Trends of the Administrative Leaderships towards Salesmens' Performance in the National Insurance Company Research an Exploratory

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Abstract: *The objective of the research is to identify the reality of administrative leadership trends in the National Insurance Company towards the level of salesmen's performance, represented by, the parts (moral behavior, cognitive aspect, skills and abilities), as well as the differences in the responses of the searched sample according to the personal variables (gender, age, educational level, years of service, job position). The questionnaire was adopted as a main tool to collect data and information from the sample of (62) individuals and analyze their answers by using the Statistical Package for Social Science SPSS in computation of percentages, arithmetic means and standard deviations and (X^2) and (t)tests. The researchhas found that the level of tendency of the trends of the searched sample towards the importance of performance of salesmenwas in large positive degrees, as well as the existence of significant differences in the responses according to personal variables.*

Keywords: Administrative leaderships ,salesmen's performance

1. Introduction

The insurance sector is considered one of the important service sectors, whose revenues contributes to increasing the budget inputs of the state. In most service companies, the responsibility of building privileged relationships with customers lie with salesmen, because they represent the company's interface with customers and their great role in its success. The sales process manly depends on what salesmen possess of moral behaviors, cognitiveaspects, skills and abilities that greatly affect the achievement of the targeted selling activity of the company, for which its success is transformed into cash flows and positive reputation. Therefore, the present research is interested in studying the performance of salesmen through four sections:

Methodology of research, theoretical framing, display and discuss the research results, and finally conclusions and recommendations.

2. Methodology of Research

2.1 Research problem

The problem of research has been identified in terms of its cognitive part. Where the issue of performance of salesmen is considered one of the important topics that has received great attention from researchers in developed countries. However, it has not yet received enough attention from researchers at the local level, which encouraged the researcher to write in this subject and select an important sector of service sectors to conduct the research because its importance to reach the outstanding performance and increase sales opportunities as well as the formation of a positive image of the company to customers. Therefore, the problem of research can be limited to the following question:

- What is the level of administrative leadership trends for the importance of the role of salesmen in the company searched?

2.2 The importance of research:

The importance of research emerges from the fowling
1) Cognitive contribution in the field of marketing management by highlighting the great role of salesmen activity in communication and promotion of sales of the company.
2) Directing the attention of management of the company searched to the specifications, capabilities and skills to be available in the salesmen.
3) Focusing on a very important subject that has a significant effect on the level of sales of important service sector which is the insurance sector.

2.3 Research objectives

The research aims to achieve the flowing objectives:
1) Showing the realty of trends towards the level of performance that must be available in the salesmen through studying the opinions of a sample of the administrative leaderships in the company investigated.
2) Detecting the differences in responses of the sample searched according to personal variables.
3) Providing a number of recommendations and some methods that can help the company's management in applying them to achieve a distinguished level of performance in the field of sales and marketing of insurance services.

2.4 The Hypotheses of Research

The research relies on the fowling two hypotheses:

The first hypothesis: "The trends of the searched sample tend to a large extenttowards the importance of salesmen performance".

The second hypothesis: "There are significant differences in the responses of the sample searched according to personal variables."

2.5 Research Methodology

The descriptive and exploratory approaches were adopted in the applied side of the research and then the results obtained were analyzed.

2.6 The Limits of Research

1- Spatial limits: The National Insurance Company
2- Time Limits: The duration of the research is from (1/2/2016) to (30/9/2016)

2.7 The Research Sample and Its Description

The random stratified sample was selected. This is represented by (General Manager, Department Manager, branch manager and unit manager) amounted to (62) individuals, and Table (1) explains the sample description.

