



EFFECTS OF SUPERVISORS ON GOAL ORIENTATIONS AND SALES PERFORMANCE OF DEPARTMENT STORE SALESPEOPLE

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This study investigates the effects of sales supervisors on salespeople's goal orientations and their effects on sales performance in the fashion retail setting. Specifically, it examines (1) differences in salespeople's goal orientations by salespeople characteristics; (2) effects of supervisor's behavioral orientations on goal orientations of salespeople; and (3) effects of salespeople's goal orientations on performance.

A total of 343 questionnaires collected from salespeople in various apparel and accessory selling departments at four department stores in Korea were analyzed. Variables included supervisor's behavioral orientations (end-results, activity and capability), salespeople's goal orientations (learning and performance), sales performance, and salespeople characteristics.

MANOVA revealed that there was no difference in goal orientations by salespeople characteristics except by selling department. Multiple regression analysis revealed that supervisor's end-result orientation affected salesperson's learning orientation and performance orientation while activity and capability orientations did not. Learning orientation of salespeople affected performance while performance orientation did not.

The study suggests that, for long-term performance, supervisors and retail organizations need to develop better supervisory behaviors, stimulate learning demands of salespeople, and provide training programs to achieve the learning goal.