IMPACT OF SELF–MONITORING ON EFFECTIVENESS OF SALES EXECUTIVES:
A CROSS INDUSTRY PERSPECTIVE

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ABSTRACT

Channel Salesmanship is the most critical areas of marketing as it influences every other marketing decision such as pricing, promotion, physical distribution and branding. This study analyses the impact of self-monitoring on effectiveness of channel sales executives working in Consumer durable and Building material industry. The study has observed and analyzed the similarities or differences among Self-Monitoring and Channel sales effectiveness as well as the attitude of dealers towards Channel Sales Executives in Kerala state. It is found that there is a positive relationship with high Self-monitoring and Effectiveness of Channel Sales Executives. Specific hypotheses were formulated. Testing of hypotheses, Analysis of data and recommendations are advanced based on the findings.

Key words: Self-Monitoring, Sales Executive Effectiveness, Dealer Trade, Channel Salesmanship

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1. INTRODUCTION
Channels affect the marketing mix variables. Channel sales, through which the product will be distributed, is an important area of decision-making in marketing. The channels selected for the firm’s product affect every other marketing decision like pricing, promotion, physical distribution (Dubinsky, J. A. & Hartley, W. S. 1986). Modern channel salesmanship aims at winning the confidence of the buyer by providing a solution to the buyer’s problem through middlemen, by persuading and educating him. “Channel salesmanship consists of winning the buyer’s confidence for seller’s goods thereby winning a regular and permanent customer” (George A. Nooman, 1989).

‘Self- monitoring’ refers to an individual’s ability to adjust his or her behavior to external, situational factors. Individuals high on self-monitoring show considerable adaptability in adjusting their behavior to external situational factors. They are highly sensitive to external cues and can behave differently in different situations (Dabbs, J. M., Evans, M. S., Hopper, C. H. & Purvis, J. A. 1980). High self-monitors are capable of presenting striking contradictions between their public persona and their private self. Low self-monitors can’t disguise themselves in that way. They tend to display their true dispositions and attitudes in every situation; hence, there is high behavioral consistency between what they are and what they do.

Modern marketing is not an attempt to make unwilling buyers, purchase unwanted goods by intrusive use of advertising and selling. Today’s focus is on “what good is to make a sale”? Who is the customer? And whether he or she will ever buy again? Today's marketers are focusing on creating lifelong customers (Lovelock, C. H. 1981). The shift is from transaction thinking to relationship building. The explosion of service orientation and service organizations is a major trend all over the world (Berry L.L. 1980). The 21st century shift emphasis on 'customer satisfaction', quality, value, service orientation, empathy, and social responsibility. The pilot study conducted with dealers revealed the in-congruence between dealers and sales persons regarding the opinions, attitudes and motives. Dealers complain about high-pressure selling, lack of service orientation, empathy and customer service. Do the sales persons / dealers have to re-think about the tendency to feel and behave in a particular way towards the customer? (Attitude). How the sales people can affect others and how they understand and view themselves as well as their pattern of inner and outer measurable traits and the person- situation interaction? (Personality). The differences may seem to be very small on the surface, but when filtered by the person’s cognitive mediating process, they can lead to quite large, subjective differences and diverse behavioral outcomes. This suggests that people are not static, acting the same in all situations. On the contrary they are ever changing and flexible. (Self-monitoring). Does this concept (self-monitoring) is relevant in sales profession? Whether this personality trait called self-monitoring makes any similarities or differences in the attitude of Sales executives?

At this juncture when market-place continually throws out fresh challenges, it becomes relevant to study the requirements and nature of different type of industries and the relationship of Channel Sales Effectiveness with Personality called Self-monitoring. Although few studies of Self-Monitoring construct with previous research of salespeople indicate that sales managers with a higher predisposition to Self-Monitoring (modify facet) were the higher performers. Significant differences by gender were reported. Sales management experience was a significant predictor of performance in the male subset, but not with the female subset. The sensitivity facet
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of Self-Monitoring was significantly influenced by sales management experience in the female sample (Harmon, Kevin, Conrad & Robert, 2007). But there are no studies conducted on Channel sales managers especially in an emerging market economy such as India. The type of industries under study viz. ‘consumer durable’ and ‘building material’ are among the most important industries, which facilitate the economic development of the country. Channel sales executives play a major role in selling the products to the ultimate consumer through middlemen thus helping in the economic progress of our country. Hence it is very essential that we know the personality trait (self monitoring) and the attitude of these individuals so as to train future sales professionals. The above stated facts clearly explain the need for the study.

