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# Review Of Research



## INFLUENCES OF MOTIVATION IN DEVELOPER PRACTICES IN SALES AREA



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### ABSTRACT

This research has as main objective to analyze the influence of motivation in working practices. It applies as subsidiaries theories research, approaches to motivational aspects and sales. It has the following objectives: identify the motivational factors related to employee practices (1), make a SWOT analysis of the motivational practices (2), and draft a proposal for Organizational Development sales team (3). We used the case study method with the common procedures to a qualitative research. As the results achieved, it was possible to describe the general and categorized motivation levels of respondents actors; identify the most obvious and effective theories for the increased team

motivation; confront evidenced approaches and constructs the TCP, and make SWOT analysis of secondary factors. The analysis allows us to infer about labor practices, which highlights the importance of interaction between academic institutions and organizations, encouraging, therefore, the creation of partnerships and develo



ment projects that provide significant results for regional projects. This product interests to managers in general and in particular those involved with activities mobilized by sales team.

**KEYWORDS:** Motivation. Sales. Theory of Planned Behavior.

### 1. INTRODUCTION

Studies on motivation, though rising, are presented as fundamental factors on the incentive

relationship and business productivity. With the development of management systems that accompanied the emergence of new theoretical insights were able to identify the approach of the Human Resources Administration institutional strategies of organizations. We can see then that harness the motivational context to business strategies is to identify the individual as a member of the entrepreneurial context, respecting their personal and behavioral characteristics, noting its origins, customs and influences to create an essentially strategic environment that leverages the human resource in the face of greater organizational performance.

The correlation between the motivational influences and optimizing the sales area overlaps the run levels of common strategies. This is because it is considered an analysis of willingness and commitment to action. It is what is called sustainable and continued investment in the relationship with the functional team. The business innovation axis applies to the study of motivational factors to provide meaningful tools for deploying and maintaining a motivated environment. In this sense, it is relevant to note the elements of the corporate landscape in the face of research of motivational strategies, and business results obtained with the configuration of these factors. The development of targeted structural models for the motivational incentives depends initially inference about the relationship between motivation and organizational results, allowing identify the role of motivational foundation in the overall business strategy. In order to meet these aspects, research is inserted in the innovation segment in business, with a focus for understanding the motivational factors in sales.

For Severino (2007) scientific inquiry has principle in the perception of a problem situation involving an object or factor study. In the context investigated the phenomena that constitute the issue was raised with the observation of the business environment, which proposes to study the motivational factors of the sales team.

The objective problem based affirm if there is interaction between motivation and business strategies and to characterize the existing process in the face of preparing proposals for adaptation of the activities performed. It is directed moreover, the focus to the surroundings of the research object in order to answer the following inference: How does the motivation strategically influence the sales team of the company studied?

The research has as main objective to analyze the influence of motivation in the sales team of a wholesale trading company. To meet this goal, it will be necessary, specifically, identify the motivational factors in comparison with the constructs of Theory of Planned Behavior perform a SWOT analysis of the motivational practices in the company researched and draw up a proposal for the organizational development with staff motivation focused on Sales Management.

The study will provide an analysis of existing motivational models in the organizational environment, as well as an understanding of its results for the development of the organization. This understanding can guide decision-making at the strategic level, can direct planning and restructuring in the sales area of a company.

## 2 LITERATURE REVIEW

From the appearing of the theory of human relations in organizations developed the Humanistic Approach to Chiavenato (2003) describes how the conceptual revolution that replaces the emphasis on task and structure the emphasis on people, considering, for individuals as members of a group.

Investigating the motivational influences, this task is supported on the Theory of Planned Behavior (TCP), issued in 1985 by Icken Ajzen. This design consists of a model to measure the intention of an individual exercise certain behavior, analyzing three constructs: attitudes toward behavior (1),

