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Marketing Profile The Ultimate Destination Of Sales Personal: A Detailed Analysis Of Role Shift Within An Indian Organization

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ABSTRACT

The internal movement of an individual within an organization is always beneficial for the organization and that for the personal growth of the individual. Within a company, a common carrier progression of a sales-marketing professional would be starting as a sales executive and then with increase in experience, as well as understanding of the product and the customer over a period of time leads to transition to the marketing role within the organization. As a sales representative, one has an in-depth knowledge of the customer behavior and the requirement that a consumer has and once they shift to the marketing role they are in a better position to design and curate a better campaign for the existing as well as a new product. To-deeply understand the benefits, difficulties that an individual face during this transition, the author has used analytical model by considering the factors that affects this process.

The research also aims to find out the effect of internal movement within the organization.

1. Introduction

Marketing as the word suggest is the process of buying or selling a product or services, the term marketing, is a derived from the Latin word, 'mercatus' meaning market-place or merchant. However, in the present scenario both marketing and selling is as considered two separate identity under the same

umbrella. Let us understand how the relation between sales and marketing work.

Career graph of most of the sales individual is a long transitional journey from product to product, industry to industry, organization to organization. In most of the scenarios, a sales individual spends a minimum of 3-5 years in a sales role before moving to the marketing profile. Sales job is always termed as a money-minting job, the earnings are directly proportional to various factor such as operational area, incentive per unit sold, working hours, team size, product demand, consumer demographics etc. While the other side of the coin i.e. marketing is considered a white colored job with most of the time spent in air-conditioned office doing brainstorming session, analyzing the consumer needs and wants, creating target specific campaigns etc.

Since the earlier one is a better paying jobs it has its own demerits such as high working hours, which disturbs the work life balance, high targets which leads to increased stress levels, no fixed-work timing affecting the biological equilibrium of human body and many more.

In this research paper, the author has tried to find the maximum ground that leads to the above-mentioned transition. The author has tried to find out both intrinsic and extrinsic factor for this change.

2. Literature Review

In the findings of the Jeff S. Johnson & Joseph M. Matthes (2018), the major factors of the transaction includes both intrinsic and extrinsic factors such as organizational altruism, freedom, compensation factor, customer interaction, strategy to name a few. The research defines the factors, which are associated with the role change, they have also highlighted the impact of the change on both individual as well as organizational level, and however the research finding doesn't provide the concrete reasons for this transition. Many researches have shown data regarding is a wide range of mobility in an intra-organization job transition for example job rotation, lateral moves & promotion. Existing framework help us to understand the existing framework of sales people transitioning to the marketing role. West in 1989 discussed transition model consisting four different stages: 1. Preparation (anticipating the needs and expectations of an individual before the transition), 2. Encounter (how the transition has affected the individual on sense making and emotional ground), 3. Adjustment (development occurring on individual level to fulfill the job demands), 4. Stabilization (equilibrium between new role and employee). Further many researches have scrutinized various transition aspects like adopting behavior of the surrounding (Kařse 2015), making sure that employee stays (Cooman,). Internal movement are beneficial to organization, from a labor market perspective it increases effectiveness and maximize profit (Cappelli et al 1997, Wright 1990). Let us consider a situation: A company X invest Y amount in the training of its employee with the belief that the employee will do it assiduously but to their dismay the employee leaves the

company in such a case all the cost related to the training will become a bad investment (Kallenberg, Marsden, Knoke, & Speth, 1996). However if the same process is done with an internal employee who is monitored and is compared with the skill set of the external hire it is much possible that attrition would be very less in such a case (Cappelli et al.,1997). Thus in order to meet the internal and external demand an organization must ensure that transfers, promotions and hiring should be done with a proper planning keeping all the factors in sight. One should foresee the future needs and ensure that the right people meet the correct opportunity at correct time in the favorable situation and at friendly work place in times to come, who are worthy of meeting the expectation thus assisting the organization in achieving its future goals (Miner, 1973). Although there are many studies which help to understand the job transition process but the studies has also shown numerous gap in the transition process, there are a large number of insights on model of job transition (Nicholson and West 1989) but none of them are comprehensive enough and few of them are fragmented at different stages. The studies majorly focused on the benefits of job transition rather than providing a holistic view. Many theorists have said that understanding of a certain department of a company can be enriched by discovering the interaction between the two divisions of a firm. Few researches have reviewed connection between different teams with in an organization and have explained the nature of cross functionality while developing different products, during their analysis they have found that finance and marketing have an interdepend-ability.

