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Abstract- The role of a sales person today is very important for the success of any organization or product. Sales person performance research is rarely found in the Pakistani context, especially for the soft drink industry, which is one of the largest tax paying industries in Pakistan. Sales person Performance is considered to be driven by market factors in most organizations in Pakistan. Soft drink companies are an important component of Pakistan's economic development. There was the need for understanding that how these marketing factors can impact the performance of the Sales person. This study examines the relationship of market orientation and sales performance in the dynamics of soft drink industry of Pakistan. For this research, objective information shall be collected by using questionnaire and information shall be depicted in the form of Numerals that is easier to be analyzed by running data into statistical software. For analysis purpose we used SPSS. Research Data were collected from 280 respondents for analysis of above said relationship. These analyses include reliability test, Correlation Analysis, Regression Analysis to check the relationship between independent variable (Market Orientation) and dependent variable (Sales Performance) were used to better understand and interpret the data-generated result. The results of this study have a positive relationship between market orientation and sales performance. Research limitation of this study suggests that this hypothesis can be tested on other industries such as on Tobacco/Automobile/FMCG's.

Keywords – Market Orientation, Sales Performance, Sales Person, Beverage Industry

I. INTRODUCTION

The role of selling things and sales force has become very important for many firms to achieve strategic goals. Most studies support the idea that market-oriented firms have high innovation and corporate success. This research adapts the conceptual model of Groza and Groza, (2018), which was applied to the insurance sector in the United States. While the Soft Drink Industry is largely working in the Business to Consumer (hereafter, B2C) context, Groza and Groza, (2018) have studied the sales performance model in the Business to Business (hereafter, B2B) setting. This article was created to give B2B companies a window into advocating for the soft drink industry and shows opportunities for market orientation and sales performance at various points. The role of a sales person today is very important for the success of any organization or product. In this study, we propose a one-dimensional framework for sales performance, integrating ideas derived from past studies theoretically within this framework and in the context of the Pakistani soft drink industry. Build a correlation between market orientation and sales performance. Sales person performance research is rarely found in the Pakistani context, especially for the soft drink industry, which is one of the largest tax paying industries in Pakistan (Hasan, 2017) Sales person Performance Is considered to be driven by market factors and in most organizations in Pakistan the difference between B2B and B2C. However, many multinationals have succeeded in maintaining such discrepancies, however, most companies consider locally owned sales person’s similar to those in the B2B and B2C sectors. Market orientation refers to the organization's efforts to provide value and superior services to its customers by harmonizing it across several levels of the organization. Lu, Bonfrer, and Voola (2015) believe that the current marketing practices of organizations revolve around this trend.
This paper is organized as follows: firstly, the concept of market orientation is presented and the impact on sales performance is discussed theoretically. Second, relationship variables, market orientation, and relationship outcomes are presented. Subsequently, speculations about the relationship between structures were derived and empirically examined. Finally, the limitations and management implications of the study were discussed.

II. RESEARCH BACKGROUND

This research has adapted the conceptual model of Groza and Groza, (2018), which was applied on insurance sector in United States. However, the current research intends to further add the variables (factors) in the research model through extensive literature review and tests the model in soft drink industry of Pakistan. Soft drink industry is largely dealing in Business-to-Consumer (hereafter, B2C) context whereas, Groza and Groza, (2018) studied the sales performance model in Business-to-Business (hereafter, B2B) setting. The role of sales person is very much important now days for the success of any organization or product. As sales persons competencies will give competitive edge against your competitors and also increase your sales performance. Recently market is very competitive and which have also impacted the customers’ loyalty towards the brands. The role of the sales person role is also critical for understanding customers need and wants and also delivering them high quality product or services (Grewal et al., 2015). The research on the sales person performance is rarely found in Pakistani context especially for the soft drink industry, which is one of the highest taxes paying industry in Pakistan (Hasan, 2017). Sales person performance is considered to be driven by the market factors and a differentiation between B2B and B2C sales person is rarely found in most of the organizations in Pakistan. Few multinationals have managed to maintain such differences however, majority of the companies are locally owned considers sales persons similar for B2B and B2C sectors.

Market Orientation refers to efforts made by organization by creating coordination between several tiers of organization with an object to deliver value and superior services to customers. Lu, Bonfier & Voola (2015) are of the view that recent marketing practices of organizations revolve around this phenomenon. Based on the findings of Wang and Miao (2015) it has been evident that due to multidimensional nature of market orientation, there are options for marketing decision makers to choose value enhancing aspects of MO. However, researcher still needs to give empirical evidences on the relation of MO and its dimension to personnel performance aided by moderating effect of any context related factor.

