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Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.ror.isrj.net



INFLUENCES OF BUSINESS REMUNERATION PLAN IN EMPLOYEES FROM SALES AREA

Alex Rotta Romani , Flávio de São Pedro Filho and Natália Talita Araújo Nascimento

Graduated in Administration from the Foundation Federal University of Rondônia.
Doctor in Administration from the University of São Paulo.
Graduating in Administration from the Foundation Federal University of Rondônia.

Abstract:

This survey aimed to study the influence of the surroundings of a business remuneration plan in the satisfaction of employees from sales area. The theoretical framework touches on concepts of Classical Theory of Administration, Human Relations Theory and Behavioral Approach as well as specific concepts about remuneration plans, which helped in the process of identification of interfering factors in the satisfaction related to the compensation plan. In this way, to achieve the goals, a qualitative, exploratory and descriptive research was fomented, prepared by the focus group case study method, based on bibliographic sources. The results indicate the mapping of organizational satisfaction with unsuitable use of aspects such as benefits, goals and sales contests, followed by corrective intervention proposals. It will be helpful for satisfaction researchers, sales team managers, people managers and others.

KEY WORDS:

Management. Remuneration plan. Satisfaction. Sales.

1. INTRODUCTION AND OBJECTIVES

The competitiveness requires from organizations the involvement of skilled people, equipped with essential knowledge for successful ventures. Therefore, it is essential to gather the tools that assist in attracting and retaining employees. The retention of these professionals goes through the development and implementation of a remuneration plan, which has the capacity to motivate and satisfy. The mode of remunerating people has been dynamic, from a rigid system where you pay a fixed amount for the implementation of certain activities, regardless of requirement, leaving in the background factors such as capacity, productivity, relationships, expertise, commitment and others for a flexible system that pays in a variable manner, urging greater efforts by incentives passed on by organizational strategy with regard to the remuneration systems, after all, salary is a source of income and provides the employee purchasing power to support and satisfy needs, and it is also part of the scope that denotes social status.

Following this train of thought, the remuneration strategies should attract skilled labour, satisfy, reduce costs and be in accordance with applicable laws. For that to happen, it is necessary knowing the business environment and the desires of the sales staff, and then modify or prepare a consistent remuneration plan with existing requirements. In this way, it is appropriate to investigate the correlation between sales compensation, satisfaction and results, and proposed the following question: how does a business remuneration plan strategically influence a sales team? Focusing to study the relationship between sales compensation and its influence on organizational outcomes, we sought to develop a survey that has

the objective to study the influence of the surroundings of a business remuneration plan in the satisfaction of employees from sales area. To achieve this overall goal, three specific objectives are proposed; namely, identify the factors that affect satisfaction correlated to the current remuneration plan compared with the theoretical and conceptual precepts that were raised (1), perform the SWOT analysis in the face of subsidies collected from the consulted people on the current compensation plan that is used (2) and propose corrective interventions for a business pay system from the confrontation between identified involved factors and the finalised analysis (3).

2.THEORETICAL FOUNDATION

Throughout history various theories — that dealt with the relationship of motivation and job satisfaction in order to develop effective methods that are capable to meet the organizational needs and your employees — emerged. Several schools took turns over time showing different characteristics within the context in which they were made, and generally endeavored to answer the same issues with different approaches. For Chiavenato (1997), the leading name in the Classical Theory or Scientific Management Theory was Fredrick W. Taylor, one of the forerunners of the importance of the human in the production process; being the worker seen as an instrument of production, giving rise to the concept of homo economicus, in other words, the worker is a component of the process that performs the task. For this theory the salary is the main motivating factor.

According to Chiavenato (2003), Classical Theory had as opposition the Human Relations Theory, proposed by Elton Mayo from his studies in Hawthorne, one of the Western Electric factories located in the United States. He sought to establish environmental relationships with productivity, when the research of facts deepened the original objective by inserting psychological variables, players changed the results. Moreover, the author states that according to this school man is motivated by social needs, and that an efficient organization does not lead to greater production if it is unable to find and meet the psychological needs of their employees, which opposes the Taylor's ideals that motivation is salary.

Regardless the possibility to focus on the remuneration issue in Classical Theory or Human Relations Theory, there was — thanks to join very well in this task as support — the Behavioral Management Theory, which in the view of Chiavenato (2003) arises in fierce opposition to the Human Relations Approach and its emphasis on people and the Scientific Management Approach and its focus on tasks and structures. For the author the Behavioral Theory discusses the science of behavior with explanatory and descriptive postures, although the emphasis continues in people, but built an organizational context.