The study objective is to obtain answer of the following research question: what motivates for the transition, what difficulties were faced, how they prepare themselves in the initial stage, what techniques do they use to settle in the job and to acquire knowledge, what is the role of individual and organization during the settlement period.

Answer to these questions will help the sales personal, understand different department of the organization such as HR, Top Management, marketing a better level of understanding.

3. Objectives

Objective of the paper is to find key factors, which leads to shift in role with, respect to Indian organization.

To determine whether the intrinsic factors or the extrinsic factor are the key determiners while taking the decision.

4. Scope

A major part of the study will explain that how the intrinsic and extrinsic factors are correlated to each other and which factor plays the vital role in taking decisions which will impact their professional growth. Further scope of this study will help the different department to analyze in advance the

requirement of the role and would help them to find the right fit for the job. The scope of the research study lies in the qualitative research of the subject of study.

5. Limitations

In order for this study to be applicable to the professional community, it has to be well proved from a large sample and the results have to comply with a considered number of topography. Since most of the medium and small-scale company do not promote internally (in most of the cases) so the study will limit in such situation. Further, the study limits to a movement within a domain thus cross-domain job transitions are not included in this study.

6. Research Methodology and design

Matthes (2018), has studied the transition in job as a mix of intrinsic and extrinsic factor, they have a listed down a large number of factor which are seen as the possible factor affecting the decision making in the job transition process but wasn't able to narrow down the main factors. In the research, we have narrowed down the intrinsic and extrinsic factors that majorly influence the decision. It is believed that the psychological factors such as work environment, happiness, work culture, feeling of belonging etc. are the major driver, which compels a person to take on any new opportunity, so we have included such factors to find the appropriateness of such beliefs.

Since the method chosen is quantitative in nature , so the questionnaire was filled out by a sample group which encompass both MBA students with prior work experience as well as working professionals. The questionnaire aims at finding the variable, which further narrows down the relevant factors in decision-making process. The data hence collected will then be scrutinized and will follow a descriptive study and a quantitative analysis.

The analysis of the job change is done based on the prior research done on this topic and the input received from the questionnaire filled by the individual coming from the different walks of experience. Since the analysis included both textual as well as practical insight from the corporate and research domain, thus we believe that the result drawn from the following study should be considered as a key tool while building any strategy or executing any decision in the concerned topic.

Questionnaire Design

The questionnaire is one of the most important part of the study as it helped us with the modern day insight on the topic and the perception that the working individual have on the job transaction.

Since earlier studies were not able to pin point the main cause of the job change, the questionnaire played a pivot role in understanding the key factors as perceived by the sample population.

The structure of the questionnaire was composed keeping in mind the entire variable concerned with the study. A large number of statements were formed and the most relevant were chosen to carry out the study, which helped in evaluating the vivid aspects of the variables. The questionnaire included multiple statement with multiple options and was designed keeping in mind the age , demographics, education qualifications of the sample population. Sixteen attributes were being considered as the major factor behind the various multiple thoughts and these were considered as the integral part of the decision making process.

These variables were closely observed and are found correlated in one way or another. Reduced work pressure and work life balance are one of the major intrinsic factor that an individual look forward to, everyone desires for mental piece and work- life equilibrium, as per Maslow's need hierarchy these are the requirement under the safety needs an thus considered important.

Likewise other variables where deeply analyzed before considering them to be a part of questionnaire.

7. Sample Population-Data Collection Process

Since the sample, population needs to be related (directly or indirectly) to the topic thus we have considered individuals from either MBA background who had prior experience or people who have shifted from a sales background to marketing background. The online medium was used for the distribution of questionnaire and the feedback were recorded through a google form.

210 responses were recorded against the questionnaire out of which 10 responses are not considered, as they do not satisfy the basic requirement of age and professional experience.

Actual Sample Size:

200 individuals

Method used for collecting relevant data

A questionnaire has been used for the purpose of collecting the data, which consist various question concerning the topic, the data collected can be easily interpreted and it shows the perspective as well as the understanding of the sample population about the topic.

