward organisational goals.

With a mean response score of 3.97 and 17 respondents (4.9%) who definitely disagree, 18 respondents (5.1%) who generally disagree, 34 respondents (9.7%) who somewhat agree, 169 respondents (48.3%) who generally agree as well as 112 respondents (32.0%) who definitely agree, the respondents agree that empowerment gives sales managers more time to concentrate on their pressing concerns because they spend less time on day-to-day supervisory activities.

Test of Hypothesis

Expanding a salesperson's tasks and responsibilities do not increase a salesforce involvement, motivation and commitment, which could help to ensure that they are working toward organisational goals

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
q1	1.00	definitely disagree	10
	2.00	generally disagree	8
	3.00	somewhat disagree	39
	4.00	generally agree	222
	5.00	definitely agree	71

Source Field Data, 2013

Table 3: Multivariate Tests^c

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.994	30953.284 ^a	2.000	344.000	.000
	Wilks' Lambda	.006	30953.284 ^a	2.000	344.000	.000
	Hotelling's Trace	179.961	30953.284 ^a	2.000	344.000	.000
	Roy's Largest Root	179.961	30953.284 ^a	2.000	344.000	.000
q1	Pillai's Trace	1.525	276.871	8.000	690.000	.000
	Wilks' Lambda	.019	539.945 ^a	8.000	688.000	.000
	Hotelling's Trace	23.166	993.239	8.000	686.000	.000
	Roy's Largest Root	21.847	1884.324 ^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 + q51

Table 4: Levene's Test of Equality of Error Variances^a

	F	df1	df2	Sig.
q2	101.634	4	345	.000
q3	26.894	4	345	.000

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

a. Design: Intercept + q1

Table 5: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	q52	129.041 ^a	4	32.260	1723.151	.000
	q53	311.092 ^b	4	77.773	449.619	.000
Intercept	q52	1146.856	1	1146.856	61258.206	.000
	q53	709.375	1	709.375	4101.020	.000
q51	q52	129.041	4	32.260	1723.151	.000
	q53	311.092	4	77.773	449.619	.000
Error	q52	6.459	345	.019		
	q53	59.676	345	.173		
Total	q52	6019.000	350			
	q53	5899.000	350			
Corrected Total	q52	135.500	349			
	q53	370.769	349			

a. R Squared = .952 (Adjusted R Squared = .952)

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	q52	129.041 ^a	4	32.260	1723.151	.000
	q53	311.092 ^b	4	77.773	449.619	.000
Intercept	q52	1146.856	1	1146.856	61258.206	.000
	q53	709.375	1	709.375	4101.020	.000
q51	q52	129.041	4	32.260	1723.151	.000
	q53	311.092	4	77.773	449.619	.000
Error	q52	6.459	345	.019		
	q53	59.676	345	.173		
Total	q52	6019.000	350			
	q53	5899.000	350			
Corrected Total	q52	135.500	349			
	q53	370.769	349			

a. R Squared = .952 (Adjusted R Squared = .952)

b. R Squared = .839 (Adjusted R Squared = .837)

The results shown in tables 3, 4 and 5 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 0.839, a very strong relationship is established between question 1 of the research instrument and questions 2 and 3. Having adjusted r-squared values that are at least 0.837, it is determined that at least 83.7% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, expanding a salesperson's tasks and responsibilities increases a salesforce involvement, motivation and commitment, which could help to ensure that they are working towards organisational goals.

Discussion of Research Findings

The major findings of this study suggests that most multinational firms in Nigeria, run on rulings that are passed down to the salespeople from the top management; this is demotivating. In contrasts, delegating powers traditionally kept at the top not only motivates, but also raises salespeople level of performance. In most cases, salespeople are experts in the sales jobs, having improved their skills over time, and they are perfectly capable of both suggesting improvements and implementing relevant changes. The study suggests to use the Salespeople when seeking improvement in sales managements. If their knowledge is ignored, salespeople can become demotivated by the neglect, and resistant to change imposed from outside. It is recommended to consult with salespeople affected before making changes, and encourage them to take full responsibility for redesigning their sales jobs. Salespeople who want to do a job well are most likely to offer the best advice on improving the system in which they work. Therefore, sales managers should ask their salespeople to discuss their opinions with him or her, and listen to what they have to say. Salespeople should offer advice to their managers, and the managers should make full notes of the proposed changes.