2. OBJECTIVES OF THE STUDY

1. Self-Monitoring is dependent on the ‘Channel Sales Executive effectiveness’.
2. The respondents belonging to different industries (Consumer durable & Building Material) remain homogenous on the Self-Monitoring scores of Channel Sales executives.
3. The respondents belonging to different industries (Consumer durable & Building Material) remain homogenous on the ‘Sales person effectiveness’ (SES) scores of Channel Sales executives.
4. The attitude of dealers belonging to different industries (Consumer durable & Building Material) remain homogenous on the ‘Sales person effectiveness’ (SES) scores of Channel Sales executives.

3.0 HYPOTHESES

3.1 Hypotheses I

3.1.1 The Channel sales executives in ‘Consumer durable’ industry and the ‘Building material’ industry remain homogenous on the scores of Self-monitoring.
3.1.2 The Channel sales executives in ‘Consumer durable’ industry and the ‘Building material’ industry remain homogenous on Selling skills.
3.1.3 The Channel sales executives in ‘Consumer durable’ industry and the ‘Building material’ industry remain homogenous on Service orientation.
3.1.4 The Channel sales executives in ‘Consumer durable’ industry and the ‘Building material’ industry remain homogenous on Knowledge of the competitor.
3.1.5 The Channel sales executives in ‘Consumer durable’ industry and the ‘Building material’ industry remain homogenous on Knowledge of the product.

3.2 Hypothesis- II

3.2.1 The attitude of dealers in ‘consumer durable’ industry and in the ‘building material’ industry remain homogenous towards the ‘Selling skills’ of Channel Sales executives
3.2.2 The attitude of dealers in ‘consumer durable’ industry and in the ‘building material’ industry remain homogenous towards the ‘Service orientation’ of Channel Sales executives.
3.2.3 The attitude of dealers in ‘consumer durable’ industry and in the ‘building material’ industry remain homogenous towards the ‘Knowledge of the competitor’ of Channel Sales executives:

3.2.4 The attitude of dealers in ‘consumer durable’ industry and in the ‘building material’ industry remain homogenous towards the ‘Knowledge of the product’ of Channel Sales executives:

4. METHODOLOGY

The population are the ‘channel sales executives’ and ‘dealers in Kerala State. A sample size of ‘seventy’ channel sales executive and ‘seventy’ dealers has been selected both from ‘consumer durable’ industry and ‘building material’ industry on from three districts (Ernakulum, Trichur and Palakkad) for the purpose of the study. The researcher approached the respondents individually and after explaining the purpose of the visit the information was collected using the instruments described above. Two ‘channel sales executives’ from Consumer Durable industry were unwilling to respond to the research process and ten ‘sales executives’ working in Building Material provided incomplete information. Similarly twelve ‘dealers’ from Building Material and two dealers from Consumer durable provided incomplete information. Thus total number of ‘128 channel sales executives’ and ‘126 dealers’ form the sample.

Participants and Sample

Table 1 Sample and Sampling frame.

<table>
<thead>
<tr>
<th>Target Group / Industry</th>
<th>Channel Sales Executives</th>
<th>Dealers</th>
<th>Total</th>
<th>Sampling frame</th>
<th>Channel Sales Executives</th>
<th>Dealers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Durable</td>
<td>70</td>
<td>70</td>
<td>140</td>
<td></td>
<td>68</td>
<td>68</td>
<td>136</td>
</tr>
<tr>
<td>Building Material</td>
<td>70</td>
<td>70</td>
<td>140</td>
<td></td>
<td>60</td>
<td>58</td>
<td>118</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>140</td>
<td>280</td>
<td></td>
<td>128</td>
<td>126</td>
<td>254</td>
</tr>
</tbody>
</table>