2.1 Remuneration Plan

For Ferreira (2011), quoting Martins (2005), remuneration is the amount of instalments usually received by the employee for services rendered, either in cash or utilities from the employer or a third party, but under the employment contract, in order to meet their basic needs. But to Chiavenato (1999) remuneration is the process that involves all forms of payment or rewards given to employees and resulting from their jobs.

The remuneration and benefits plan is the main factor related to the satisfaction of sellers, and to develop a compensation and encouragement program it is necessary taking into consideration the situation of the company and its objectives. It is important considering what the company expects from its sales force in quantitative terms, areas of expertise, and finally the focus of the results. In this way it must direct the efforts of the sales force to achieve the objectives of the company, to do so it is necessary to perform an alignment between the objectives of the company and the personal objectives of sellers, seeking convergence of interests as cited by Castro and Neves (2005). In Table 1 below we have a schema that represents the main components of a remuneration plan.

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Table 1: Classic components of a sales remuneration system

1 Components and objectives in a remuneration plan				
1.1 Sales contests	1.2 Incentive payments	1.3 Fees	1.4 Salaries	1.5 Benefits
1.1.1 Stimulate additional effort for a short-term goal.	1.2.1 Direct effort to strategic objectives, Establish additional rewards for top sellers, Encourage success in sales.	1.3.1 Motivate a high level of effort in sales, Encourage success in sales.	1.4.1 Meet the security needs of the sellers, It is possible adjusting differences between areas with different potentials for sale, Reward experience and competence.	Motivate the effort on activities not related to sales, Prevent competitors' offerings for hire.

Source: Adapted from Churchill (2000) quoted for Castro and Neves (2005).

The components of a remuneration plan are the tools available for the formulation of an appropriate system that meets the organizational needs of all the components, to be complete it is not required the randomly use of all the components, it is necessary use in punctual way the ones who prioritize efforts in strategic areas for the organization and increase the satisfaction of the sales force.

Table 2: Division of remuneration forms

1 Remuneration ways		
1.1 Fixed wages	1.2 Fees	1.3 Mixed remunerations
Do not take into account sales volume that is generated by the activity. The salary is paid for the time spent by the employee.	1.2.1 This remuneration system is variable. The representative is paid by a percentage of sales made by him, becoming a great alternative to representative compensations.	1.3.1 Consist by the combination of the previous plans: Fixed wages plus fees. The combined plans seek to bring together the advantages of the different plans and reduce disadvantage.

Source: Adapted for the author according to Mafeçoli (2007) who quotes Rocha and Cristensen (1999).

For Castro and Neves (2005) the company must choose a remuneration plan that maximizes the profit, being necessary to raise the level of effort expended by the seller in different compensation plans. Firstly it is necessary to estimate the total amount that will be paid to the sales force already added the total of the rewards and benefits. Subsequently define the value of the total fixed base, after it is provided the additional incentives based on commissions, in order to strengthen the motivation of the seller in the execution of the sales process, and ultimately relate to non-financial items that should make improvements in the degree of employee satisfaction, motivating him to seek results.

To prepare a Remuneration Plan it must be considered financial and non-financial listed factors and an analysis of internal and external factors that are relevant to the business. With the adoption of these requirements it is possible to identify how the market is rewarding its sales professionals, keeping in mind that this pattern is important to reduce the turnover of the company maintaining thus the internal balance of wages and competitiveness against the competition.

2.2 Parallel between traditional and strategic approaches

In traditional systems of remuneration, wage differentiations are established based on position and performance of the tasks, which turns the evaluation subjective, because the increase of merit is related to the perception of the boss toward the employee and it may be affected by personal preferences, or based on time of service unlinking the correlation between work and results treated in Scomazzon (2002). According to Chiavenato (1999) such remuneration type is still predominant in the most organizations. It privileges the homogenization and standardization of salaries, facilitating achievement of internal and external balance, favors centralized control of wages, has a logical base and focuses on the everyday and routine activity of people depending on the time they are available to the organization. Serves merely as a hygienic factor and do not encourage the acceptance of risks and responsibilities. However, Santos (2010) quoting Franco (2007), affirms the need to use new methods, always assuming that a good model of strategic compensation is the one which is established and that pays for itself.

Quirino (2008) makes use of Guimarães (1999) to conclude that the variable remuneration is nothing more than an amount paid in different formats, such as bonuses, awards, sharing in results and profits, which are added to the fixed salary in accordance with organization criteria in contrast to the results presented. To Chiavenato (2004), one of the great advantages of the variable remuneration is flexibility, if the company is in the red, it can aim as the main target profit. If it needs to gain competitive space, elects the participation in market as its primary goal.