The finding shows that being managed is not in itself a motivating experience, but a wise and stimulating manager should strive to motivate his subordinates. This study finding indicates that the more authority is retained at the top, the lower the salesforce will be motivated to perform their jobs. When more authority is retained at the top, salespeople can become used to depending on their manager's decision and authorization, building their own initiative and making them dependent. However, managers should still exercise their authority, but not unnecessary force, to achieve desired results. Sharing authority help to develop salespeople's own talents. It is suggested that managers should delegate downwards any tasks that they do not have to do themselves. They should also learn to look for whole areas of authority that can be delegated, but always retain overall control. Empowerment has been discovered as an essential ingredient in modern salesforce management. Therefore, sales managers should encourage the sales team to come up with changes they would like to make to improve sales performance; discuss their proposals with them, to encourage bottom-up management. The steps could be stated as follows:

- Salespeople suggests to sales managers a change in the formulation and implementation of a sales program
- Sales managers to allow the salespeople to try the new system
- Salespeople to report results to the sales managers, who will discuss them with the top management.

- Top management to approve the new system to be implemented permanently since it shows to be more effective and efficient than the usual.

This finding is a major change in sales management that has taken place at the level of first-line managers, who typically supervise the salespeople engaged in direct relationship with the customers of the firm. By taking advantage of new information technologies, many organizations have taken two steps to reduce costs and improve the customer services. One is the empowerment of the salesforce by using powerful new software programs to expand salespeople's knowledge, tasks, and responsibilities. The other is the creation of self-managed teams-groups of salespeople giving responsibility to supervising their own activities and for monitoring the quality of the sales activities they provide. Such team input the results of their activities into computers, and through IT sales managers have immediate access to what is happening. As a result of IT, salespeople of the sales-managed teams can assume many of the responsibilities and duties previously performed by the sales managers. What is the role of the sales managers in the new IT work context? This suggest that sales managers can act as coaches or mentors whose job is not to tell salespeople what to do, but to provide advice and guidance and help teams find new ways to perform their sales tasks more efficiently in the organization. More and more sales managers today are incorporating in their personal leadership styles, an aspect that at first glance seems to be the opposite of being a leader. Empowerment has become an essential ingredient for a modern salesforce management. It suggest the process of giving the salespeople at all levels in the salesforce of the organization, the authority to make decisions, be responsible for their outcomes , improve quality, and cut costs for organizational effectiveness. This technique is becoming popular in multinational firms in Nigeria. When sales managers empower their subordinates, the subordinates typically take over some of the responsibilities and authority that used to reside with the Sales manager, such as the right to negotiate price quotation with the customers, the right to offer quantity discount to make a reasonable sale for the company. Empowered salesforce are given the power to make some of the decisions that their managers or supervisors used to make. At first glance, empowerment might seem to be the opposite of effective leadership because sales managers are allowing subordinate salespeople to take a more active role in leading themselves. In actuality however, empowerment can contribute to effective salesforce management for several reasons.

- Empowerment increases a Sales manager's ability to get things done because the Sales manager has the support and help of subordinates-Salespeople who may have special knowledge of sales tasks.
- Empowerment often increases Salespeople' involvement, motivation, and commitment, which helps ensure that they are working towards sales goals and organizational goals.
- Empowerment gives Sales managers more time to concentrate on their pressing concerns because they spend less time on day-to-day supervisory activities of the organizations.

Today's salesperson is more concerned with establishing long-term buyer-seller relationships and with helping customers select the correct products for meeting their needs than with simply selling whatever is available. Where repeat purchases are common, the salesperson must be certain that the buyer's purchases are in his or her best interest; otherwise, no future sales will be made. The seller's interests are tied to the buyer's in a symbolic relationship. Not all selling activities are alike. While all sales activities assist the customer in some manner, the exact tasks that are performed vary from one position to another. Three basic tasks can be identified for salesforce empowerment: order processing; creating selling; and missionary sales. These tasks require essential ingredient of empowerment for effective implementation, as they form the basic for a sales classification system. Most sales personnel do not fall into a single category. Instead, they just perform all three tasks to the extent of their empowerment. A sales engineer for a computer firm may be doing 50 percent missionary sales, 45 percent creative selling, and 5 percent order processing. Most selling jobs, however, are classified on the basic of the primary selling task performance. For subordinates empowerment, a major consideration for most business is improving productivity through their operations, and salesforce productivity is no exception. With the climbing costs of travel and compensation for experienced salespeople, each salesperson must spend time efficiently and effectively to raise productivity when empowered.

The sales manager's responsibility for monitoring salesforce cannot be taken lightly. Because the sales process involves problem solving, it often leads to considerable mental pressures and frustrations. Sales often result only after repeated calls on customers and may involve a long completion period, especially with new customers and complex technical products. Efforts to motivate salespeople usually take the form debriefings, information sharing, and both psychological and financial encouragement. Appeals to emotional needs, such as ego needs, recognition, and peer acceptance, are examples of psychological encouragement. Monetary rewards and special benefits, such as club memberships, are types of financial incentives. Well-managed incentive programs can motivate salespeople and improve customer service. They typically include leisure trips or travel, gifts, recognition dinners, plaques and awards, and cash. However, not all incentive programs are effective in motivating an empowered salesforce. Poorly planned programs – for example, those that have targets set too high, are poorly publicized, allow only the top performers to participate, or feature trips that do not include

