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THE INFLUENCE OF SALES MANAGEMENT CONTROL, SALES MANAGEMENT SUPPORT AND SATISFACTION WITH MANAGER ON SALESPEOPLE'S JOB SATISFACTION

ABSTRACT

Salesperson's job satisfaction is of particular interest to companies because it has been linked to performance and customer retention. Contemporary sales workplace is becoming increasingly complex, but sales managers still, and more than ever, play a significant role in shaping attitudes of their salespeople. Thus, it is important to understand the influence of different sales management practices on salespeople's satisfaction which leads to better personal and organizational results. The main aim of this paper is to explore the influence of three types of sales management control (behavior-based, knowledge-based and outcome-based control), sales management support and satisfaction with sales manager on salespeople's job satisfaction. The research was conducted among salesforce in Croatia and Italy and the data were analyzed by the PLS-SEM method. The study shows that knowledge-based control, manager support and satisfaction with manager positively impact salespeople's job satisfaction. An influence of behavior-based control and outcome-based control was not demonstrated. The findings are partly in line with previous researches, but also provide new insights into aspects of manager-seller relations. The results can help sales managers to shape the target behavior and practices, and make them aware of the importance of their role in achieving job satisfaction among their subordinates. Top and human resource (HR) managers can also hire appropriate managers that can be encouraged to implement desired practices.

Keywords: Salespeople's job satisfaction, sales manager control, sales manager support, satisfaction with sales manager

1. Introduction

Job satisfaction – that is, a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976) – is one of the most studied variables in organizational behavior research (Spector, 1997). Several satisfaction theories and models, such as Maslow's Hierarchy of Needs, Hertzberg's Two-Factor Theory, Porter and Lawler's Expectancy Theory, Locke's Discrepancy Theory and Range of Affect Theory, Hackman and Oldham's Job Characteristics Model, Bandura's Social Learning Theory, have tried to explain job satisfaction and its influence. Years of extensive research have resulted in job satisfaction being linked to motivation, absenteeism, performance, productivity, successful implementation of corporate strategy, turnover, physical and mental health, stress and general life satisfaction (Thirulogasundaram, Sahu, 2014; Bakotić, 2016; Hulin, 1966; Verbrugge, 1982; Massey Kantak et al., 1992; Riaz et al., 2016).

According to the Sixth European Working Conditions Survey (2016)[1], the average level of job satisfaction in most EU countries is high – 60% of EU citizens were satisfied and 26% were very satisfied with the working conditions in their main paid job in 2015. Denmark and Austria are countries with the most satisfied employees in the EU (with more than 90% satisfied employees, more than 40% of them being very satisfied). On the other hand, Greece and Croatia are countries with the most dissatisfied employees in the EU (with more than 20% of employees being not very satisfied or not at all satisfied). Between these two extremes, Italy shows 82% of satisfied and very satisfied employees, and 18% of not very satisfied and not satisfied at all. As mentioned previously, there are a number of outcomes related to job satisfaction, but at the organizational level, dissatisfied employees result in significant loss for the company as they do not perform at peak level. This is especially true for salespeople, being the primary interface and boundary spanner between the customer and the company (Guenzi et al., 2007), whose peak level performance directly affects sold quantities and the company's income and whose satisfaction positively relates to customer satisfaction (Homburg, Stock, 2005; Schlesinger, Zornitsky, 1991).

Furthermore, the very nature of the sales profession – people-oriented, emotionally demanding (high rejection rate), individualistic, measurable – makes salespeople highly vulnerable to stress and burnout which negatively impacts their performance and satisfaction (Mulki et al., 2015; Low et al., 2001).

Those who are in a position to directly monitor and affect seller satisfaction are sales managers whose role is irreplaceable. Namely, the overall satisfaction with manager, as well as his/her leadership style (i.e. supportive behavior) and the adopted control mechanism, could help employees to deal with everyday challenges and to feel satisfied at work and by doing this, it could affect the employee sales performance and the overall company's results.