The degree of market competitiveness and high-end customer needs requires sales people to equip with above three aspects. Further, the knowledge of various aspects that could influence the sales performance needs to be understood by the organizations in order to better equip their sales workforce for hunting and building strong relationships with B2B consumers.

Market orientation (MO) leads to customer value creation and supports achieve superior firm performance. MO has become core aspect of marketing management and related practices (Grewal et al., 2015). Meta-analysis for MO hasn’t been shown as a substantive moderator (such as regulatory turmoil, interpersonal skills etc.) hence, needs exploration / investigation (Kidwell et al, 2011). Link between MO and sales performance composed of multiple factors such as customer orientation (Kirca et al, 2005), inter-functional coordination (Adamson et al., 2012) and competitor orientation (Kidwell et al., 2011). The question answering the possible moderation effect of contextual factors on the association between MO and sales performance should be addressed (Moon and Hur, 2011).

Growing awareness of health and fitness has also increased the popularity and demand for the products that are healthier and hygienic. Pakistani consumers are now looking for the healthier drinks such as fruit juices, diet cola carbonates in pursuit to attain healthy life style. As per (Euro monitor International 2017) the demand of Diet Coke has increased over past couple of years and is expected to grow further. However, growing awareness of sugar content in regular cola carbonate drinks is getting criticism over social media. Hasan, (2017) argues that there is challenge in sales growth rates for cola drinks that requires the soft drink companies to produce alternate products to enhance their market share. Pakistani market is at 5th spot among beverage consumption across the globe and the beverage industry also amongst the 2nd highest paying industry in terms of indirect taxes. An average of 27.5 percent of indirect taxes is estimated on beverage products is Pakistan therefore, the capacity of the industry in reinvesting is limited. On top of that increasing legislation and regulations on the food and beverages sector have also challenged the fast growth in the sector, which was witnessed in past five years (Hasan, 2017). This implies a
need of research on the factors that could affect the sales performance hence, competitive advantage can be attained
that can help to attain growth percentages.

III. RESEARCH QUESTIONS
This study has following question to answer,
- Does market orientation of salesperson help in increasing sales performance?

IV. RESEARCH AIM AND OBJECTIVES
Aim
This research aims to define Market Orientation’s impact on Sales performance in soft drink industry of Pakistan.

Objectives
Following are the research objectives to support research aim:

i) To evaluate the impact of market orientation on sales performance in soft drink industry of Pakistan.

V. LITERATURE REVIEW

Literature review has been conducted on the existing work done by the previous researchers published in articles,
journals, books and relevant industry resources. The focus of the gathered literature is to get the understanding of the
area of study which is the performance of salesperson in sales and other important factors and aspects that are needed
to get the know how about this topic. At the beginning of the literature we try to get the understanding of this study,
then afterwards in details the relationship between variables that we get after studying various previous papers. This
section provides a detailed review of literature. The literature working that laid foundation of the relationships
between variables is used to make hypotheses and then conceptual framework for this study that we used to test via
different techniques for research.

V.I: SALES PERFORMANCE

Some forward-looking sales teams have embraced the use of social media technologies in a company's marketing
campaign. The idea behind social media is exchanging information and building a network of contacts. In 2012 the
use of social media (e.g. LinkedIn & Twitter) to attract business customers is quite a new concept as defined by
Rodriguez et al (2012) in their study with relatively unknown performance results. Data from 1,699 salesmen from
over 25 industries have been collected. The findings support the fact that social media have a positive connection with
marketing processes (creating opportunities and relationship management) and sales performance through structural

In 2012 Evans, et al, have identified five important areas which are crucial for sales performance in a more and more
competitive environment. The five subject areas covered are intra-organizational resource ability for the salespeople,
salespeople's inventions, the relationship between buyers and sellers with regard to salespeople's strategies, and the
importance of credit to buyers on the basis of authority, buying / selling ethic and sales teams (Evans, McFarland,
Dietz, & Jaramillo, 2012).