Table 1: Description of the research sample

Characteristics	Details	Frequency	Percentage
Gender	Male	34	%54.8
	Female	28	%45.2
Age	20- less than 30 years	5	%8
	30- less than 40 years	18	%29
	More than 40 years	39	%63
Educational level	Secondary	8	%13
	Bachelor	42	%67.7
	Higher Diploma	9	%14.5
	Higher studies	3	%4.8
Years of service	Less than 10 years	17	%27.4
	10- less than 25 years	20	%30.6
	More than 25 years	25	%40.3
Position Title	General Manager	5	%8.1
	Department Manager	20	%32.3
	Branch Manager	19	%30.6
	Unit Manager	18	%29
Total		62	100

The results of the above table show the following:
1) The percentage of males in the sample studied searched forms (54.8%) while the percentage of females (45.2%).
2) The highest percentage of the surveyed sample searched was in the age group (More than 40 years), which forms 63%. While the lowest percentage was in the age group (20 years, less than 30 years), which constitutes 8%.
3) Most of the individuals in the sample have a bachelor's degree, which constitutes 67.7% and the lowest percentage is 4.8% who hold higher degrees.
4) The category of those with more than 25 years obtained the highest percentage of the individuals in the sample (40.3%), while the lowest category of respondents who have service less than 10 years constitutes (27.4%).
5) The proportion of the individuals in the sample according to the position title who are in a position of department manager reached (32.3%).

2.8 Research Tool

The research was based on a questionnaire as a main tool in data collection, which included (30) paragraphs divided into three parts (ethical behavior, cognitive aspects, skills and abilities), each of them consists of (10) paragraphs and on the scale of Likert (totally agree, somewhat agree, not agree, totally not agree) with weights (5, 4, 3, 2, 1), respectively.

2.9 Test of the validity and reliability of the questionnaire

The validity of the content of the questionnaire was tested by using a descending order of the groups of responses for the scales and dividing them into two equal groups, and then taking 27% of the highest responses and 27% of the lowest using the Mann - Whitney test to measure the difference between the two groups. The value of (p.o.ooo) was less than (0.05) thus indicating the validity of the scale in all paragraphs.

2.10 Terminalogies

1) **Orientation**: the point of view of individuals or mental and emotional readiness of them on certain subjects so as to direct their behavior towards them. (Taha, 2003: 24)
2) **Performance**: it is a reflection of the method from which the organization uses material and human resources. (AL-Ghalibi and ideas, 2007: 478)
3) **Salesmen**: is the person who seeks to provide customers with information and services about products in convincing and objective ways to complete the sale transaction. (Fill, 2006: 762)

2.11 Statistical methods

The researcher has coded the data and analyzed the questionnaire based on the SPSS to calculate:
Percentages, arithmetic means, standard deviation and (x^2) and (t) tests.

3. Theoretical Framing

3.1 The importance of salesmans work

The salesman contributes to an effective role in attaining the profitability of the company, as it represents a direct link between the company and its customers. So, the salesman connects the company with its customers by forming the mental impression and the good image of the company for its customers. (Obaidat, 2008: 79)

Therefore, the role of salesman represents an important and effective position in the process of accelerating the sales process and ensuring its continuity and effectiveness in the process of sales development and stimulate customers to achieve the purchase transaction, whether for individuals or companies and this is done through direct face to face contact. This method has its advantages, it provides direct feedback allowing the marketers to modify their messages to improve communication and help identify the response to customer needs. (Pride, 2000: 442), or through the diverse use of different marketing communication means.

So, what the salesman is doing represents the heart of the promotional mix of the company's products and the most effective management in understanding the customers' needs and desires (AL-Bakri and AL-Jabouri, 2001: 248)

In the light of the above, we see that salesmen have three basic and distinct characteristics,as follows:
1) Personal confrontation
2) Developing relationships
3) The obligation to respond (Kotler, 2000: 265)

3.2 Duties and tasks of the salesman

The salesman bears duties and tasks identified as follows: (Obaidat, 2008: 81) and (Al-Farra, 2007: 56)
1) Identifying customer needs
2) Attracting new customers
3) Gathering information on the products he is expanding in the market
4) Forecasting sales volume
5) Transfer information to customers and providing services to them.
6) Educating customers.
7) Showing the obstacles and problems facing the sales work.
8) Motivating customers to change.