Although many studies have been done on job satisfaction concept, to the best of the authors' knowledge there are no studies that have analyzed the impact of these specific constructs on salespeople's job satisfaction. The goal of this study is to fill this gap through quantitative research among salespeople in Croatia and Italy, and the consequent analysis of the influence of sales management control, support and satisfaction with the superior on salespeople's job satisfaction. The acquired data were analyzed by the PLS-SEM method. A better understanding of the effects of the above relations will make sales managers aware of the importance of their role and will allow them to adjust their control mechanisms, provide adequate support, and work on key issues that contribute to salespeople's job satisfaction. Furthermore, HR managers could benefit from the present research by looking for sales managers with certain personal characteristics (e.g. degree of supportiveness), and by providing them with knowledge on the effects of a particular control strategy on salespeople's satisfaction and understanding of the importance of their role in achieving subordinate's satisfaction.

This paper is composed of five chapters. After the introduction, the second chapter is dedicated to the theoretical background and research hypotheses. The third chapter presents the methodology and the empirical part of the research, as well as the analysis. The discussion and the research implications are presented in the fourth chapter. The last chapter summarizes the most important implications and limitations of the conducted research and provides directions for further research.

2. Theoretical Background and Research Hypotheses

Job satisfaction is positively linked to sales performance (Sahoo et al., 2012; Mulki et al., 2007).

Moreover, salespeople satisfied with their job create long lasting relationships with customers, which is particularly important nowadays when there is high competition in the market and the costs related to loss of loyal customers are high (Lussier, Hartman, 2017).

Taking the foregoing into account, it is important to identify key elements that influence salespeople's job satisfaction. The studies of Raziq and Maulabakhsh (2015) and Özpehlivan and Acar (2015) showed that good working conditions, salary and benefits, co-workers and management skills (such as appropriate management control) play key roles in salespeople's job satisfaction. According to Spector (1997), the most important factors affecting job satisfaction are salary and benefits. The research conducted on nurses employed at private healthcare hospitals in Malaysia showed that salary and benefits, organization, social support including co-workers and managerial support, as well as working conditions that support employees' career development, enhance the job satisfaction of nurses (Munir, Rahman, 2016).

Different studies showed that employees' motivation to achieve good performance increases when they have a positive perception of managers, co-workers and company (Rașcă et al., 2008; Dobre, 2013). Moreover, studies suggested that the most important managerial behaviors leading to increased employee satisfaction include enabling employees to make progress in their work and treating them decently as human beings (Amabile, Kramer, 2007).

Drawing on the literature dedicated to job satisfaction, the conceptual framework is composed of three key determinants related to the relationship between managers and employees that influence salespeople's job satisfaction: sales management control, sales management support and satisfaction with sales manager. The hypothesized relationships are discussed herein.

2.1 Management Control and Job Satisfaction

The main purpose of management control is to monitor, evaluate, direct and influence employee behavior in order to achieve the goals of the company. Some studies suggested that salespeople that work under a more visible control system perform better, are more satisfied, and display lower burnout (Cravens et al., 2004; Jaworski et al., 1993).

The theoretical work of Anderson and Oliver (1987) made a significant contribution to the sales force control system literature. They distinguished two different sales force control systems: behavior-based and outcome-based control system. Behavior-based control system involves considerable monitoring of salespeople's activities and results, high levels of supervisor's intervention and direction, and subjective and complex methods of evaluating and compensating performance based on the salesperson's job inputs (e.g. personal qualities, activities, sales strategies). Outcome-based control system implies relatively little monitoring and direction of salespeople, straightforward and objective measures of results (e.g. sales), and use of compensation methods that shift the risk to the salesperson. The main difference between these two control systems is that behavior-based control system addresses the process of selling rather than the outcome.