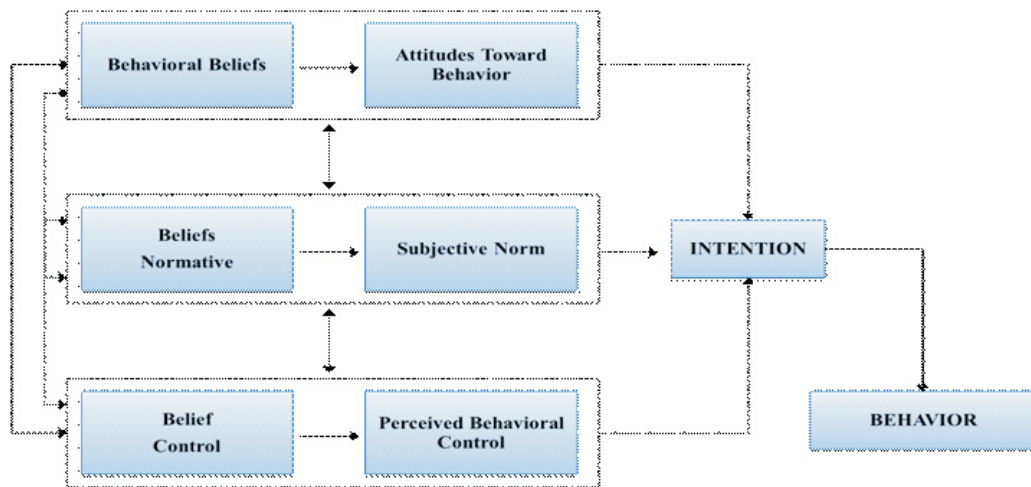
subjective norm (2) and perceived behavioral control (3).

The selection of this model is given by the complexity of the theory and the motivational factors, given that exerts observations of the elements that predispose conducting attitudes and actions of individuals, standing out as the most complete among the other bases. Even as applied theories, are used as approaches subsidiaries Theories related to Human and Organizational Development Motivation.

### 2.1 Theory of Planned Behavior – TCP

As an analytical tool of this study applies the concept advocated by IckenAjzena construction of the Theory of Planned Behavior (TCP); serves as support to research by the representation of the above theories and presents a model of behavioral intentions in which the motivational variable precedes the action of behavior. In this sense, the attitude, subjective norm and perceived control are the elements to formulate a behavioral intention. According to Ajzen (2006, cited VEIGA et. Al., 2010) there is a relationship of proportionality between the behavioral constructs and a predisposition to action, so that, how much more timely are the settings for higher constructs will be the personal intention for running an activity. From Figure 1, it is possible to demonstrate the relationship of the constructs in order to face the behavior, which are described in Table 1 the concepts of factors presented.

Figure 1 - Theory of Planned Behavior



Source: Adapted from Ajzen (2006, cited VEIGA et al, 2010).

**Table 1 - Factors of Planned Behavior**

ELEMENT	DESCRIPTIVE
1 <b>Attitude Toward Behavior</b>	Relationship between achievement of certain behavior and the expected results; subjective probability that actions produce results where the behavior is based on the consequences.
2 <b>Subjective Norm</b>	Perception of expectations that the individual or group has about behavior; external pressures (social, family, cultural and others) about the behavior for approval or disapproval of conduct.
3 <b>Perceived Behavioral Control</b>	Display elements that can block or stimulate behavior; It is based on the perception that the individual has about their reality, away from external factors.
4 <b>Intent</b>	Individual's perception of the level of effort that must be employed to achieve a certain level of performance; determines the belief or not the individual that how much greater the greater performance levels.
5 <b>Behavior</b>	Results level of perception obtained with the performance; is the ratio of effort and performance; the individual's belief that the high level of performance is instrumental in obtaining favorable results.

Source: Adapted from George and Jones (2011).

According to the representation of Figure 1, the Planned Behavior method begins at beliefs. The Behavioral Beliefs, Normative and control are determined respectively by the constructs of Attitude Toward Behavior, Subjective Norm and Perceived Behavioral Control. To understand the beliefs indicated by Ajzen becomes necessary to describe the constructs act to promote the intended behavior.

**2.2 Compendium of human motivation**

On motivational perceptions, in Table 2 is shown the theoretical center of the treated approach, these denote attenuated like the primary rationale sharing investigating the environmental conditions that can develop or inhibit productivity, formerly have peculiarities and characteristic features that point to differences in the methods for motivation.

**Table Theories of 2-Scale - theoretical and conceptual compendium**

AUTHOR	INEFFECTIVENESS	EFFECTIVENESS	THEORY
1 <b>Lewin</b>	Barriers to action	Valencia Positive	Field Theory
2 <b>Maslow</b>	Fixation on basic needs	Satisfaction self-realization	Hierarchy of Needs
3 <b>Herzberg</b>	Underlying support needs	Motivation for higher factors	Theory of Two Factors
4 <b>McGregor</b>	Motivation by external pressures	As internal motivation of the individual factor	Theories X and Y
5 <b>Victor H Vroom</b>	Disproportion between effort, performance and results.	Balance between effort, performance levels and results.	Expectancy Theory
6 <b>Icken Ajzen</b>	Disproportion of behavioral constructs	Setting constructs opportunities for personal interaction	Theory of Planned Behavior

Source: Adapted from Kvasnicka (2010).