3.3 The dimensions of the salesman's performance

When evaluating the performance of a salesman, management of the companies focuses on one of the following two principles (Al-Farra, 2007: 22-25):
1) Quantity bases based on the assessment of inputs represented by the efforts made by salesman in (number of sales visits represented by efforts made in actual work, time spent on sales, number of meetings with customers, number of services provided, number of times the phone was used. .. etc).
2) Quality bases including the facts and features enjoyed by the salesman, on which the current research will focus. These dimensions are:

A- Moral behavior is expressed as a set of practices made by the salesmen in accordance with the accepted standards of a profession, (Wheelen & Hunger, 2008: 66).

McShane (2004: 51) also points out that the moral behavior represents the principles or values that determine whether the actions taken are right or wrong.

In the light of the foregoing, moral behavior is represented by the actual actions of the salesmen depending on the system of moral values that they believe in and that stems from his social, religious and functional convictions. (AL-Aqellah, 2010:24)

Therefore, the moral behavior of salesman of sales is influenced by three elements: (AL-Amiri and AL-Ghalib, 2008: 86)
1. Personal effects
2. Effects of the Organization
3. effects of the Environment

This dimension will be expressed based on ethical standards of the US Marketing Association as follows, (Kotler & Armstrong, 2006: 646)
1) Honesty
2) Responsibility
3) Equity
4) Commitment
5) Openness

B-Cognitive aspect dimensions

(Hyson, 2003) identified some of the required cognitive aspects that a salesman must be familiar with and know:
1) Knowledge of customers and their preparation in the market
2) Knowledge of scientific and professional bases of sales and marketing processes
3) Awareness of the nature of the company's work and policies
4) Knowledge of market conditions
5) Knowledge of competitors in terms of their offers and prices
6) Knowledge of the company's products and prices
7) Knowledge of ways to attract new customers.

C-Skills and abilitiesdimension

Abdul Wahab, 2010: 158 - 159 explained that there is a set of skills must be available in the salesman:
1) Planning and prioritization Skill
2) Negotiation skill
3) Dealing with customer complaints skill
4) Ability to convince customers
5) Ability to overcome difficulties
6) Use of language and relationships Skill
7) Time management and sales interview management skill
8) Ability to interact with different customer styles
9) Ability to influence and create contacts with others
10) Deriving results, forecasting and estimation skill

4. Displaying and Discussing Search Results

4.1 Description of the attitudes of sample searched towards the performance of salesmen

In order to test the validity of the first hypothesis of the research that "the trends of the searched sample tend towardsthe importance of performance of salesmen to a large extent".It is clear from Table (2) that the values of general arithmetic means of the aspects of salesmen performance in the searched company were higher than the hypothetical mean of (3). The general mean amounts to (4.10) and a general standard deviation (0.854),so indicating that there is a high homogeneity in the responses. The value of calculated(t) is (207.273) and the value of (p) is (0.000), is less than the significance level(0.05). These results indicate the interest and inclination of the searched sample to a large extent towards the importance of the role of salesmen in achieving the target level of performance of the company. The arithmetic means, standard deviations and (t) values can be illustrated according to the flowing aspects:

1. Moral Behavior Aspect
The general arithmetic mean of this aspect amounts to(4.18)with standard deviation of (0.860). while the

calculated (t) value is (121.049) and the value of (p = 0.000) is less than the significance level (0.05). This result confirms the tendency of the administrative leadership trends in the national insurance company to a large extent towards the possession of salesmen the moral attribute and credulity during providing services to customers, where paragraph (9) which refers to (salesman can exercise restraint in difficult situations) obtained the lowestarithmetic mean of (3.984) with a standard deviation of (1.016) while paragraph (4) which states (salesman maintains public morality and manages good dialogue in dealing) obtained a higherarithmetic mean of (4.403) with a standard deviation of (0.757). These results indicate that there is a large agreement on the paragraphs of this aspect.