Chakrabarty, et al, (2014) have explained the concept of sales performance in the study. The research focused mainly
on evaluating the theory of mind of salesmen in a wider conceptual context for human abilities. The findings
demonstrated that the relational cognitive aspects, such as bird's-eye view, the shaping of the relationship by creating
a positive environment, nonverbal clues and the building of relationships, have different roles in order to sell behavior
effectiveness. During the bird's-eye view, a mediator of the connection between selling behavior and quality was the
development of an environment that was optimistic. Therefore, only by identifying nonverbal data from customers
can sellers boost their reporting efficiency. Taken together, these results highlight the importance of salesmen's
autonomous skills in increasing their learned sales conduct's profitability (Chakrabarty, Widing, & Brown, 2014).
Nevertheless, little is known about determinants that might explain the intrinsic motivation and sales force performance association, especially on the highly competitive and demanding fast moving consumer goods, requiring new and useful solutions. Bodla & Naeem (2014) in the study of Creativity as Mediator for Intrinsic Motivation and Sales Performance stated that creativity has the potential to take on its position as a vital but underutilized instrument in the sales force unit. This study aims therefore to develop and test theoretical frameworks in order to link intrinsic motivation with sales performance by making partial mediator of sales force creative performance. With a structural equation framework, the study contains sample of 688 front-line salesmen of FMCG firms, in Lahore (Pakistan), the empirical validity of the proposed mediator has been tested against a feasible moderating model. Findings showed that the innovative output of the sales force was motivated by intrinsic motivation to improve sales performance (Bodla & Naeem, 2014).

A central notion in marketing and sales literature is the concept of customer orientation and sales performance as defined by Goad & Jaramillo (2014) in their study. In this study, empirical evidence is synthesized between 1982 and 2013 to give an insight into the history and implications of customer orientation and sales performance. In order to advance a hypothesis creation understanding how SO and CO behavior affects sales performance, a quantitative meta-analytical structure is proposed and tested using results of 126,790 survey sales representatives. A theoretical model is proposed and tested. Results show that the impact of Sales orientation &customer orientation on adaptive sales has important practical implications for hiring and training salesmen. Additionally, this study shows that the target orientations are a background of SO and CO and that SO's effect on jobs quality varies according to type of customer (Goad & Jaramillo, 2014).

Mathur, Das, & Kanti Paul in 2016 conducted study on linking “satisfaction” to “intention-to-sell” and “sales performance” of individual agents in the health insurance market: Empirical evidence from India. This study aims the development and testing of a model using path analysis, to assess a history of agent’s satisfaction and its impact on the intention of selling and sales performance in the health insurance market of India. The findings indicate that perceived product quality, perceived service quality, perceived rewards & incentive system, perceived organizational support, and perceived supervisory attitude have a direct positive relationship with Agents satisfaction. Moreover, the satisfaction of agents has a major direct impact on agents’ intent of sale and selling performance. A slight mediation influence of intent to sale from agent’s satisfaction to sales performance is also observed (Mathur, Das, & Kanti Paul, 2016).

In 2019 Inyang & Jaramillo in their research identifies organizational and individual determinants that can affect the eagerness and capacity of salespeople to implement their sales strategies. The paper will also discuss the performance outcomes and the application of sales strategy by salespersons. Statistics from a survey of 190 salespeople in various industries have been obtained. The results of the analysis have been tested on partial least squares. The findings of this study demonstrate the contradictory effects of the various types of command of the selling force (compliance and control), salespeople's execution of the sales strategy and technical knowledge. The findings also demonstrate that, by incorporating marketing techniques as part of their selling processes, they have a positive effect on their sales performance (Inyang & Jaramillo, 2019).

According to Peterson (2019) for more than four decades, self-efficacy was a subject in personal sales research. After a canvass of scales used to assess self-efficacy in personal sales research, quantitative analysis was performed on the association of self efficacy sales performance and an analytical analysis of nine self efficacy measures with their underlying elements to determine and compare the validity & reliability of scales. The article ends with several thoughts on the "state of the art" in personal sales research and suggestions for further study (Peterson, 2019).