As seen above, you can see that although highlighted the common goal of optimizing the

strategic outcomes, the aforementioned approaches present significant difference in the basic axis of thought.

This reinforces the positioning Kwasnicka (2010), since it exclusively comes motivation, the authors viewed differentiated key issues. In this regard, the theoretical multiplicity confirms the challenges to management regarding the selection of motivational practices in greater viability and effectiveness. Thus, taking as a proposal to evaluate the merging of theories in order to identify evidenced approaches and build a custom Organizational Development model to identified needs and characteristics in the sales team investigated.

According Kwasnicka (2010) motivation determines the individual's behavior through desires, aspirations and needs that influence the choice of alternatives in decision-making. The development of theories of human motivation provided the organizational environment the study focused on the individual's behavior, aiming to integrate excellence in management practices.

The evolution of scientific approaches can be observed by the perceptions of many scholars who have developed through the investigation process, different views on motivation in the organizational environment. This fact provides a state challenges to organizations, since the conceptual variety complicates the decision making process of companies, which in the most part, opt for serving the only motivational guidance.

For this research, they will be used multiple approaches that seek to determine whether the various assumptions about motivation, though different, have bond and influences productivity of a group. Thus, we intend to achieve as a result, models that justified the use of one approach over the other.

### 2.3 SWOT Analysis

In addition to identifying the level of motivation and point out the most prevalent theoretical approaches in a sales group, the research uses the SWOT analysis to achieve information on expanded scenario. Thus, it becomes possible to visualize the interaction of motivational factors as reflected in internal and external areas of the organization. Developed by Harvard University in the 1950s and 1960s, a tool called SWOT (Strengths, Weaknesses, Opportunities and Threats) allows analysis of an organization, market, process and policy and expands to other situations that require the study applied to the quadrant of its variables.

Oliva (2007) defines it as a flexible tool in terms of application that helps to organize functionally the diagnosis for decision making. In this scenario, George and Jones (2011) points out that from the results obtained by this tool administrators of different levels of the organization chosen corporate strategy, business and functional to increase the performance of the organization, so that it reaches its mission and goals.

On the constitution of the array as instrumental diagram Ferrel (2000, cited in Vilela, 2007) states that the strengths and weaknesses are internal and factors unique to the company in conducting the analysis. Thus, the forces are related to the possibility of obtaining competitive advantage, while the weakness address the organizational deficiencies that exist or may exist in the preparation or execution of the strategy.

### 2.4 Conceptual elements on sales

Ribeiro (2004) defines sale as art science to satisfy requirements from goods (products, services or ideas), generating with this process profit. It adds that the purpose of the sale is to harmonize three elements, in which cite: people, property and profit. Castro and Neves (2011) points out that the sales

force works with a link between the company and the market, which emphasize that the sales area is a variable of the marketing mix and thus should be integrated with the other elements that compose it. Las Casas (2011) to deal with on the decisive phase of the sale that is the type of presentation, identifies four types of sales that may occur, as shown in Table 3.

**Table 3 - Types of sales presentation**

PRESENTATION	DESCRIPTIVE
1 Sale memorized	In scheduling all the information that will be directed to broadly buyer; simulating sales situations and preparations are made so that the consultant has mastery of technique to be applied. Generally used by companies that sell only one product or service or do not allow specific adjustments to individual needs.
2 Sale structured	It introduces more flexibility, since only the main points are outlined, and the seller has the autonomy to adapt the sales presentation to the demands or customer trends. Used for companies that work with multiple products or that have greater complexity.
3 Determination of needs	Method where the sales presentation is tailored to customer needs. The consultant identifies the requirements of the customers and from this information propose viable solutions. The consultant has the role of listener; this type of presentation is the most recommended as it emphasizes the satisfaction of customer demands.
4 Sales system	The method comprises the following steps: apply for permission to study presentation (1) conduct the study to raise necessary information to present the proposal (2), preparing sales proposal (3), and submit a proposal to the client. It consists of more professional selling which aims to thoroughly raise customers' needs, through the exchange of ideas and proposals for adjustments.

Source: Adapted from Las Casas (2011).

The mentioned author inserts a new context to present more comprehensive type of sales presentation, which poses as the recommendation, the Ideal method to be applied by the consultants. In this regard, not only the satisfaction of needs is the target of the sale, but other factors such as buyer's knowledge, contact origin of sale and information that the client has about the product or service.