The questionnaire consisted question such as gender, age, profession, prior work experience and seventeen other job transition related topic. Since the questionnaire was detailed and hardly involve any domain, specific term thus, it proved to be an interested questionnaire and the sample population was able to fill it in a very minor. Tools like bar graph, pie charts were used in the preliminary stage of evaluation in order to understand the response, this proved to be a significant influence while drafting the result.

Since the research included qualitative aspects, also hence the result obtained can be used for the future research of the related topic. The descriptive analysis approach played a pivot role in evaluating the concerned factors, hence will become a base for secondary research in the same field.

Reliability

In order to ascertain the reliability, we conducted a pilot survey where few eminent personalities from the reputed institution were being interviewed over a telephonic call and a sample of 25 people were made to fill the questionnaire physically. The results of the pilot study were subjected to analytical test such as chronback alpha test that ascertain the reliability of the questionnaire.

Analysis of Data

To analyze the data the researchers made use of analytical tools to keep the analysis of the data to the table and it includes MS Excel and IBM-SPSS. The responses were collected and the data was tabulated in excel and was coded, before got imported on to statistical package for the social sciences. The data received from the sampling was imported on statistical package for the social sciences and statistical tools like chronback alpha test, factor analysis are performed. Output of the data can be seen in the following section.

Reduced work pressure	Number	%	Work-life balance	Number	%
Strongly agree	28	41%	Strongly agree	28	14%
Agree	81	17 %	Agree	55	28%
Neutral	52	26 %	Neutral	59	30%
Disagree	34	14 %	Disagree	34	17%
Strongly Disagree	5	3 %	Strongly Disagree	24	12%
Fixed income	Number	%	Less travelling	Number	%
Strongly agree	15	24%	Strongly agree	30	15%
Agree	47	29%	Agree	73	37%
Neutral	61	31%	Neutral	51	26%
Disagree	58	8%	Disagree	28	14%
Strongly Disagree	19	10%	Strongly Disagree	18	9%
Creativity_innovation at work	Number	%	Realizing_ own_ Skills	Number	%
Strongly agree	23	12%	Strongly agree	27	14%
Agree	58	29%	Agree	49	25%
Neutral	55	28%	Neutral	64	32%
Disagree	50	25%	Disagree	39	20%
Strongly Disagree	14	7%	Strongly Disagree	21	11%

Emotional equilibrium	Number	%	Dealing Client of different background	Number	%
Strongly agree	18	9%	Strongly agree	12	6%
Agree	62	31%	Agree	34	17%
Neutral	53	27%	Neutral	77	39%
Disagree	42	21%	Disagree	44	22%
Strongly Disagree	25	13%	Strongly Disagree	33	17%
Future_growth opportunities	Number	%	Social and collaborative	Number	%
Strongly agree	30	15%	Strongly agree	16	8%
Agree	78	39%	Agree	56	28%
Neutral	36	18%	Neutral	69	35%
Disagree	39	20%	Disagree	42	21%
Strongly Disagree	17	9%	Strongly Disagree	17	9%
Tactful nature of marketing job	Number	%	Large_avenues with in marketing	Number	%
Strongly agree	19	10%	Strongly agree	29	15%
Agree	74	37%	Agree	65	33%
Neutral	45	23%	Neutral	59	30%
Disagree	45	23%	Disagree	33	17%
Strongly Disagree	17	9%	Strongly Disagree	15	8%
Chance to connect with influential people	Number	%	Mentor Others people	Number	%
Strongly agree	34	17 %	Strongly agree	20	10 %
Agree	55	28 %	Agree	52	26 %
Neutral	56	28 %	Neutral	76	38 %
Disagree	34	17 %	Disagree	38	19 %
Strongly Disagree	21	11 %	Strongly Disagree	14	7 %
Learning opportunities	Number	%	Undervalued in sales	Number	%
Strongly agree	28	14 %	Strongly agree	36	18 %
Agree	49	25 %	Agree	62	31 %
Neutral	51	26 %	Neutral	53	27 %
Disagree	49	25 %	Disagree	28	14 %
Strongly Disagree	23	12 %	Strongly Disagree	21	11 %

8. Data Interpretation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	1801.082
	df	300
	Sig.	.000

Interpretation

1. **KMO** shows proportion of variance, for variables included in the study. A high value of this statistic (0.5-1.0) indicates appropriateness of the factor analysis. The range here is >0.7 (middling), while the computed value is 0.859, the value hence obtain is under accepted region of factor analysis.
2. **Barlett's test of sphericity** tests helps in ascertaining the hypothesis whether the matrix of correlation is an identity matrix. The correlation between the variables, if $p < 0.05$, it is significant, Null hypothesis is rejected. In this case the value of significance is 0.00 which is appropriate for factor analysis.