2.3 SWOT Analysis

The SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) allows to analyze a particular situation, market, political, business, among others, by identifying and organizing informations which characterize the strengths, opportunities, weaknesses and threats. It is flexible when it comes to application, and helps to organize in a functional way the diagnosis for making decisions in accordance on Oliva (2007). But Vilela (2007) makes use of Kotler (2000) to affirm that SWOT is the overall assessment of the strengths, weakness, opportunities and threats.

3. METHODOLOGICAL PROCEDURES

The methodology can be described as a set of methods used in conducting a research. According to Siena (2007), method is the way of thinking. It is the way to approach in level of abstraction of phenomena and the set of mental processes used in research.

It is a qualitative, exploratory and descriptive research, elaborated using a focus group case study, based on bibliographic sources, in order to empirically confront the relationship between satisfaction and remuneration as a strategic factor. To do so, objective and subjective questionnaires were applied on the company that makes the object of study, in order to turn factual the process of analysis of results. It is possible to define research as the rational and systematic procedure that aims to provide answers to problems that are proposed as confirmed in Gil (2002).

Carried out in a retail sales environment of apparel and footwear sector, therefore, it is characterized as a case study where studying phenomena, individuals, groups and institutions, with the goal of making generalizations from representative case or cases (individuals, professions, conditions, and so on), investigating in depth, respecting its entirety in accordance on Siena (2007).

About the approach, the research is qualitative because it involves interpretation of the phenomena and the attribution of meaning, part of a process of reflection and analysis of reality. Concerning its objectives, the research is presented as exploratory and descriptive, with the use of standard techniques, such as questionnaires, with the purpose to observe, record and analyze the phenomena. In this type of research, the objective is to achieve more familiarity with the problem to make it explicit or build hypothesis. Assuming the form of bibliographic research or case study, it may contain interviews, questionnaires, analysis of samples, and so on as affirmed in Siena (2007). For the technical procedures, the research is supported in bibliographic sources, because the composition of the theoretical framework developed from previously published material, such as books, undergraduate, master and doctoral theses, magazines and articles.

3.1 Research scenario

The research scenario consists of a apparel and footwear retailer familiar company, located in the southern Area of Porto Velho City in Rondônia, configured as a Small-Sized Company (SSC). Was founded

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in 1991 by an immigrant couple from west region of Paraná State, who came to the north of the country in search of opportunity to develop their entrepreneurial potential. The company currently remains under their control and has a centralized and family management, which is composed by all the main organization functions such as shopping, financial control, payments, hiring and firing, in other words, all the purely administrative functions, delegating to third parties only receipts and sales.

Company managers see remuneration as a strategic sector, but affirm to find it difficult to establish remuneration policies that do not represent a negative trade-off for organization or the employees. They report that over the course of time many larger retail groups became established in the region causing increased competition for skilled labor, for this reason over the last years the organization has changed several times its salary plan in order to instil greater efforts from the sales force. In order to meet the research objectives, it directs the focus of the questions for employees engaged to perform the service of selling. By questioning this group, it seeks to establish a relationship between the satisfaction related to the influence of the pay plan requirements. Protocol are attended in accordance on the requirements for investigation on the applied social science axis.

3.2 Research tool

One questionnaire divided into three parts was used in this research. The first part corresponds to a profile questionnaire with five objective questions that allowed only one mandatory answer aiming to define the profiles of employees in order to provide sufficient information to deal with the object of study; the second part of the questionnaire is the satisfaction scale based on Likert scale and consists of five questions of objective and mandatory answer. For each question was assigned a score ranging from 5 for Very Satisfied to 1 for Very Dissatisfied, in order to obtain a map of satisfaction in relation to the main compensatory factors adopted by the object of study organization; the third part corresponded to the indicative questionnaire and sought to obtain the opinion of the sales force about corrective actions that would make the salary plan more satisfactory, such questioning was done by a single essay question.

3.3 Focus group

The data collection through a focus group is based on the human tendency to express opinions and attitudes toward interaction with other people, and serves to make a contrast with the data collected through closed questionnaires or interviews. According to Iervolino&Pelicioni (2001), people tend to listen to others' opinions before issuing their own, in this way they can change or structure their points more completely based in the ideas discussed in the group. For these authors, the use of Focus Group aims to foment interaction between participants and the researcher, who aims to collect data from the discussion focused on specific topics and directive.

Thus, the focus group was used during the process of directive questions in the group in order to obtain information not captured in traditional questionings. To do so, 6 outside vendors were selected — 3 from the morning shift and 3 from the afternoon. This division was made in order to validate only the opinions that occurred similarity in both groups. The process was conducted in a single encounter, and involved discussions about the topics covered in the Satisfaction Scale Questionnaire and the Opinion Questionnaire, registered via annotations. The aim of the focus group was to obtain a broad and informal information generated by questionnaires. The process took about 30 minutes in each group and the answer patterns were recycled and enclosed in the process aiding the suggestions and comparing result.