### 2.5 Proposals for Organizational Development Sales Team

Proposals for Organizational Development in the sales group consisting of the unification of the data collected, which are applied as soon as completed analytical research study. In this regard, the information about the motivational level and the perception of the theoretical bases which produce greater results in the investigated group will be used to build a model of suggestions for improvements. Bennis (1966, cited in Motta and Vasconcelos, 2006) states that the Organizational Development (OD) is an educational strategy adopted to implement an organizational change plan and required by external and internal demands. The Organizational Development becomes a result of various factors applicable in companies; It demonstrates a progress status of processes and people which results in higher productivity conditions. Defending the design of Guaragna (2007) which considers the organizations as living systems and interrelated, it points to Organizational Learning (AO) as one of the tools used for the effectiveness of the DO.

The concept of organizational learning involves the idea of social and technological innovation, so that concerns the institutionalization of rules that allow the management and processing of new information which are continually confronted with the cognitive patterns and prevailing technical organizational system. Motta and Vasconcelos (2006) points out that the questioning of existing

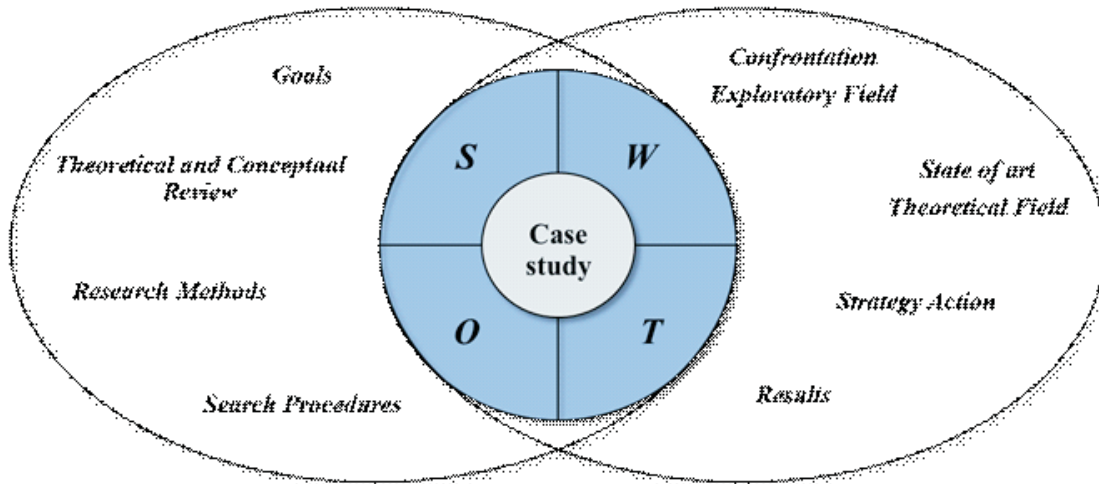


standards with innovated information, enables correction and adjustment of the course of action as well as the creation and implementation of new standards and norms in an evolutionary perspective. The authors also argue that the STEEL definition involves a double loop learning, as part of a process of perception and exploration opportunities in the environment where the system is located. Working proposals for learning with the sales force becomes necessary to define settings and features that integrate it. On this aspect Senge (2012) addresses that team learning is vital, as are the groups, rather than individuals alone, which are the fundamental learning unit in modern organizations. The author adds that, if the teams have not capacity for learning, therefore, the organization will never be able to develop it.

### 3 METHODOLOGY

The research has a qualitative nature, given that seeks to research by cognitive analysis and any basis in conceptual premises. According to Flick (2004) in qualitative research theories serve as a basis for inquiries and studies, as well as from the research carried out new theories can be formulated. Figure 2 shows the methodology applied in research diagram. As shown in Figure 2, the research center is focused on the method of case study that will produce results from the component parts of the illustrated sets. In this sense, the SWOT tool will be the perception of systemic process model, which aims to bring together the sets and transform data from cognitive information for the inference of the investigation. In items that follow are presented the developments of the methodology, in order to outline the aspects mentioned above.

Figure 2 - Methodology Diagram



Source: Adapted from Peter Son (2014).

The survey was conducted on the sales floor of a family organization of medium-sized distribution segment it operates in the states of Rondonia and Acre, whose main activity is the representation of the foodstuff and cleaning products in general, acting still in secondary segments in marketing articles and tools construction, household appliances and consumer electronics.