The research conducted by Gabler, et al in 2019 to analyze the sales data which was collected from two retail contexts by modeling them in an input process and output frame-work and within the neurological brain network. In the real estate and auto industries, Interpersonal metalizing abilities not only improve performance directly, but also indirectly operate through self-efficacy and responsive sales. Such findings also confirm IM experience as a tool for future research, bridge retail and neurology and direct managers in how salesmen's characteristics can be translated into organization’s performance (Gabler, Vieira, Senra, & Agnihotri, 2019).
V.II. MARKET ORIENTATION AND SALES PERFORMANCE

According to available MO literature, this study Consistent with the MO literature, this study anticipates three all three aspects of MO to be related positively with sales person’s performance due to which they give creative ideas and generate learning (Wang and Miao, 2015). Orientation of customers is defined as the collection and analysis of customer intelligence to create for their target customer’s superior value. Based on the market dynamics and environmental dynamics, the sales force will have to understand the whole customer value chain not only today’s but as it changes with time. Beyond products and services, the organization that is committed to high customer value has innovative business systems for themselves (Parsons et al, 2016). The sales forces that understand the key customers and are committed to customer satisfaction are in a position to find their customers present and upcoming needs that allow them to present solutions of their needs and automatically enhance the performance.

Orientation of competitors means to monitor and understands the capabilities, strengths, weaknesses and threats of the current and prospective competitors (Mayo & Mallin, 2014). Contender based knowledge catches present and developing systems and advancements capable of fulfilling the surviving and expected needs of the company’s objective market. For effective creation of customer value competitor analysis of strategies is a good benchmark. If the sales force does not get the know-how of competitor intelligence, then they may have a chance that their prospective customer may switch to competitors. A sales force that is updated with competitors is in a chance to perform better (Rodriguez, et al, 2012). Therefore, we can say that competitor orientation is likely to be related positively to sales performance. Inter-functional coordination is defined as creation of superior value for the company’s target customers via effective use of company resources. It facilitates to generate, collect and disseminate the market intelligence that helps in creativity, and providing unique solutions to different types of problems faced by the customers. It is proved from new product development research that open sharing of new ideas and information helps to do problem solving efficiently. Hence, a sales force that is better in coordination, information sharing is in a good position to coordinate and share information with other areas and to generate high performance in sales.

H1 Market orientation of Sales Person is positively associated with Sales Performance

VI: RESEARCH HYPOTHESIS:

![Research Model]

Figure 1. Research Model

VII: RESEARCH METHODOLOGY

This is a section, which will tell the strategy to extract information from the data collected through any mean such as questionnaire, interviews, observations etc. In this chapter of research, researcher also tells about tools and technique he is going to use to get the results he is looking for. As per Saunders et al, (2009) it is vital to select methodologies and techniques which are already chosen by experts based on already established research standards. As it is suggested by many researcher that each and every research technique have its own pros and cons, so selection of it should be taken on account based on the past work of expert researchers in the field.

In this research data was collected through questionnaire from the sales team of different beverages companies in Pakistan. The data was in numerical form so it can be inserted in statistical software easily for analysis. To convert this data into information and then further analysis researcher have used SPSS. Data was gathered from 280 respondents and few analysis and techniques were applied for better understanding and interpretation of resulted generated from this gather data. These analyses include Reliability Test, Correlation analysis, regression analysis to check the relation between Sales Performance (dependent Variable) and Market Orientation (independent variable).
VIII. DATA ANALYSIS AND FINDING

The results of this study are discussed in this section of study. These results were generated from analysis of data gathered through questionnaires by using SPSS statistical Software. To analyze the demographic profile of the respondents such as age, education and gender etc. descriptive Statistics. Other than descriptive analysis few other analysis were conducted such as reliability test to check the reliability test of each and every independent variable. Correlation analysis was conducted to measure the relationship nature between the independent and dependent variable. And lastly linear regression analysis was conducted to check that how the dependent variable will be predicted by the independent variable.

VIII.I. DATA ANALYSIS FROM SPSS RESULTS

Below given graphs represent the demographic traits of the respondents, which will give us real idea who they were and their positions. Personal and demographic information of the respondents were collected and given in below charts for better and quick understanding.

**Gender**

![Gender Chart]

As it can be seen that majority of the respondents were male with representation of 84% and female were only 16% of the total populations.

**Age**

![Age Chart]

75% of the respondents had age between 31~40 years. And rests are only 25% of the respondents. This means that most of the respondents were mature enough to participate in such researches and give their opinion to conclude something out of this data.
More than half of the respondents were postgraduates and 38% of them were graduates. Diploma and Training Certificate holder were 8% and 1% respectively.

As indicated by the graph 85% of the respondents were at operational level or at supervisor level which have given us more realistic on ground realities of the factor affecting sales performance.