spouses – can actually have an adverse effect. Companies should not expect these programs to solve all their sales problems. Sales managers can improve an empowered salesforce productivity by understanding what motivates individual salespeople in the organization. They can get insight into the subject of motivation by studying the various theories of motivation developed over the years. One theory that must not be ignored for effective motivation of the salesforce is the expectancy theory, which states that motivation depends on the expectations an individual has of his or her ability to perform the job and on how performance relates to attaining rewards that the individual values. In complementary with the salesforce empowerment sales managers can motivate the sales people for effective implementation of the sales program by following these recommended five-steps process:

- Let each empowered salespeople know in detail what is expected in terms of selling goals, service standards, and other areas of performance. Rather than setting goals just once a year, firms can do so a semiannually, quarterly, or even monthly basis
- Sales managers must make the work valuable by assessing the needs, values, and abilities of each empowered salesperson and the assigning appropriate tasks.
- Sales managers should provide immediate and specific feedback, guiding those who need improvement and giving feedback to those doing well.
- Sales managers should offer rewards that each person values. Because monetary reward are an important factor in motivating subordinates, compensating sales personnel is a critical matter for sales managers. Sales commission should be based on commission plan, a straight-salary plan, or some combination of these options. Bonus based on end-of-year results should be another form of compensation. The increasing popularity firms of team selling should impell multinational firms to set up reward business-unit performance.

Conclusion and Recommendation

Empowerment is an essential ingredient in modern salesforce management. It suggests a process of sharing power with salespeople, thereby enhancing their confidence in their ability to perform their jobs and their belief that they are influential contributors to the organizational effectiveness. Empowerment results in changes in Salespeople's belief – from feeling powerless to believing strongly in their personal effectiveness. Salesforce empowerment can be profoundly motivating when done properly. The result of the study shows that Salespeople when empowered, can take more initiative and perserver in achieving their goals and their leader's vision even in the face of obstacles. Specifically, empowerment encourages the following beliefs among salespeople. First they perceive meaning in their work, meaning that their jobs fits their values and attitudes. Second, they feel competent, or capable of performing their jobs with skill. Third, they have a sense of self-determination of having some choice over the tasks, methods, and pace of their work. Fourth, they have an impact-that is, they have some influence over important strategic, administrative, or operating decisions or outcomes on the job. Salespeople thrives on challenge, and one way sales managers can challenge salespeople is by giving them greater responsibility, authority and control over their jobs.

To foster empowerment, sales managers must create an empowerment in which every salespersons feels they have real influence over performance standards and business effectiveness within their areas of responsibility. An empowering work environment provides people with information necessary for them to perform at their best, knowledge about how to use the information and how to do their work, power to make decisions that give them control over their work, and the rewards they deserve for the contributions they make. Such an environment reduces costs, because fewer people are needed to supervise, monitor, and coordinate. It improves quality service because high performance is inspired at the source, the people who do the work. It also allows quick action, because people on the spot see problems, solutions, and opportunities for innovation on which they are 'empowered' to act. Empowering salespeople means allowing them to participate in decision making, expressing confidence in their ability to perform at high level, designing their jobs so they have greater freedom, setting meaningful and challenging goals, applauding outstanding performance, and encouraging salespeople to take personal responsibility for their work. It also means providing salespeople access to information and to other resources, and providing social and sometimes emotional support. More specific action include increasing signature authority at all levels, reducing the number of rules and approval steps; assigning nonroutine sales jobs; allowing independent judgment, flexibility, and creativity; defining sales jobs more broadly as projects rather than tasks; and providing more freedom of access to resources and salespeople throughout the organization.

At first glance, salesforce empowerment might seem to be the best opposite of effective leadership because sales managers are allowing salespeople to take a more active role in leading themselves. In actuality, however salesforce empowerment can contribute to effective leadership for several resources reasons:

- Salesforce empowerment increases a sales manager's ability to get things done because the sales manager has the support and help of the salespeople who may have special knowledge of the work tasks.
- Salesforce empowerment often increase salespeople's involvement, motivation, and commitment, which helps ensure they are working toward organizational goals.
- Salesforce empowerment gives sales managers more time to concentrate on their pressing concerns because they spend less time on day-to-day supervisory activities.

It is suggested that sales managers should:

- Let each salesperson know in detail what is expected in terms of selling goals, service standards, and other areas of performance
- Make the work valuable by assessing the needs, values and abilities of each salesperson and then assigning appropriate tasks.
- Make the work achievable, and offer training and coaching to reassured the empowered salespeople.
- Provide immediate and specific feedback guiding those who need empowerment and giving feedback to those doing well
- Offer rewards that each empowered salesperson values.

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