4. RESULTS

It is shown in the following results analysis of survey data collected as methodological specification. To do so, by percentages and values, graphs demonstrate the different profiles, satisfaction and opinions, thus supporting the achievement of the objectives.

4.1 Identification of factors that affect satisfaction

In this topic are exposed the results of the satisfaction scale questionnaire relative to specific aspects of remuneration. The exposure of these facts corroborates the research objectives because they trace a map of the current state of satisfaction of the sales force in relation to the current remuneration plan.

4.1.1 About the opinion survey

This topic was conducted to obtain the interviewees' opinion to identify corrective actions in salary plan of the organization that helps the correlated increase in satisfaction.

The result of profile questionnaire makes clear the highlight for two terms that qualify as spontaneous benefits. The most cited which represented 33.3% of the total suggested was basic-needs grocery package, followed by Health Plan with 28.5% of citations. Spontaneous benefits were observed at other four elements, such as the Transit Passes and Meal Ticket with 9.5%, and Bonus Leave and Expense allowance with 4.7%. The result in this topic points to corrective actions in Benefits item, as this field was unanimous in valid indicative citations.

4.1.2 About the fees

According to Farley (1964) quoted by Castro Neves (2005) fees should represent an equal percentage of the gross margin on sales to the sellers while seeking maximize their income also do the same for the company. Whereas Castro and Neves (2005) affirm that the fees should be used to direct efforts in sales and may vary by product. The results affirm that 70% of employees are satisfied with the fee received, by adding Indifferent the satisfaction rate goes to 80%. Only 20% of people say they are Dissatisfied, in other words, the item fees have worked as a satisfying factor in the remuneration plan. The fact converges to Plochow (2006), who quotes Churchill, Ford and Walker (1981) when he affirms the sales fees tend to be more effective when there is a proportional relationship between financial reward received and the effort made by the seller.

4.1.3 About the benefits

According to Churchill (2000) and quoted by Castro Neves (2005) the benefits meet the needs of safety and prevent salespeople from competitors for hire. Next, the map of satisfaction when it comes to benefits. The company surveyed does not provide any kind of spontaneous benefits for its employees. So, the negative impact on satisfaction related to the salary plan is evidenced. It is clear, therefore, that the company should use benefits to increase satisfying of its sales staff as the result of this topic shows.

The result indicates a high rate of dissatisfaction, where 40% of salespeople are Very Dissatisfied, 30% Dissatisfied and 20% Indifferent to this. Only 10% of the sample is Satisfied. The sum of unsatisfactory factors have an index of dissatisfaction of 70%, adding up Indifferent, the index of dissatisfaction rises to 90%. In other words, the company has in this field an opportunity to increase overall satisfaction linked to remuneration plan.

The information in this level are explained by the lack of benefits contained in the remuneration plan of the organization. The company object of this study provides no benefit except those required by mandatory regulations, then the deficiency was pointed out by the results, and should be seen as one opportunity for improvement.

4.1.4 About the goals

The goals act as a driver of results and quantify the organization's goals. They tend to be the basis for formulation of sales contest when usually rewards the result above expectations. The company in study uses the sales-result quota system focusing in sales volume because it has many products and estimates the goal for sales in monetary values to be achieved. The result is a reflection of a system of fixed goals that do not take into account the seasonality factor and not associated with increased fees in accordance with the range of values established.

According to Castro and Neves (2005) researches have indicated that sellers work to achieve goals and not to increase the volume of sale. Achieve or not a goal can determine the sellers' effort in their activities, then they will build their performance based on stipulated goal. In other words, the goal acts as an enhancer that satisfies the seller once it reaches or exceeds the objective. The author further affirms that achieve the goal can be an important indicator of satisfaction, although it can cause disincentive to increased performance.

Thus, the goal must remain at a threshold at which the sellers have to strive to reach it and at the same time not to be difficult to the point of discouraging its reach. The item Goals is linked with motivational aspects and constitutes a factor of satisfaction; the current structure of the goals in the studied company is inflexible and does not provide the necessary to promote the satisfaction of the item.

Its resulting denote a high degree of Indifferent reaching 50% of interviewees, which may mean

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differences in goals between the organization and employees or apathy about the format used; and the Very Dissatisfied account for 30% , followed by 10% Dissatisfied; only 10% of individuals considered the satisfactory aspect. Adding the unsatisfactory levels, the index of dissatisfaction goes to 40%; aggregating indifferents this value reaches 90%. In other words, this field should be better exploited by the organization in the pursuit of increased satisfaction, as well as encouraging maximizing the organizational results.