2. Cognitive Aspects

All the values of arithmetic means for this aspect were higher than the hypothetical mean of (3), where the general arithmetic mean a mounts to (4.10) with a general standard deviation of (0.818) and the calculated (t) value of (124.704). The value of (p = 0.000) was less than the significance level (0.05). So, paragraph (2) that refers to "sufficient knowledge of customers and their numbers in the market" obtained a minimum arithmetic mean of (3.806) with a standard deviation of (0.865).While paragraph (7) that refers to the knowledge of the characteristics and types of insurance policies offered for sale and their premiums obtained an arithmetic mean (4.355) with a standard deviation of (0.749). These results indicate the tendency of the searched sample trends and its large agreement on the importance of knowledge possessed by salesmen in the work tasks in terms of types of insurance policies and their premiums and customers who deal with them as well as knowledge of market conditions.

3. Skills and Abilities Aspect

The arithmetic means for this aspect were also higher than the hypothetical mean of (3), where the general arithmetic mean amounts to (4.035) with a standard deviation of (0.878) the calculated (t) value of(114.440). and value of (p = 0.000) is less than the significance (0.05) level, both paragraphs (2) that refers to (salesman has the ability to deal with the customers complaints and objections) and paragraph (7) that refers to (salesman possesses the skill of time management) obtained the lowest arithmetic mean of (3.871) with a standard deviation of (0.859). And calculated (t) value of (1) respectively.While paragraph (5), that refers to (salesman possesses the negotiation skill to complete the sale transaction), obtained a higher arithmetic mean of (4.274) with a standard deviation of (0.793). The results indicate the tendency of the searched sample and its agreement towards possessing the salesmen the skills and capabilities related to negotiation and communication and their ability to convince customers.

Accordingly, the previous results indicate the tendency of administrative leaderships in the searched company towards the impotence of salesmans' performance to a large extent. This proves the accuracy of the first hypothesis of the research.
Table (2)
The arithmetic means, standard deviation and value of (t) of the responses of the sample members

4.2 Analysis of the differences in the responses of the searched sample

For the purpose of testing the validity of the second hypothesis of the research, which indicates (there are significant differences in the responses of the searched sample according to personal variables), and the results shown in Table (3) were obtained using a (x^2) test on the total paragraphs of the questionnaire which are as follows:

1. The calculated (x2) values of the personal variables (gender, age, educational level, years of service and job position), were (41,474, 126.288, 173,493, 140,954, 118,620) respectively and they are higher than their tabular value of (83.297), at a significance level (0.025)These results confirm the validity of the second hypothesis of the research, that is (there are differences in the responses of the searched sample according to personal variables).

2. The reasons for the appearance of these differences are due to the difference in the searched sample in terms of sex and in terms of different educational level since most of the individuals in the sample who hold the bachelor degree, they constitute (67.7%) as well as the different years of service which represent the practical experience of the searched sample, Also, most of the searched sample are occupying the position "head of department".

Table 3: Chi Square values (x^2) for differences in searched sample the responses according to personal variables

Personal values	Calculated (x^2) value	Tabular (x^2) value	Significance level value	Significance level
Gender	41.474	83.297	0.322	
Age	126.288		0.203	
Education level	173.493		0.112	0.025
Years of service	140.954		0.044	
Functional position	118.620		0.365	

5. Conclusions and Recommendations

5.1 Conclusions

1) The results of the research revealed that the level of tendency of the trends of the searched sample towards the importance of the performance of salesmen in positive and large degrees.
2) There is a level of tendency of the administrative leaderships towards the performance of salesmen with respect to the ethical behavior aspect, first, followed by the cognitive aspect and finally the skills and capabilities aspect.
3) The views of the searched sample are predominated by a positive agreement towards the paragraphs of the salesmen performance aspect, which confirms the convergent awareness of these variables.
4) The results showed that there were significant differences in the responses of the searched sample responses according to personal variables.

5.2 Recommendations

1) The need to give the subject of salesmen's performance the sufficient attention by management of the searched company, where they have a major role in marketing insurance services and increase the popularity of customers to purchase insurance policies.

2) The management of the company should pay the appropriate attention to its salesmen and involve them in training courses to develop their skills and abilities in the field of sales.

3) The need of management of the searched company to adopt marketing concepts, including the performance of the function of personal sale because of its role in drawing a positive image of the company with customers.

4) The need of the searched company to be aware of the salesmen'sperformance aspects and their role in increasing sales opportunities through communication and promotion of the insurance services of the company.

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