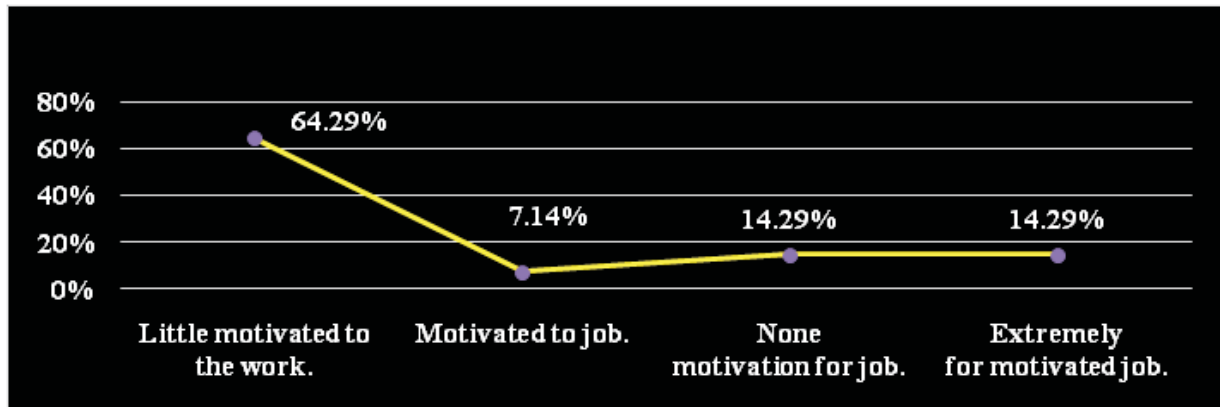
The company adopts two modalities for hiring sales staff: CLT (Consolidation of Labor Laws) and RCA (Autonomous Trade Representative), but the search is bounded on employees in CLT procurement regime. Selecting this contract type is given by the need to analyze the professional motivation levels of

the company, employees, salary incentives and other organizational factors.14 employees in the sales area were surveyed, representing a sample of 70% of all employees in brazilian labor law regime.

#### 4 RESULTS

As a feature of the whole researched were evidenced tradesellings consultants or channel vendors, that Castro and Neves (2011) describe how the sales agent who has older age, maturity, empathy, knowledge of the market and products, own methods, aggression for sales skills and long term experiments.This study sought to identify the perception of respondents through self evaluation predisposition to perform daily tasks of work and aimed to the questioning of attitudes, feelings, examination and presentation of opinion of individual behavior by self-recognition of inner motivation.As demonstrated in Chart 1, the low motivation to work reaches worrying numbers. This finding emphasizes the presence of minority full of motivation levels, resulting therefore in lower performance of the team, since, according to Las Casas (2011) motivational factors are closely linked to organizational results.

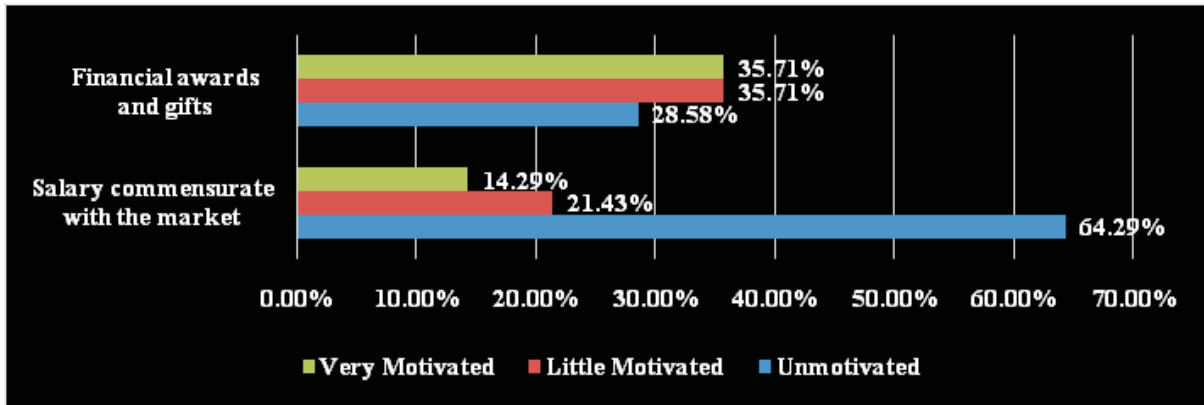
Chart 1 - Levels of motivation to work



Source: Authors.

The physical structure and material and work safety were also assessed as motivator, having noticed that these factors have little influence on the motivational levels of employees. As for the inter-relationships with other professionals from other sectors observed in the survey that more than 65% of the evaluated categories showed good relationship, with only two categories that received negative evaluation in interpersonal relationships they are, the financial sector and the overall management.Analyzed the remuneration system there was a marked degree of motivation as shown in chart 2.