4.1.5 About sale contests

The sales contest is used to stimulate sales results in the short term by providing incentives for activities related to sales, the prize competition factor related to the contest promotes greater effort and increases the satisfaction of individuals when winning, also stimulates intra-organizational competition, favoring maximizing returns.

The studied company uses the sales contest strategy and awards the three sellers with the highest sales net result in each month; the prizes are always paid in purchase orders the debt claim in the company's own products. As the focus group quotes, the format of the provided awards is the main reason that prevents the maximization of satisfaction, sellers wait for monetary awards as opposed to the current system of purchase orders, this fact is the why of the dysfunction of the main goal of the item, which according to Castro and Neves (2005) is to encourage greater efforts in achieving short-term goals.

The treatments of information shows that 40% of individuals in the organization are considered Satisfied with the current state of the item Sales Contest, adding Indifferent the index of Satisfaction goes to 60%; and the Very Dissatisfied and unhappy together add up to 40%; by adding indifferent the index goes to 60%; in other words, the graph indicates a symmetrical division that may tilt to either side, Satisfactory or Unsatisfactory. Despite of the table, this item is within an area of dissatisfaction next to the satisfaction threshold; therefore, small changes in this item could mean the increase of the item to satisfactory levels.

4.1.6 About the remuneration policy

The Wage Policy conceives all items of remuneration plan and reflects the general perception of the sales force in regard to satisfaction with the system adopted by the organization. According to Chiavenato (1999) it is a set of organizational decisions taken in regard to compensation and benefits granted to the employees. The result of this item makes clear a duality, where 50% of interviewees consider themselves Satisfied, 40% Very dissatisfied and 10% Dissatisfied, adding dissatisfied the index of dissatisfaction goes to 50%. Therefore, companies need to reshape their remuneration policy, implementing corrective actions to the items measured in this study and considered unsatisfactory, for change—in accordance with organizational objectives and priorities—negative perceptions by increasing satisfaction factors negatively evaluated.

4.2 SWOT analysis in regard to subsidies collected from the interviewees consulted

The SWOT matrix presented here will serve as a guide for decisions and interventions that should be implemented by the organization according to the suggestions on the topics of analysis and suggestions of each item. SWOT analysis demonstrates key aspects surrounding internally and externally the organizational environment regarding to compensatory aspects; thanks to that it is available a complete perspective on the study variables and assist in decisions making by managers in implementing or not the changes proposed in this research. Next, table 3 illustrates the internal analysis.

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Table 3 – internal analysis.

1. Strengths				
1.1 Variable fees	1.2 Sales contest	1.3 Managers receptive to proposals		
1.1.1 Favor the bid late. 1.1.2 Allow focusing priorities. 1.1.3 It was the most satisfactory index among those surveyed.	1.2.1 Favor short-term results. 1.2.2 Stimulate motivation in sales. 1.2.3 Create a competitive environment.	1.3.1 Denote flexibility and willingness to change. 1.3.2 Favor gathering information.		
2. Weaknesses				
2.1 Deficient remuneration plan.	2.2 Inefficient goals	2.3 Lack of benefits.	2.4 high turnover of salespeople.	2.5 Awards for a specific group.
2.1.1 Lack of benefits. 2.1.2 Sub use of goals and sales contest 2.1.3 Generator of unsatisfactory overall levels.	2.2.1 Do not do seasonal criteria. 2.2.2 is not tied to commissions. 2.2.3 They are dissatisfaction factor generators.	2.3.1 Encourages employee turnover. 2.3.2 They are dissatisfaction factor generators.	2.4.1 Charge training, hiring and firing costs. 2.4.2 Reduce customer loyalty when linked to the seller.	2.5.1 Reduces motivation in sales. 2.5.2 They are dissatisfaction factor generators. 2.5.3 Favors friction in the competitive environment.

Source: Created by the author.

The main strength of the organization about the current remuneration plan is the variable fee system that helps short-term bid rate, reduces risks with bad payers and late receipts due to concentration of power in order to maximize results. Moreover, the item showed satisfactory results in the mapping of employee satisfaction. Using sales contests is also an organizational strength, although it is in a state of underutilization. However, with this tool the company maximizes short-term results, instills motivation in sales, promotes employee satisfaction when winning and creates a competitive environment; the fact that managers have provided the organization for the development of the survey shows that they are open to proposals for improvements, which is an organizational strength.

