

Motivation in sales industry



In this project I am going to talk about Performance management which I faced when I was doing job with Reliance Life Insurance as a sales manager. The sales job is based on performance based and a person should be high motivated to achieve the given targets if he is not motivated he will not perform well and this is a loss for him as well as for company also. I faced lots of problem at my work place because there was a big preacher of work and no time to do that and my advisor were not that much efficient to get good business for the company. Reliance company triad to motivate his advisor by giving different training. Many people are facing the same problem at their work place and this is very important part of our life. There are some other problems which come in the performance management which leads to failure. In this project I will relate performance management with different motivation theories and problems in performance management, behaviour of the individual which affect this in different way. Finding the solution of motivation to perform well and what manager should do to motivate his employee to work hard.

Introduction

In sales job people are facing so much performance preacher and motivation is playing a big role to achieve the target and helping to improve their performance. Performance management is the how people are working to towards their objective (performance management). Objective can be short-term or annual; the important is how is the balance between defining what the organisation requires to be achieved and what is the motivation towards achieving target [1] (The motivation hand book, Hollyforde and Whiddett, pg-217). Performance is based on individual behaviour. According Susan M.

Heathfield “ Performance management is a work environment which we create for those people who are enabled to perform beat as per their ability. Performance management starts with job with whole work system and its and when employee leave the job [4]. In other word we can say the performance management is contribution of effective management by individual or team to achieve high level of organisation performance [2]. overall we can say the performance management is important in every organization and to do it effectively motivation is very important.

Company Introduction

My company was Reliance Life Insurance which deals in life insurance business. Company has many branches in India and many employees working in this company. As sales manager we have to make our own advisor to get business. Company started in 2006 with investment of 11 million dollar.

Structure-

The organization structure of the company as branch level is Branch Manager is on the top level of the branch and then Sales manager and the Advisor. Branch manager take daily report from sales manager and the sales manager take business from the advisor and it's a tough marketing job to take business from the advisor because of the high competitive market. Sales manager has to motivate his advisor to get good business.

Sales job is a performance based job if you perform well you will get good inactive, rewards, promotion. You will get this if you achieve your given targets and if you are highly motivated.

The issue or Problems-

The insurance company itself passing through different advisor problems because only advisor get business from the market and they must be responsible for their work. To motivate advisor company followed the McGregor X theory of motivation. Advisor on the other hand suffered from the hygiene factor and to resolve this company use theory which given by the Frederick for motivation. The expectancy theory for high moral and there expectation from there work to increase business of the company. Take all issue of the advisor and apply different theory of motivation can help to improve performance.

THE X THEORY OF MOTIVATION BY MCGREGOR –

According to x theory of McGregor, average employee don't like to work because he is directed, controlled, corrected towards organization long-term goal. People try to work on that why so that they can avoid responsibility. They run from their responsibility because they don't get know the benefits of the good work.

In my company we facing there problem because of this system going on the X theory of McGregor and the company assume that advisor do not want to work because they were not trained and they were highly demotivated because lake of training and no clear organization goal. The management realise the situation and tried to resolve this by giving high training of business and motivation.

THE EXPECTANCY THEORY OF MOTIVATION-

The expectancy theory of motivation says that work react according to the force of environment. Course of action depends on person to person, perceived action lead people to choose their action and in the possible alternative people use rational choices. It's a subjective probability; the act of the person will lead to a certain outcome.

There are many factors that shows that weather a person perform as desired expectancy theory formulates this uncertainty as effort of performance expectancy, only hard work gives outcome. The second theory says that performance followed by the outcome. This outcome includes awards, promotion, pay increase and bonus. The third theory is valence. It has a range of value expressing the degree of avoidance or attraction which shows that the person is associate with the income. The function of motivation is $F = V \times I \times E$ and this is based on assumptions.

The effect of valence in Reliance Life Insurance Company and by motivational point of view can say that there was low morale level in the advisor and on fair input by them. The expectancy level was also very low because there was no reward for the good work. If any advisor doing good job he got treated same as other low performer advisor. This behaviour increase dissatisfaction among the good advisors.

TWO FACTOR MOTIVATION THEORY BY HERZBERG-

American psychologist Frederick Herzberg develops the theory of job enrichment at first and it say the different factor between the job satisfaction

and job dissatisfaction. The first factor is about motivator as known as job or content factor and the second factor is known as hygiene factor or organizational context factor. The advisor of the Reliance Company were unskilled and their work satisfaction dependent upon hygiene factor. Insurance company need to redesign the job to increase the business by motivation which lead the performance improvement, absence of hygiene factor and the reward system in the company and that's why the advisor were not satisfied with job. Advisor were not satisfied with this at all because other factor like socioeconomic, personal factor also affect this and the absence of hygiene factor like irregularity in commission, rewards etc. also there. The company policy in this mater was not good and the expectancy level of the sales manager and the advisor came down very low.

GOAL SETTING THEORY OF MOTIVATION OR TASK MOTIVATION THEORY

The immediate relationship between employees pay and performance is goal setting theory. There are different preposition in goal setting theory. This preposition lead certain specific goal which followed by motivational techniques.

Difficult goal

According to E. A. Locke “ More difficult goal result in higher level of performance then easy goals”.

Specific goal

Specific goals produce higher level of performance than general goals. This goals shows performance.

Behavioural intention

This theory is the intention to make a certain task choice or to respond in a certain way.

Knowledge of result

For the effective goal setting the feedback is very important. As per the company point the management should know the result of their decision.