Chart 2 - Factor evaluation wage system



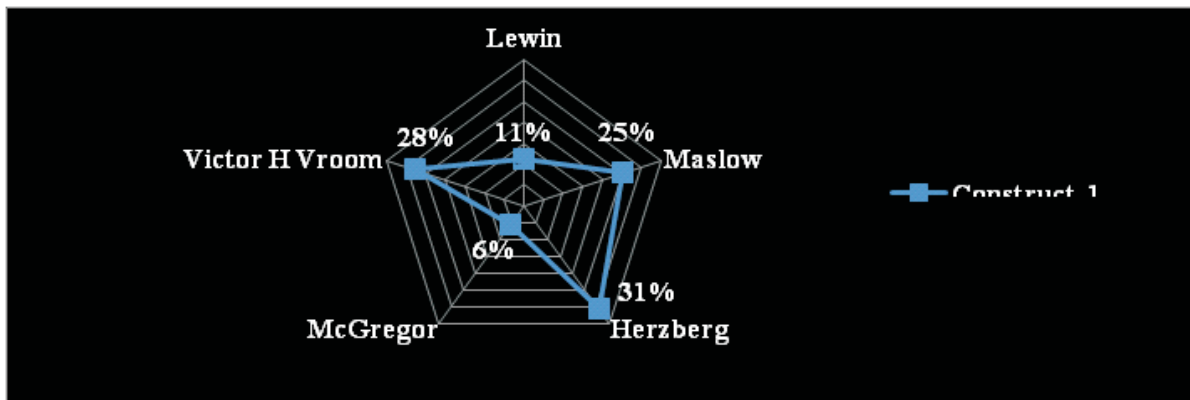
Source: Authors.

Underlying factors of the data comes from the absence of a targeted plan for career training, as well as a shift programmed to generate motivating employees to find new results.

In general, all appointed ratings emphasized greater or lesser participation in the analysis that indicated low motivational levels in the team. Seeking to gather the data isolated in systemic training to prepare proposals for improvements, respondents factors were confronted with the constructs of the basic theory of this research. The Theory of Planned Behavior will indicate what type of design is most evident on each axis. At this stage specific issues were selected, representing the theoretical concepts used. Given the procedures proposed in the methodology, we were confronted approaches and constructs the TCP. The results achieved demonstrated to familiarize the group with one or more conceptual premises, thus allowing format more efficient methods for raising the motivational level.

The Construct 1 (Graph 3) includes the Attitudes Toward Behavior; denote the view that the group has on performing an action in pursuit of expected results, the consequence that individual attitudes produce.

Graph 3 - Construct 1: Attitudes Toward Behavior

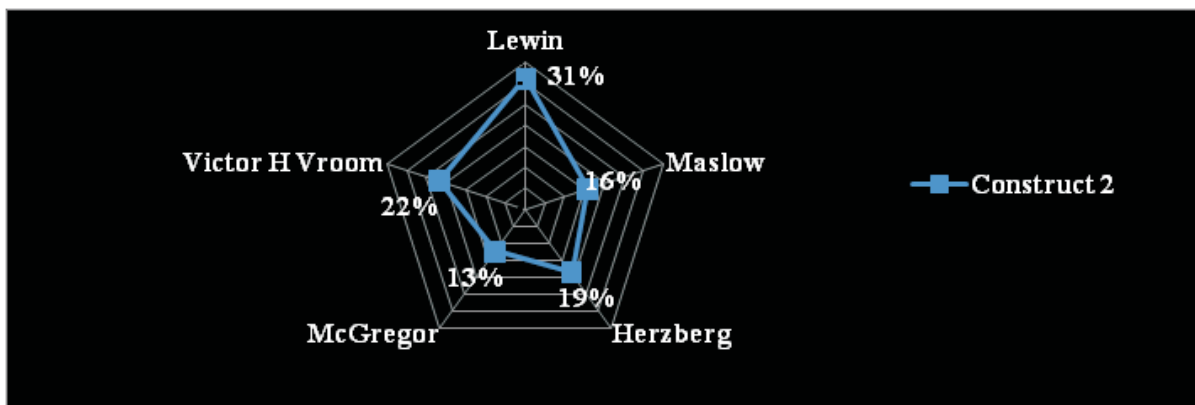


Source: Authors.