The main weaknesses points of the organization are the inefficient structure of the plan, because the inefficient use of factors such as Goals and Benefits. The negative results of these items end up causing other weaknesses that arise from the generality of these, such as high employee turnover. The existence of Sale Contest can be understood as organizational strength, but the fact of the awards in most cases fall under a specific group of sellers is a weakness. Next, Table 4.

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Table 4: External analysis.

1. Opportunities					
1.1 Expert advice	1.2 research	Wage	1.3 Reshape goals according to seasonality.	1.4 Rewarding in monetary values the sales contest.	1.5 add benefits.
1.1.1 Provides knowledge and information based on research. 1.1.2 It reviews an external and impartial vision about problems. 1.1.3 Reduce errors in judgment.	1.2.1 Matches the internal values with the competition. 1.2.2 Assists in reducing turnover.		1.3.1 Promote increased satisfaction. 1.3.2 Become fairer the goal system.	1.4.1 Promote increased satisfaction. 1.4.2 Promote greater competition. 1.4.3 Maximizes short term results.	1.5.1 Increases the feeling of safety. 1.5.2 Promotes decreasing turnover. 1.5.3 Promotes attracting and retaining good staff.
2. Threats					
2.1 High labour taxes	2.2 Excess labor rights.		2.3 Competition for skilled labor.		
2.1.1 High employees maintenance costs. 2.1.2 Reduce the transfer to employees. 2.1.3 Reduce the possibility of wage increases.	2.2.1 Limits the performance of the company as compensation models. 2.2.2 charging fires. 2.2.3 charging wages.		2.3.1 Difficulty attracting good people. 2.3.2 Hinders the maintenance of good professionals. 2.3.3 Raises average values of commissions, salaries and benefits.		

Source: Created by the author.

About improving satisfaction with the remunerative plan, the main positive points that are the easy access to expert advice that assist the development of organizational settings, like the salary survey to establish attractive levels compared competition. However, it should reshape the mapped items as unsatisfactory, in search of suitable zones of occupation. To do so, it identifies the need for adequacy of goals according to seasonality, in order to make it more fair and appropriate to the level of sales of each month level, according to the sampling of previous years; another reported opportunity is the Sales Contest intervention with the change in the form of transfer awards for monetary values, such an attitude should increase satisfaction and stimulate internal competition; whereas the benefits are to become exploited, the statement points to the provision of basic-needs grocery packages, which would promote the increase of sense of security, would help reduce turnover, and reduce harassment of competition promoting the attraction and retention of good staff.

About the negatives points, that are the threats of the company in relation to the compensation plan, as reported by the managers, the why is the highly restrictive legislation regarding about formatting compensation plans, excess labour rights and high labor taxes that increase the cost and restricts the increase of values linked to pay; in addition, the competition seeks to attract manpower with qualified and harasses employees of other organizations.

4.3 Valid proposals from business creators for a remuneration system

This subtopic will treat about the creators considered valid for a corporate remuneration system.

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To do so, it sought five carriers that demonstrate analysis and suggestions on the proposed themes as follows.

4.3.1 Analysis and suggestions for commissions

The studied company has on its current salary plan delimitation according to the managers that was the best fit to the sales staff in recent years. The company's management realized that as time moves the cash sales began to decline while forward sale transactions on the credit card increased proportionally; this factor reduced the liquidity of the organization and forced managers to change the fees situation. As reported, 2 years ago it was used a system of "Wage + 1% of Fee on Sales" to a system that give preference to in cash sales. Thus after performing a Benchmarking (identification of best market practices), they established a salary based only on fees on total sales, with different fees for in cash sales (debit card and cash) and forward sale transactions (own credit, credit card and check).

The company works with a mixed remuneration plan consisting of variables fees being guaranteed a minimum value that is set by the labour union and is currently in the amount of R\$ 690.00. The fee is composed of differing percentages strategically, being the fee for in cash sales 28% above the forward sale; the intention of the company to switch these values is to prioritize organizational effort to spot sales that generate instant liquidity and reduce risk (bad payers, delays, third-party capital on hand, among others). Currently the values for commissions are 4.5% for cash sales and 3.5% for forward sales.

According interactions with the focus group, the current fees are satisfactory, although it has been mentioned that some local retail groups have relatively higher fees, which shows a conservative organizational positioning. Suggestions as the focus group reported that sellers would feel even more satisfied if there was a Match of cash and forward sales fees at the level of 4%, whereas credit sales and reflect more than 65% of total sales.

According to the results (80% of satisfaction), it is necessary the maintenance of the current fee system, since any change in this system sets up a trade-off negatively affecting either side. The company, however found a middle ground by establishing a fee system that satisfies the organizational need for liquidity, risk reduction with bad payers, arrears, prioritized focus on cash sales, but also meets the aspirations of the sales staff results mapped and interpreted.