The response sheets with a covering letter, which explains the purpose and scope of the study, were initially sent to the company branch heads. The respondents were given information that they were participating in a research program on a cross-industry study on Self-Monitoring and Channel Sales Executive Effectiveness and dealer’s attitude towards sales executives. After two weeks, the respondents were requested and reminded to send back the completed response sheets. Many of the respondents completed the questionnaire and sent it back to the researcher. To collect the data from the channel sales executives and those who did not respond in time, and also when they had doubts or clarifications on certain aspects, the researcher personally met the channel sales executives and dealers and collected the completed response sheets.
5. MEASURES

5.1. Self-Monitoring Scale
The revised Self-Monitoring Scale developed by Lennox and Wolfe (1984) was used to measure Self-Monitoring. The instrument contains ‘thirteen’ Likert-type scale items to be responded to a four point rating scale starting from ‘always false’, ‘sometimes false’, ‘sometimes true’, and ‘always true’. The maximum possible score is ‘fifty-two’ and minimum ‘thirteen’.

5.2 Sales Person Effectiveness Scale (SES)
Effectiveness of Channel Sales Executives was assessed by using Sales Personnel Sales effectiveness scale (SES) by Assissi Menachery & R. Venkatapathy (1999) with four sub scales 1) Selling skills, 2) Service Orientation, 3) Product Knowledge and 4) Competitor Knowledge. The Sales Personnel Effectiveness scale (SES) is a self-administered scale consists of 32 items with five choice responses from ‘Not at all true for me’ to ‘completely true for me’. Assissi and Venkatapathy (2008) reported reliability coefficients of the characteristics of sales executive’s scale using the Guttman split-half method. The split half reliability co-efficient of the instrument was found for Service Orientation (0.72), Selling Skills (0.69) Knowledge of the Competitor (0.74) and Knowledge of the product (0.72)

6. ANALYSIS, RESULTS AND DISCUSSION
The data collected from the respondents were analyzed using various statistical tools, and the results are presented. Several null hypotheses formulated for the purpose of present investigation are put together using the inferential statistical tools. The Correlation results are analyzed and discussed to identify the relationship between Self-Monitoring and Retail sales person effectiveness. Moreover Z-test is used to find out the similarity or difference between two industries (Consumer durable) among Channel Sales Executives and Dealers. During discussion, attention has been given in arriving at a conclusive perspective on the analysis, hypothesis testing and interpretation of data related to the variables. The results are discussed in detail.

6.1. Test of Significance: Self-Monitoring and Channel Sales Executive Effectiveness
The study is taken up to assess ‘Self-Monitoring’ and ‘Effectiveness of Channel Sales Persons’. To examine if there is any relationship between Self-Monitoring and ‘Channel Sales Person Effectiveness’, Karl Pearson correlation coefficient was used and found to be “0.92”

![Figure1: Self-Monitoring and Channel sales Executive Effectiveness](http://www.iaeme.com/IJMHMRM/index.asp)
The above graph evidence a linear equation, it is concluded that there is a relationship between higher scores of Self-Monitoring and Channel Sales effectiveness scores. This shows that Channel Sales effectiveness is dependent on ‘Self-Monitoring’. This study conform the study that higher predisposition to Self-Monitoring (modify facet) were the higher performers in sales (Harmon, Kevin, Conrad & Robert, 2007).

6.2. Test of Significance: Sales Executives of Consumer Durable and Building Material Industry

The mean, standard deviation and ‘Z’ value were worked out as per Table 2 for the scores of the respondents, on the ‘Effectiveness of sales executive scale’. A comparison has been done between the different groups of respondents as in Table No.2. It is observed that there is a significant difference between the mean scores of the Self-Monitoring among different respondent groups. Moreover there is a significant difference for the subscales such as: Service Orientation and Selling Skills.