As noted, the theory with the highest familiarity with the behavioral characteristics of respondents was the Herzberg Theory of Two Factors. With the compilation of data it was identified

that currently the motivational level of the group involves features of eager individuals by underlying support needs, which include working conditions, remuneration and other factors that do not generate motivation, but prevent the group's dissatisfaction. As advocated in Herzberg satisfaction scale, attending the underlying needs will offer the most significant demands on individuals. In this sense, the satisfaction of basic needs identified consequently lead to attitudes of satisfaction levels of self-esteem and self-actualization. The scale which shows great satisfaction in the analysis of Herzberg conception comes to social, caused by high interaction of consultants with stakeholders in the sales segment. In Graph 4 are indicated results for the construct 2 which deals with the Subjective Norm of planned behavior. In this builder perceptions are analyzed that the group has through external reviews; it addresses the expectations and several pressures that influence the individual's behavior, i.e. what external groups classified as positive or negative.

Graph 4 - Construct 2: Subjective Norm

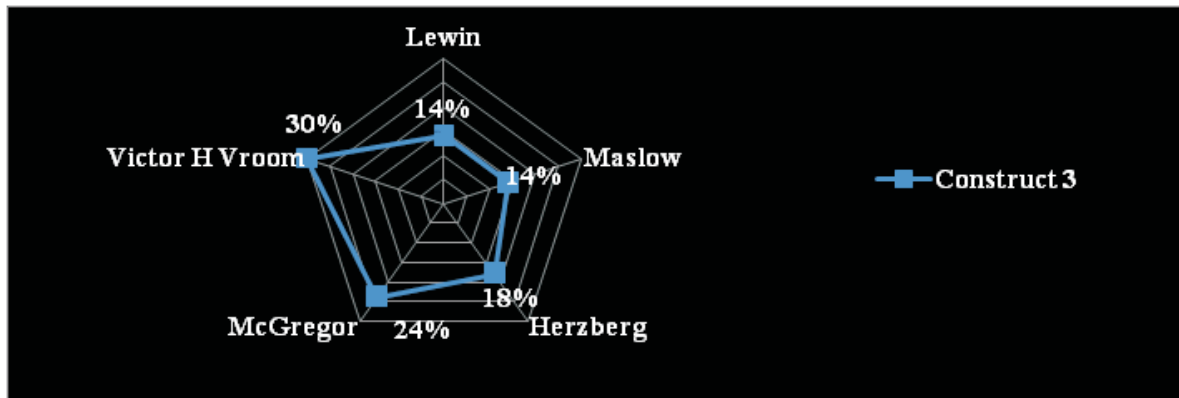


Source: Authors.

The design with more emphasis was Field Theory formulated by Lewin. Again the proposed study reaffirms the concepts advocated by analyzed construct. In this case, the familiarity of the group with the design of Lewin was due to the conceptual definition, as well as treats Subjective Norm, respondents also reaffirm that the interaction between environment and human behavior has dynamic field.

The third constructor analyzed refers to the Perceived Behavioral Control, which analyzes the beliefs of control, referring to people's expectations regarding the ability to perform a task, including resources, knowledge, obstacles and drivers of action. The construct 3 (Chart 5) encompasses more dynamically the real perception of the group's motivation, saying the approach that respondents believe to be effective for increasing motivational levels.

Graph 5 - Construct 3: Perceived Behavioral Control



Source: Authors.

The expectancy theory was the approach with greater symmetry among respondents. The identified variables emphasized the instrumentality and value of Vroom approach. The consultants value the balance between performance and results, reaffirming the question posed in the construct 1, where the highest performance generates expectations for achieving better goals.

Analysis of the SWOT matrix (Table 4) is a complementary tool for the evaluation of surveyed data.

Table 4 - SWOT Analysis Results

<p><b>1 STRENGTHS</b></p> <p>1.1 Excellent relationship with customers, suppliers and employees;</p> <p>1.2 Physical structure;</p> <p>1.3 Interaction with the direct supervision;</p> <p>1.4 Sales experience;</p>	<p>S O</p> <p>W T</p>	<p><b>4 OPPORTUNITIES</b></p> <p>4.1 Fostering of personalized services;</p> <p>4.2 Creating policies and wage incentives;</p> <p>4.3 Strengthening of normative education programs and labor prevention;</p>
<p><b>2 WEAKNESSES</b></p> <p>2.1 Low motivation index;</p> <p>2.2 Low perception of safety factor;</p> <p>2.3 Dissatisfaction with the wage system;</p> <p>2.4 Motivation to seek new goals;</p>		<p><b>3 THREATS</b></p> <p>3.1 Turnover of the group;</p> <p>3.2 Weakness and reduced performance;</p> <p>3.3 Competition and new entrants;</p> <p>3.4 Loss of customers and suppliers;</p>

Source: Authors

On Table 4 are shown four variables that make up the motivational study team, which highlights that external factors of threats and opportunities that address specific elements to motivation in sales, given that the analysis sought to identify delimited issues.