4.3.2 Analysis and suggestions for benefits

The object of has a compensation plan legal benefits, those supported by law and mandatory as a family wage and weekly paid rest, not providing spontaneous benefits. For not offer spontaneous benefits this item made ?? the worst result among those surveyed (90% dissatisfaction). The focus group noted this item as the main opportunity to increase satisfaction related to the compensation plan, a factor that has been reinforced by the opinions questionnaire and makes clear the desire of the sales force by adding benefits to the salary plan, the focus group reports that the additional benefits would cause a feeling of security and satisfaction, leading people to work with greater motivation.

According to the results, the research suggests that the organization carries out an intervention in this item initially adding the benefit of basic-needs grocery package or collective health plan (the indicative questionnaire points preference for basic-needs grocery package due to most nominations), it is suggested that only one of the benefits is added depending on the trade-off generated by increasing costs, the company must remap later this aspect to verify the results of the change, if mapping the future get an equal or greater than 70% satisfaction rate, suggests therefore to maintain the benefits, if the values ?? are below they should study the possibility of adding a second benefit as a Health Plan.

4.3.3 Analysis and suggestions for goals

The company uses a fixed goal, based on the value of the total sales of the previous year, divided by the number of months of the year (12), plus the addition of the equivalent of the minimum wage increase. For the year 2013 the monthly goal is set at USD 9,408.

The focus group argued that the current goal system does not generate enough satisfaction, it does not take into account the seasonal sales factor, and it is not integrated into the item fees. The result for the item indicated a high degree of Indifferent with 50%, followed by 40% Dissatisfied.

Despite the unsatisfactory result, the item can be worked to enhance the influence of satisfaction with the remuneration policy of the company, so it is suggested to adapt the goals according to seasonality, in other way, set smaller goals for months that historically have lower sales volume and increase it for the months that historically the sales are higher, thus creating a system that better suit organizational needs.

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Such measure should increase the results of satisfaction of this item.

It is necessary to perform a remapping of this item. If the result obtain an equal or greater index than 70% of satisfaction is suggested to keep the policy rate, but if the level to remain below the values mentioned, it is necessary to study ways to harness the item Goals with the item Fees. As a suggestion, in the face of a negative remapping, the researcher indicates that the fees is 4% for forward sales and 5% for cash sales to individuals who have achieved the goal in the month, configuring an increase of 0.5%, while for those who reach the goal and more an index of 25% is suggested to raise by 1% the amount of fee by taking the values for 4.5 % and 5.5% respectively for the sales, returning to normal levels following month.

4.3.4 Analysis and suggestions for sales contests

The company works with Sales Contest, awarding the three sellers usually who reach the highest values in sales in the month, and for validation of the award is necessary that the level of sales is equal or exceeds the pre-set monthly goal. The award is provided through expense allowance in the organization's own products. According to Castro and Neves (2005) the satisfaction of a salesperson should be influenced mainly by financial and nonfinancial compensation plan which must be linked to the quota plan. Sales contests are also important as motivation for the efforts.

The result is an average area and represents a duality of views between individuals. When treating this item the focus group said that dissatisfaction linked to this aspect is directly related to how the distribution of awards is made. The group says that most of them have preferred to receive the prize in money value, instead expensive allowances. Another generator point of dissatisfaction is the fact that a specific group of individuals end up taking turns in the first places of the contests, which may reflect the 50% that say they are "indifferent" to this item.

It is suggested as a corrective action to change the way to repass the award on, the proposed model indicates that the first place in sales contest receive the award on monetary value, and that the others remain with the expense allowance model, this suggestion takes into account the fact that pass awards in products reduces costs for the organization because products mean to the company a lower real cost due to the acquisition of the factory price. For this reason it is suggested to change the transfer of monetary value only to award the first prize of the contests, in order to increase the competition for first place, maximize sales results with a minimal increase in costs for organizing, finding, half-term for this trade-off.

Forward it is necessary to perform a remapping of this item. If the result obtain an equal or greater index than 70% of Satisfaction, it is suggested to keep the policy, but if the level remains below these amounts, it is necessary to consider the option of provide prizes in money values for the second and third place in the contest.

4.3.5 Analysis and suggestions for wage policy

The results show that the general perception of salespeople about the wage policy of the organization is a division between satisfied and dissatisfied with an index of 50% for both. The focus group said the company would build a document that explains the legal and constitutional aspects that make the compensation plan of the company, as well as the way to calculate the final compensation. Moreover, they argue that the perception in regard to this aspect only will be satisfactory if there are positive changes for sellers on the items Benefits and Goals. It is suggested for company to make urgent interventions, the items Benefits and Goals, which were expressed by both focal group and questionnaires as the most negative factors mapping.