<table>
<thead>
<tr>
<th>Criterion Groups</th>
<th>N</th>
<th>Mean</th>
<th>‘Z’ Value</th>
<th>Significance level and result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Monitoring (Consumer Durable)</td>
<td>68</td>
<td>18.26</td>
<td>13.47**</td>
<td>0.01 Significant</td>
</tr>
<tr>
<td>Self-Monitoring (Building Material)</td>
<td>60</td>
<td>15.54</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Orientation (Consumer Durable)</td>
<td>68</td>
<td>15.40</td>
<td>8.12**</td>
<td>0.01 Significant</td>
</tr>
<tr>
<td>Service Orientation (Building Material)</td>
<td>60</td>
<td>11.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling Skills (Consumer Durable)</td>
<td>68</td>
<td>10.46</td>
<td>2.15***</td>
<td>0.05 Significant</td>
</tr>
<tr>
<td>Selling Skills (Building Material)</td>
<td>60</td>
<td>10.60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Knowledge (Consumer Durable)</td>
<td>68</td>
<td>12.11</td>
<td>1.36*</td>
<td>Statistically not Significant</td>
</tr>
<tr>
<td>Product Knowledge (Building Material)</td>
<td>60</td>
<td>12.26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitor Knowledge (Consumer Durable)</td>
<td>68</td>
<td>12.27</td>
<td>1.89*</td>
<td>Statistically not Significant</td>
</tr>
<tr>
<td>Competitor Knowledge (Building Material)</td>
<td>60</td>
<td>12.74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.3. Discussion: Test of Significance: Channel Sales Executive from different respondent groups

6.3.1. Self-Monitoring and Types of Sales Executives

The calculated value is 13.47. Since the calculated ‘Z’ value is more than the table ‘Z’ value, it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on their level of ‘self-monitoring’. Hence the null hypothesis is rejected and the alternative hypothesis is sustained. The mean self-monitoring scale scores of channel sales executives working in ‘consumer durable’ industry are higher than that of the mean self-monitoring scale scores of channel sales executives working in ‘building material’ industry. This shows that the level or ability to self-monitor in the case of channel sales executives working in ‘consumer durable’ industry are higher compared to channel sales executives working in ‘building material’ industry.
material’ industry. Hence the above two type of channel sales executives differs on the level or ability to self-monitor.

6.3.2. Service Orientation and Types of Channel Sales Executives
The calculated value is 8.12. Since the calculated ‘Z’ value is more than table ‘Z’ value, it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on their ‘level of service orientation’. Hence the null hypothesis is rejected and the alternative hypothesis is sustained. The mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows those channel sales executives working in ‘consumer durable’ industry possess higher degree / level of ‘service orientation’ when compared to channel sales executives working in ‘building material’ industry.

6.3.3. Selling Skills and Types of Sales Executives
The calculated value is 2.15. Since the calculated ‘Z’ value is more than table ‘Z’ value, it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on selling skills’. Hence the null hypothesis is rejected and the alternative hypothesis is sustained. The mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows, those channel sales executives working in ‘consumer durable’ industry possess higher degree level of ‘selling skills’ when compared to channel sales executives working in ‘building material’ industry.

6.3.4. Knowledge of Competitor and Types of Sales Executives
The calculated value is 1.36. Since the calculated ‘Z’ value is less than table ‘Z’ value it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous on their level of ‘knowledge of the competitor’. Hence the null hypothesis is sustained. The mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows, those channel sales executives working in ‘consumer durable’ industry have a better ‘knowledge about the competitor’ compared to channel sales executives working in ‘building material’ industry though the difference is not statistically significant.

6.3.5. Knowledge of Product and Types of Sales Executives
The calculated value is found to be 1.89. Since the calculated ‘Z’ value is less than table ‘Z’ value it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous about the ‘knowledge of the product’. Hence the null hypothesis is sustained. The mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows that, the channel sales executives working in ‘consumer durable’ industry have a better ‘knowledge about the product’ compared to channel sales executives working in ‘building material’ industry though the difference is not statistically significant.
6.4. Test of significance: Dealers attitude of Consumer Durable and Building Material Industry

The mean, standard deviation and ‘Z’ value were worked out as per Table No.3 for the scores of the respondents, regarding the dealer’s attitude about the ‘Sales Personnel Sales effectiveness scale (SES)’ of channel sales executives working in building material and consumer durable industry. A comparison has been done between the different groups of respondents (Dealers as in Table No.3.) It is observed that there is a significant difference between the mean scores of the Channel Sales Executive Effectiveness Scale (SES) among different respondent groups for the sub-scales, Service Orientation and Selling Skills where as there is no significance difference among the sub-scales Product Knowledge and Competitor Knowledge.