Considering the nature of the sales job and heterogeneity of the sales task (salespeople often spend a lot of time on the road and success is hard to predict), salespeople are difficult to monitor. Lack of direction in outcome-based control system can enable sales behaviors that harm the company in the long run. In contrast, behavior-based control system allows supervisors to direct salespeople to perform certain behaviors consistent with the company strategy (e.g. devoting some time to planning instead of selling). However, the main disadvantages of behavior-based control system are complexity and subjectivity of the evaluation of salespeople's performance (Adkins, 1979; Behrman, Perreault, 1982). The results of Barker's survey (2015) conducted on Canadian firms revealed that behavior-based control systems might be more appropriate in large companies that require much expertise from their salespeople who are likely to sell sophisticated products and it is important that they build long-term relationships with customers. The study also showed that outcome-based control systems seem to be more appropriate when the emphasis is on short-term results and when salespeople sell simpler products. With regard to job satisfaction, Oliver and Anderson (1994) found that salespeople under behavior-based control systems are more satisfied with their jobs and view their companies as more participative, but they do not perform as well as salespeople in outcome-based control systems. Overreliance on output-based control can reduce supervisory effectiveness and output rewards could

have a negative effect on performance and satisfaction (Oliver, Anderson, 1994; Challagalla, Shervani, 1996).

Today's economy is becoming increasingly knowledge-intensive and salespeople tend to sell knowledge-based solutions to the customers. Therefore, besides the two conventional types of sales control system, this study also takes into consideration the effects of knowledge-based control. Knowledge-based control system implies the extent to which salespeople are evaluated and rewarded for generating and sharing knowledge within salesforce (Matsuo, 2009). It is close to behavior-based control, but the emphasis is on the role of transferable knowledge that salespeople generate. According to Srivastava et al. (2006), knowledge sharing may lead to better team performance by improving decision making. By sharing their knowledge, salespeople create supportive and friendly working environment and a sense of belonging. However, participative cultures are not necessarily more productive, but they often exhibit higher employee satisfaction (Locke et al., 1986).

Considering the research done in the past, sales management control has indirect effects on salespeople's performance, and both direct and indirect effects on job satisfaction. In order to gain comprehensive knowledge of the impact of management control on job satisfaction in today's sales context, all types of control should be taken into consideration. Thus, the following hypotheses were proposed:

H_1: *Behavior-based sales management control positively affects job satisfaction*

H_2: *Knowledge-based sales management control positively affects job satisfaction*

H_3: *Outcome-based sales management control negatively affects job satisfaction*

2.2 Management Support and Job Satisfaction

Job satisfaction is directly linked to burnout, and supervisor support (besides other factors such as positive relations within the organization and family, and job resources) may enhance job satisfaction and reduce burnout (Skaalvik, Skaalvik, 2009). Job satisfaction and burnout are the opposite poles on the same spectrum. According to Eurofound (2015)[2], 62% of EU employees work to tight deadlines, 59% work at high speed, and nearly a quarter of EU employees have difficulties in getting the job done on time. These facts highlight employees' predisposition to burnout and job dissatisfaction.

Moreover, people-oriented professions, such as sales profession, are more exposed to emotional exhaustion (the core of burnout and one of its dimensions) because of the high frequency and intensity of interpersonal contact (Jaramillo et al., 2011). Khamisa et al. (2015) examined the relationships between work related stress, burnout, job satisfaction and general health of nurses in South Africa. Poor staff management along with resource inadequacy and security risks in the work place were the main stressors that caused emotional exhaustion and had negative effects on job satisfaction and general health of nurses. Moreover, according to Eurofound (2010)[3], the lack of cooperation and support increases the risk of prolonged stress at work and overall dissatisfaction with the job. In their study, Kemp et al. (2013) showed that sales manager support and salespeople's motivation are negatively related to emotional exhaustion and positively associated with fostering a positive working environment. According to Shoemaker (1999), sales managers that support salespeople as much as possible, encourage innovation and risk-taking, communicate and involve salespeople in the vision of the company, involve salespeople in developing sales goals, adhere to the values they espouse and lead by example, positively impact salespeople.

Sales managers are in key position to provide support, as they can provide technical information, task-relevant resources, training and mentoring, but especially emotional support, including encouragement and recognition. These types of support can reduce some of the work-related stressors (House, 1981; Ural, 2008), as well as boost employees' morale and increase the likelihood of their satisfaction (Hartmann et al., 2016; Jaworski, Kohli, 1991).