5. CONCLUSION

Administer compensation plans in an organization is a complicated process and involves variables of difficult measure which usually constitute trade-offs. To provide factors that meet the needs of the employees the company suffers impacts on higher costs, so the path is to use strategic compensation to mitigate the impact and find a region that intervention offers good numbers for employees, offsetting organizational investments in the results.

The research was conducted with the aim of investigating the influence of the compensation plan in satisfaction of employees in the sales area and demonstrates that the use of variable remuneration with different fees, is an excellent strategic tool to help the company to maximize its results in sectors that sales are at levels below those considered optimal in the case investigated, prioritizing cash sales, and increase the satisfaction of sellers.

The profile of employees is relatively young going mostly 18-30 years, being composed only for

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women. The education standard is high school. The average salary range is from 1 to 2 Brazilian minimum wages per month and most are in the company unless a year. The identification of factors that affect the compensation points satisfactory levels to the Fees item, because the processing of data became evident that the fee system of the organization is in acceptable levels. The main agent of this result is the strategy of using differentiated fees for certain types of sales values set on average levels offered by industry competitors. In this way, the company supplies its shortage focusing on necessary aspects such as short-term finances, and satisfies the desires of its sales staff.

About the benefits, it is identified unsatisfactory levels, so the organization needs to intervene in an urgent manner. The results were negative because the item was pointing in more than 90% of the citations as an attribute to be added to the remuneration as a composition of the remuneration.

Goals are also in unsatisfactory levels. The item has a high degree of 'indifference'. In regard to the generation of satisfaction, it is concluded, therefore, that the company must conduct an urgent intervention in this area; after all, researches have indicated that sellers work for achieving goals and not to maximize sales volume. The goal should work as motivator to boost sales. Castro Neves (2005) affirms that the goal element satisfies sellers only when they reach it. The Sales Contest obtained unsatisfactory results even though it is situated in an intermediate zone of satisfaction; therefore, a subtle intervention in this point is enough to maximize the level of satisfaction correlated. The general perception of the Wage Policy pointed intermediate results and shows that the sales force is satisfied with its current fees, but has a negative view about the generality of the policies they follow; therefore, that intervention in items Benefits and Goals are sufficient to raise the satisfaction related to salary policies to satisfactory levels.

The SWOT analysis provides an overview of the internal environment and defines organizational strength as the use of variable fees and directed to cash sales; it is also configured as internal forces the use of the Sales Contest tool that foments motivation and enhances short-term results; another strength is the opening of the managers to the proposed corrective measures, as well as the availability for conducting research. The weaknesses are unsatisfactory points identified by the focus group, as the underutilization of items Goals and Sales Contest and the lack of benefits. Whereas opportunities emerge from the need to remodel the remuneration plan from the submitted proposals. Moreover, the threats were identified by managers as coming from the high taxes and excess labor rights; another threatening factor is the harassment and competition for skilled labor.

Therefore, the conclusion is that the organization needs to restructure its current Compensation Plan, aiming to positively influence the correlated satisfaction; such interventions aim to improve the sales environment and establish an internal balance between organizational efforts in building a good compensation system and efforts in from the sales staff.

About the proposal to valid idealizers, it aims to create a model to raise satisfaction related to the compensation plan of the company to satisfactory levels, based on values that indicate a less than 70% satisfaction index. For the item Fees, it was pointed the maintenance of the current system, because it has a satisfaction index of 80%. About benefits, due to unsatisfactory results motivated by their absence in the current pay system, it was proposed to initially aggregate basic-needs grocery packages, which was noted in the focus group and in the result of the opinion questionnaire as the main benefit to be established. About the item Goals, due to unsatisfactory results, it was proposed to adapt them according to seasonality, setting higher goals for seasons of higher sales volume and lower for periods of lower volume. The Sales Contest obtained an intermediate result and the proposed intervention is optional; the main suggestion is that sales contest winners receive the award on monetary value, and the others remain with the expensive allowance model. The Wage Policy reflects the general perception of the remuneration system and presented an intermediate result; the suggestion was for the immediate intervention of the items Goals and Benefits, according to the proposals.

With the basic changes suggested, the organization object of study should increase the level of satisfaction linked to the Compensation Plan, obtaining benefits such as reduced sales staff turnover, maximizing performance and increasing sales of factors such as competitiveness and motivation. In opposition to the benefits there is the increase in costs, and to do so the company should undertake a strategic control of pay system in the search for internal and external balance of future policies to be adopted.

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