Table 3 Dealer Attitude (Consumer Durable and Building Material)

<table>
<thead>
<tr>
<th>Criterion Groups</th>
<th>N</th>
<th>Mean</th>
<th>‘Z’ Value</th>
<th>Significance level and result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Orientation (Consumer Durable)</td>
<td>68</td>
<td>10.88</td>
<td>2.26***</td>
<td>0.05 Significant</td>
</tr>
<tr>
<td>Service Orientation (Building Material)</td>
<td>58</td>
<td>12.09</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selling Skills (Consumer Durable)</td>
<td>68</td>
<td>11.11</td>
<td>2.57***</td>
<td>0.05 Significant</td>
</tr>
<tr>
<td>Selling Skills (Building Material)</td>
<td>58</td>
<td>12.29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Knowledge (Consumer Durable)</td>
<td>68</td>
<td>14.49</td>
<td>0.18*</td>
<td>Statistically not Significant</td>
</tr>
<tr>
<td>Product Knowledge (Building Material)</td>
<td>58</td>
<td>14.71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitor Knowledge (Consumer Durable)</td>
<td>68</td>
<td>13.74</td>
<td>1.43*</td>
<td>Statistically not Significant</td>
</tr>
<tr>
<td>Competitor Knowledge (Building Material)</td>
<td>58</td>
<td>13.94</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6.4.1. Service Orientation and Types of Dealers

The calculated value is 2.26. Since the calculated ‘Z’ value is more than table ‘Z’ value it is inferred that the channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on their ‘level of service orientation’. Hence the null hypothesis is rejected and the alternative hypothesis is sustained. The mean score (attitude) of dealers towards channel sales executives working in ‘building material’ industry are higher than that of the mean score (attitude) of dealers working in ‘consumer durable’ industry. This shows that regarding service orientation, attitude of dealers towards the channel sales executives working in ‘consumer durable’ industry are more positive compared to the attitude of dealers working in ‘building material’ industry.

6.4.2 Selling Skills and Types of Dealers

The calculated value is found to be 2.57. Since the calculated ‘Z’ value is more than table ‘Z’ value, it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on selling skills. Hence the null hypothesis is rejected and the alternative hypothesis is sustained. The mean score of dealers, towards channel sales executives working in ‘building material’ industry are higher than that of the mean score of dealers working in ‘consumer durable’ industry. This shows that regarding ‘selling skills’, attitude of dealers towards the channel sales
executives working in ‘consumer durable’ industry are more positive compared to the attitude of dealers working in ‘building material’ industry.

6.4.3 Knowledge of the Product and Types of Dealers

The calculated value is found to be 0.18. Since the calculated ‘Z’ value is less than table ‘Z’ value it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous about the ‘knowledge of the product’. Hence the null hypothesis is sustained. The mean score (attitude) of dealers towards channel sales executives working in ‘building material’ industry are higher than that of the attitude of dealers working in ‘consumer durable’ industry. This shows, regarding ‘knowledge of the product’ the attitude of dealers towards the channel sales executives working in ‘consumer durable’ industry are more positive compared to the attitude of dealers working in ‘building material’ industry though the difference is not statistically significant.

6.4.4 Knowledge of the Competitor and Types of Dealers

The calculated value is found to be 1.43. Since the calculated ‘Z’ value is less than Table ‘Z’ it is inferred that channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous about ‘knowledge of the competitor’. Hence the null hypothesis is sustained. The mean score (attitude) of dealers towards channel sales executives working in ‘building material’ industry are higher than that of the attitude of dealers working in ‘consumer durable’ industry. This shows that regarding ‘knowledge of the competitor’ attitude of dealers, towards the channel sales executives working in ‘consumer durable’ industry are more positive compared to the attitude of dealers working in ‘building material’ industry though the difference is not statistically significant.

7. SUMMARY

1. The ‘Effectiveness of Channel Sales Executives’ is dependent on ‘Self-Monitoring’ or there is positive relationship between high scores of ‘Self-monitoring’ and the Effectiveness or Channel Sales Executives.
2. Channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on their level of ‘self-monitoring’.
3. The mean self-monitoring score of channel sales executives working in ‘consumer durable’ industry are higher than that of the mean score of channel sales executives working in ‘building material’ industry.
4. Channel sales executives who are high in their level of self-monitoring have a higher degree of ‘selling skills’, ‘service orientation’, ‘knowledge of the competitor’ and ‘knowledge of the product’.
5. Channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on the level/degree of ‘service orientation’.
6. Channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on the level/degree of ‘selling skills’.
7. Channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogeneous about the ‘knowledge of the competitor’.
8. Channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous about the ‘knowledge of the product’.
9. According to dealers, channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on the level / degree of ‘service orientation’.

