

A CASE RESEARCH PAPER - RELIEVE OR MOTIVATE SALES PEOPLE: THE DILEMMA CONTINUES

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Background

Motives are hypothetical constructs, used to explain why people do what they do. Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms "physiological", "safety", "belongingness" and "love", "esteem", "self-actualization" and "self-transcendence" to describe the pattern that human motivations generally move through.

Herzberg proposed the Motivator-Hygiene Theory, also known as the Two Factor Theory (1959) of job satisfaction. According to his theory, people are influenced by two sets of factors. The idea is that hygiene factors will not motivate, but if they are not there, they can lower motivation. These factors could be anything from clean toilets and comfortable chairs, to a reasonable level of pay and job security. Motivational factors will not necessarily lower motivation, but can be responsible for increasing motivation. These factors could involve job recognition, potential for promotion or even the work in itself.

The job characteristics Model (JCM), as designed by Hackman and Oldham attempts to use job design to improve employee motivation. They show that any job can be described in terms of five key job characteristics:

1. Skill Variety - the degree to which the job requires the use of different skills and talents.
2. Task Identity - the degree to which the job has contributed to a clearly identifiable larger project.
3. Task Significance - the degree to which the job has an impact on the lives or work of other people.
4. Autonomy - the degree to which the worker has independence, freedom and discretion in carrying out the job.
5. Task Feedback - the degree to which the worker is provided with clear, specific, detailed, actionable information about the effectiveness of his or her job performance.

Key Words: Motivation, Sales force, Recruitment and Selection.

THE CASE

Ramesh and Suresh both are working in G-Mart. Ramesh (AGE, 46) is an MBA and having 15 years of work experience out of which 12 years in Fast Moving Consumable Goods (FMCG) sector. He Joined G-Mart 3 years ago. His gross salary package is 8 lacs per annum. Suresh (AGE, 33) is a B.Com graduate. He is having 7 years of experience in retail sector. He joined G-Mart 4 years ago and currently working as Sales Head Operations, Gujarat. His current gross salary package is 24 lacs per annum.

Ashok is Sales Head Operation, Madhya Pradesh (M.P.). Due to his sudden demise in a road accident, Suresh is now transferred to Indore as Sales Head Operations, M.P. There are 38 G-Mart's stores in 24 cities, across M.P. Ramesh who is designated as Sr. Sales Manager– Operations, Indore and up country. His sales territory includes G-Mart's store of Indore (Six retail stores), Dewas (One retail store), Dhar (One retail store) and Ratlam (One retail store).



Ramesh is very annoyed on receiving the news that Suresh is appointed Sales Head Operations, M.P. Due to his Qualification and total years of experience and gross salary. He writes an email to Girish (AGE, 30). Girish is All India Sales Head of Operations – G-Mart. Ramesh writes that he is very disappointed on getting this information. He is feeling very de-motivated.

Girish in turn forward the email to Suresh with a copy to Ramesh, stating that he is visiting Indore in next week and asked Ramesh to prepare his self-appraisal form for last year. Further Girish writes a separate email to Suresh stating find a suitable person for Indore and up country, as we will be asking Ramesh to resign from the current post.

Girish's Indore Visit

Girish asked Ramesh to submit the resignation letter without even going through the self-appraisal form and asked Suresh to recruit new person. Ramesh was predicting the same and hence he came with the resignation letter and submitted to Suresh.

QUESTIONS

1. If you are Suresh what will be your future course of action? Knowing that Ramesh is performing well in Indore and up country, will you retain Ramesh or you will recruit some other person?
2. If Suresh retains Ramesh, what explanation is he going to give to Girish?

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