The research data point that the adequate Organizational development (DO) for sales planning is related to construct 1 – Attitudes related to behavior, as it represents interaction between efforts and results.

It is presented in Table 5 proposals for improvement to the factors found to promote satisfaction and minimize or block the motivational categories that reported inefficiency.

**Table 5 - Proposals for Motivation and Sales Planning**

INEFFICIENCY	DESCRIPTIVE / PROPOSAL
<b>Sales method</b>	Improve and effect the sales presentation method structured; Update and continuously improve the sales presentation model; Hold phases develop, test and implement the sales method.
<b>Perception of the role of the seller</b>	Define tasks and expectations for the sales job; employees efforts; Estimate results and performance to be achieved; Clarify information about the rewards available.
<b>Wage policies</b>	Planning for professional growth; Creation of special sales routes, extra awards; Classification of levels of consultants; Preparation of prominent models and career levels rise.
<b>Fitness and ability level</b>	Identify personality traits, skills, working methods to target clients; seeking to relate the sales profile with the group of clients served.
<b>Training for instruction and guidance</b>	Conduct training for motivational improvement, guidance on the prevention of occupational accidents, methods and sales strategies; promoting interaction between departments and consultants to strengthen the relationship quality.
<b>Environmental variables</b>	Analyze strategies of competitors, economic conditions, changes in labor laws and benefits to work; observe the direction of human capital management and new techniques for Sales Management.

Source: Authors.

Construct 2 acts as the foundation for motivation in sales management. The Perceived Behavioral Control is executed in Organizational Development as internal individual instrument. In this respect, they will be proposed as a more flexible and personalized ways of improving management measures.

This query has greater representation in employee motivation, given that points the evaluation of containment elements and facilitators of action, visualized under particular design. As expectancy theory of element focus reflected in the results produced by the work; this assessment will be activated expectancy and instrumentality that define the existence of balance between efforts and rewards. Table 6 proposals for motivational sales management body are summarized.

**Table 6 - Proposals for Motivation and Sales Management**

MODEL	DESCRIPTIVE / PROPOSAL
<b>Human Capital Management</b>	Develop greater flexibility in the supervision and monitoring of staff; Emphasize the objectives and organizational goals; Describe the company's expectations; Monitor performance levels; Contribute as a facilitator of performance increase; Represent and manage the demands of employees; Promote dialogue and more open relationships in the working group; Using coaching elements to develop the team; Motivate and provide symbolic rewards and nonmaterial; Work conflicts harmoniously; Seek balance in the company-developer.

Source: Authors.

The McGregor approach was used for the structuring of work. Thus, proposals aimed to improve current processes, create new opportunities and as a result produce greater motivation and collaboration of the sales agents.

### 5 CONCLUSIONS

It is concluded that the Sales Management and consequently, the organization needs to reformulate the motivational models currently adopted. These measures are demanded both in aspects of management, planning and basic strategies as in matters involving structuring of core concepts. As results, it is essential that the motivational factor be determined as significant influence tool in corporate business.

It was distinguished by the research that motivation attends to conceptual multiplicity, so that different constructs show different theoretical approaches. As a main point this discovery, it was found that for creating more effective proposals is important to identify the concordance factors and critical categories for each studied construct. This information enables the development of structures customized to the needs and group characteristics.

The development of structural models for organizational development took place in a reasoned manner, using the concepts of the constructs and theoretical concepts highlighted to strengthen weak points and areas of opportunities reported in the investigation. The analysis was thorough, limiting not only aspects of motivational levels, but extended to research the best motivational setting for employees.

Improvement proposals also attended factors specific to Sales Management, involving the steps of planning, strategy and management of processes and resources. It sought to provide efficient tools from a systemic analysis, noting the sales set as part of a whole at the same time developing the analysis of this area as the whole itself.

With the implementation of the suggested proposals it will be possible to develop an enabling environment and booster for the functional actions. Motivation in the investigated case involves the perception of environment and employees, so that the modification of the identified inefficiencies provide greater motivational incentives.

The results showed satisfactory and met the expectations that the study proposed. It is worth noting the opportunity to develop a targeted study that will serve as support for further research, such as the influence of the academic unit as an institution for the development of critical thinking and exploratory analysis in local enterprises.

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