10. According to dealers, channel sales executives working in ‘consumer durable’ and ‘building material’ industry differ on the level / degree of ‘selling skills’.

11. According to dealers, channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous on the level / degree of ‘knowledge of the product’.

12. According to dealers, channel sales executives working in ‘consumer durable’ and ‘building material’ industry remain homogenous on the level / degree of ‘knowledge of the competitor’.

8. CONCLUSION

The channel sales executives in ‘consumer durable’ and ‘building material’ industry differ on their level of self-monitoring. This can be because of the differences in the level of education and the exposure (training programmes) in the case of channel sales executives in ‘building material’ industry and ‘consumer durable’ industry. In the present study it is proved that level or ability to self-monitor varies with respect to level of education and exposure (nature of experience). Channel sales executives are not static, acting the same in all situations. On the contrary they are ever changing and flexible. (Self-monitoring). The present study shows that channel sales executives who are high on their ability to self-monitor have higher degree of ‘selling skills’, ‘service orientation’, ‘knowledge of the competitor’ and ‘knowledge of the product’. The channel sales executives in ‘consumer durable’ and ‘building material’ industry differ on the level of ‘service orientation’ and ‘selling skills’. But this difference does not reflect in the sub-scale of the ‘knowledge of the product’ and the ‘knowledge of the competitor’. In both the sub scales the type of channel sales executives remain homogenous. With regard to ‘service orientation’ the mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows that channel sales executives working in ‘consumer durable’ industry have higher level or degree of ‘service orientation’ compared to channel sales executives working in ‘building material’ industry. Further regarding selling skills the mean score of channel sales executives working in ‘building material’ industry are higher than that of channel sales executives working in ‘consumer durable’ industry. This shows that channel sales executives working in ‘consumer durable’ industry have higher degree / level of ‘selling skills’ compared to channel sales executives working in ‘building material ’ industry. This might be due to the fact that consumer durable companies employ professionals like MBA’s and offer training and development programmes in the area of ‘sales and marketing’, customer orientation and self-development programmes. Building Materials companies very rarely employ professionals like MBA’s and very rarely offer training and development programmes in the area of sales and marketing. Moreover, the products in the ‘consumer durable industry’ need more service than the products in the ‘building material’ industry. This nature obviously reflected in the attitude of channel sales executives and hence the difference in the attitudes and performance. The channel sales executives in the consumer durable industry are found to be more educated and well qualified compared to the channel sales executives in building material industry.
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Dealers also confirm the self-assessment of channel sales executives. From their opinion it is clear that channel sales executives in ‘consumer durable’ and ‘building material’ industry differ on the level of ‘service orientation’ and ‘selling skills’. But they do not differ in the sub-scale of the ‘knowledge of the product’ and the ‘knowledge of the competitor’. For service orientation the mean score of dealers working in ‘building material’ industry are higher than that of dealers working in ‘consumer durable’ industry. This shows that attitude of dealers working in ‘consumer durable’ industry are more positive towards ‘service orientation’ when compared to dealers working in ‘building material’ industry. Again for selling skills the mean score of dealers working in ‘building material’ industry are higher than that of dealers working in ‘consumer durable’ industry. This shows that attitude of dealers working in ‘consumer durable’ industry are more positive towards ‘selling skills’ when compared to dealers working in ‘building material’ industry. Further dealers’ opinion reveals that the channel sales executives in ‘consumer durable’ and ‘building material’ industry remain homogenous about the ‘knowledge of the product’ and ‘knowledge of the competitor’ which supports the self-assessment of channel sales executives. Dealers also confirm the self-assessment of channel sales executives. According to their opinion type of channel sales executives differ on selling skills and service orientation and they remain homogenous on ‘knowledge of the product’ and ‘knowledge of the competitor’. The study reported that those channel sales executives who are high on their level of self-monitoring have higher degree of ‘selling skills’, ‘service orientation’, ‘knowledge of the competitor’ and ‘knowledge of the product’. Similarly channel sales executives differ on the level of ‘self-monitoring’ with respect to the level of experience and with respect to educational background.

REFERENCES