Communalities:

	Initial	Extractio n
Reduced work pressure	1.000	.584
Work-life balance	1.000	.545
Fixed income	1.000	.576
Less travelling	1.000	.636
Creativity and innovation at work	1.000	.643
Realisation of own Skills	1.000	.735
Emotional equilibrium	1.000	.662
Dealing client of different background	1.000	.505
Future growth opportunities	1.000	.628
Social and collaborative	1.000	.716
Tactful nature of marketing job	1.000	.576
Differenet avenues with in marketing	1.000	.474
Chance to connect with influential people	1.000	.551
Mentoring Other	1.000	.523
Attention seeking commercials	1.000	.602
Learning opportunities	1.000	.705
Undervalued at sales job	1.000	.483

Method Used for Extraction Of Data: PCA Method.

Interpretation

Communalities explain degree of variance that factors shares with all each other. It can be seen that the in the beginning the communality values are equal to 1. The greater the extraction, the better it is. A small value of the communality propose that the given variable is the misfit and can be removed from the analysis. Here, the variables with low value like different avenues within marketing and undervalued at sales job can be striked off straight.

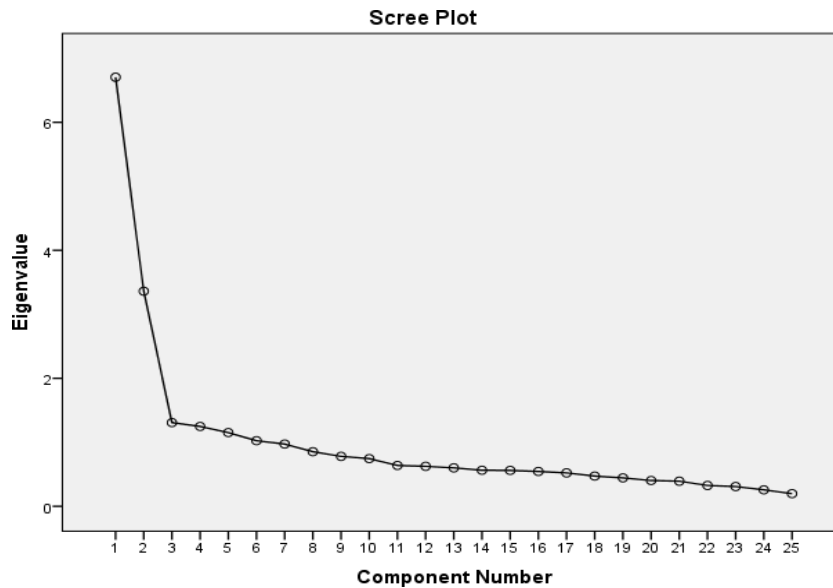
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.704	26.818	26.818	6.704	26.818	26.818	5.426	21.704	21.704
2	3.361	13.444	40.262	3.361	13.444	40.262	2.236	8.945	30.649
3	1.307	5.229	45.491	1.307	5.229	45.491	2.130	8.519	39.168
4	1.248	4.992	50.483	1.248	4.992	50.483	1.831	7.322	46.490
5	1.151	4.605	55.088	1.151	4.605	55.088	1.739	6.958	53.448
6	1.025	4.098	59.186	1.025	4.098	59.186	1.434	5.738	59.186
7	.973	3.891	63.077						
8	.853	3.412	66.489						
9	.780	3.120	69.609						
10	.745	2.980	72.589						
11	.638	2.553	75.142						
12	.625	2.498	77.640						
13	.600	2.402	80.042						
14	.563	2.254	82.296						
15	.561	2.243	84.539						
16	.544	2.175	86.713						
17	.522	2.087	88.801						
18	.472	1.887	90.688						
19	.444	1.778	92.466						
20	.402	1.610	94.075						
21	.393	1.571	95.647						
22	.325	1.302	96.948						
23	.308	1.233	98.182						
24	.257	1.027	99.209						
25	.198	.791	100.000						

Method Used for Extraction Of Data: PCA Method.