VIII.II. RELIABILITY TEST ANALYSIS

To test the consistency and stability reliability test was established (Sekaran 2003). Average Inter-Correlation among the items is computed in term of Cronbach’s alpha. It is reliability coefficient, which is the measure, which helps us to see how much each item in a set is positive, correlated to other. If the Cronbach’s Alpha value is closer to 1 it shows the higher internal consistency among the item on the set. Reliability test results of this study is as under,

<table>
<thead>
<tr>
<th>SCALE</th>
<th>CRONBACH'S ALPHA</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientation</td>
<td>0.837</td>
<td>Very Good</td>
</tr>
<tr>
<td>Sales Performance</td>
<td>0.834</td>
<td>Very Good</td>
</tr>
</tbody>
</table>

***The result is remarked according to UMA SEKARAN (2003)***

Table 1: Reliability Test Result

The value of cronbach alpha usually stays between 0–1. In reality there is no lower limit of coefficient. It is also important that the value of alpha of 0.8 is almost a goal to achieve. As the value of Cronbach Alpha is at higher side indicates good internal consistency among items of the scale.
The cronbach alpha value of Marketing Orientation and Sales Performance was 0.837 and 0.834 respectively. As suggested by Sekaran (2003) in his research that if the Cronbach alpha value is between 0.8 to 0.9 then it is considered to be a good value to have between items of scale. The result shows that these variables are ranged as very good because the value is more than 0.8 and near to 0.9. The questions about congruence between its items of the independent variable (Market orientation) and dependent variable Sales Performance are highly reliable.

VIII. III. CORRELATIONS ANALYSIS

This part will discuss the Pearson Correlation Coefficient results of hypothesis. In this analysis hypothesis are testified to check the relation between dependent and independent variables. Such analysis use to check hypothesis test, reject the null hypothesis and to accept the alternative hypothesis. According to Sekaran (2003) According to Sekaran there could be a perfect positive correlation between variables, which is represented by +1.0 (plus 1), or a perfect negative correlation, which would be -1.0 (minus 1).

The tables below show the summary of the correlation result between dependent variable (Sales Performance) and independent variables (Market orientation)

<table>
<thead>
<tr>
<th>SCALE</th>
<th>CORRELATION</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARKET ORIENTATION</td>
<td>0.846</td>
<td>Very Strong Relationship (Positive Correlation)</td>
</tr>
</tbody>
</table>

Dependent Variable: Sales Performance**Correlation is significant at the 0.01 level (2-tailed).

Table 2: Correlations Analysis Results

VIII.III.I CORRELATION RESULTS

The table shows that the Pearson correlation coefficient for the relation between Market Orientation and dependent variable Sales Performance. The value of correlation between Market Orientation and Sales Performance is 0.846 which shows a strong positive relationship between MO and SP. So we can conclude that all the independent variables (Market Orientation) have positive and strong relationship with Dependent variable (Sales performance).

VIII.III.II REGRESSION ANALYSIS

This part of the study testifies the dependability of dependent variable on independent variable after meeting all requirements such as reliability and validity. This analysis measures the casual relationship between dependent and independent variable.

<table>
<thead>
<tr>
<th>SCALE</th>
<th>P-VALUE</th>
<th>Beta</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientation</td>
<td>0.000</td>
<td>.846</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Table 3: Regression Results

Results of regression analysis of this study suggest that Market Orientation has positive and significant relationship with Sales Performance with Beta value of 0.846, which means MO has 84.7% impact on Sales Performance.

IX. CONCLUSION

Survival of any organization is depends upon its performance. And Performance of any organization can be achieved through good sales team performance. Enhancing sales team performance is one of the main objective for any organization as sales team always remain back bone of any organization. So it is always critical for any organization to have checked all those factors which plays an important role to drive the sales man performance in their organization. This study examines the relationship between Market Orientation and Sales Performance in beverages industry of Pakistan, in this study Sales Performance was the dependent variable and on the other hand Market Orientation are Independent variables. If there any relationship exist than the objective of the study was to determine the nature of the relationship between these variables. As it has been also observed by many scholars that there is strong positive relationship exist between Market Orientation and Sales Performance. This study also supports this

This study also conclude that sales team should be capable enough to understand the need and wants of the customer so they can plan or offer products accordingly to their valued clients. It can only be possible through researches or interacting with clients. Sales performance can be increased if you know your customer. In the past sales team were more focused on convincing customers for the product they have produced but now dynamics have changed customer have their own preferences so beverages companies should be flexible enough to offer such taste or flavor to their customer, which they like. In this study we conclude that Market Orientation have significant and positive relationship with Sales Performance.

REFERENCES