Interpretation

“%” column shows percentage of variance accounted against every Component / factor. To extract factors, the Eigen value should be >1 (arranged in descending order, and Cumulative % should be greater than 60%).



The Eigen Value is >1 (in descending order), and the Cumulative % is 59.186%, which is less than 60%, implies to change the questionnaire.

Rotated Component Matrix

	Components					
	I	II	III	IV	V	VI
Reduced work pressure			.701			
Work-life balance						.802
Fixed income	.743					
Less travelling	.642					
Creativity and innovation at work	.680					
Realisation of own Skills	.435					
Emotional equilibrium	.697				.601	
Dealing client of different background	.610			.483		
Future growth opportunities	.709					
Social and collaborative	.767					
Tactful nature of marketing job		.632				
Chance to connect with influential people		.721				
Mentoring Other		.625				
Attention seeking commercials						.602
Learning opportunities			.619			

Method Used for Extraction Of Data: PCA Method

Rotation Method: Varimax

a. Rotation converged to nine iterations.

Interpretation

1. We are interpreting the above matrix. A simple structure is produced with the motive of one factor bearing high factor load on other factors and one factor bearing a low factor load similarly.
2. One factor can have one variable or the combination of more than one variable.
3. The cut-off for the factor loading in this case is more than or equal to 0.605 and the highest factor loading is 0.802 and we ensured that, there should not be repetition of variables for two different factors.

9. Findings

Factor identification:

Variables	Factor		
	F1	F2	F3
Fixed income	YES		
Less travelling	YES		
Creativity and innovation at work	YES		
Emotional equilibrium	YES		
Different background of client dealing	YES		
Realisation of own Skills	YES		
Emotional equilibrium	YES		
Client_of_different_background	YES		
Future growth opportunities	YES		
Social and collaborative	YES		
Tactful nature of marketing job		YES	
Different_avenues_in_marketing		YES	
Mentoring other		YES	
Reduced work pressure			YES
Learning opportunities			YES

1. The first factor is represented by variables like (Fixed income, less traveling, creativity and innovation, emotional equilibrium, different background of client dealing, realization of own skills, Emotional equilibrium, Dealing client of different background, Future growth opportunities, Social and collaborative).
2. Every job needs a level of intelligence, which directly or indirectly leads to opening of various avenues. So, also the second factor is represented by three variables and they are (Tactful nature of marketing job, different avenues in marketing , mentoring others).

3. The third factor is represented by two factors again and they are (Reduced work pressure, Learning opportunities). Reduced work pressure leads to substantial increment in an individual learning curve thus these factors are also relevant with regards to reliability.

10. Recommendations

The data accumulated from the questionnaire is analyzed with the use of analytical tool to correlate variables. The following method is being used for reducing the data and correlate the results because of underlying factor. The analysis have shown the major factors behind the largely witnessed transitions towards marketing role. The following analysis also reduce the ambiguous relation of intrinsic and extrinsic factor affecting the decision making for such a transaction.

The identified factors should be worked upon and brought to the table with diversification so as to use its full potential while further analyzing such behavior.

11. Conclusion

1. Fixed income played a significant role in impacting the decision making of an individual. While working on the following attributes it was found that a fixed income about Indian scenario plays a vital role. Thus in most of the cases the final decision rests on how well an individual will be paid if he/she switch their role in the organization and monetary growth the profile will bring.
2. As per the data there are a few factors which significantly contribute the fact that an individual think highly for themselves as compared to the organization . Thus intrinsic factors are more important as compared to the extrinsic.
3. Every organization should consider the mental availability, eagerness and motivation before offering such opportunities, this will be beneficial to both the organization as well as individual in longer term.

12. Learnings

After successfully conducting the research, one can understand the different analytical method and their appropriateness. It gave researchers an opportunity to understand the various factor related to job transation and more importantly it provides the researchers a direct insight of how an individual thinks and what pros and cons do they measure before making a decision which can make or brake their professional experience. Since the sample population was from a particular region (India) the following study can play a vital role in understanding the mentality of work force of a certain geographic region and will also provide a ballpark in general.

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