Today's sales environment is more challenging than ever before, maybe even insecure, and sales managers have a professional and moral duty to care for subordinates' wellbeing and satisfaction.

Based on the above mentioned considerations and with the goal to enhance the knowledge on the relations between manager support and employee satisfaction in the sales field, the following hypothesis was proposed:

H_4: *Sales management support positively affects job satisfaction*

2.3 Satisfaction with Manager and Job Satisfaction

Salesperson's activity is affected by the constant interplay of perceptions (perceptions of others – perceptions of the manager), emotions and motivations triggered by work itself and the working environment, including workday events and sales manager actions.

Hence, in order to achieve sales objectives and create a positive working environment it is important for sales managers to explore whether there is a direct impact of positive perceptions of the manager on salespeople's satisfaction.

In a study of salespeople conducted by Churchill et al. (1976), more than 40% of the variance in total job satisfaction was explained by climate variables, including satisfaction with sales manager. Moreover, Stringer (2006) claimed that high quality relationships between sales manager and salespeople contribute to a higher level of salespeople's job satisfaction.

The importance of the supervisor as a role model was highlighted by Rich (1997) and Huggins et al. (2016). They stated that salespeople's perception of their manager's role-modeling behavior is positively related to trust in the sales manager and indirectly related to job satisfaction and overall performance of salespeople. Different authors (Jaworski, Kohli, 1991; Amabile, Kramer, 2007) showed that praise and recognition, collaboration, support and enabling to progress impact, among others, salespeople's perception of the manager and their overall job satisfaction. Other authors (Deeter-Schmelz et al., 2008) highlighted that open communication, especially the listening dimension, between managers and salespeople could create a supportive work environment and lead to a positive employee's perception of the manager, thus increasing job satisfaction and productivity.

It can therefore be assumed that when salespeople have a high-quality relationship with their sales manager, they enjoy the benefits of mutual trust, support, effective communication, recognition and esteem, and are hence more likely to be satisfied, in the first instance, with the manager and, secondly, with their job; they will perform better and contribute to the company's prosperity. On the other hand, another beneficiary of these results will be the sales manager itself, who can more easily manage the team and achieve the preset sales goals.

Thus, based on the above mentioned considerations, the following hypothesis was proposed:

H_5: *Satisfaction with manager positively affects job satisfaction*

3. Methodology

3.1 Scales

A questionnaire composed of 30 questions was developed for the purpose of this survey. The authors used different scales from previous researches in the field. The scale developed by Matsuo (2009) was used to measure the manager control. Manager support was assessed using the scale developed by Lewin and Sager (2008). Satisfaction with manager was measured using the seven-item scale proposed by Goebel, Deeter-Schmelz and Kennedy (2013), while job satisfaction was measured using a scale appropriate to the sales context and established by Netemeyer, Boles, McKee, McMurrian (1997). Demographic questions about the gender, age, educational background and years spent in the enterprise were added to the questionnaire.

The questions and the introduction were written both in Croatian and Italian language. The questionnaire was developed using the LimeSurvey software and it was sent as attachment to an email where the authors explained the purpose of the survey and invited potential respondents to participate.

The seven-point Likert scale (1 = strongly disagree, 7 = strongly agree) was used.

3.2 Sampling

The research sample was chosen by random selection from a list of Croatian and Italian enterprises. The list included active enterprises of all sizes that had more than one employee and annual revenues above HRK 100,000.00 i.e. EUR 13,140.00, and were required to submit their annual financial report for 2015 in Croatia i.e. Italy. The list of enterprises covered all the industries. The questionnaire was aimed at employees in sales roles (salespeople, sales representatives, sales advisors, and the like) within organizations. Finally, a total of 117 valid and fully completed questionnaires were collected. The sample included 44.4% of men and 55.6% of women. The share of respondents younger than 35 years of age was 37.6%, 35.9% of respondents were 36-45 years old, whereas 26.5% of respondents were older than 45 years. 34.2% of respondents were high school graduates, while 65.76% of respondents held a jun-

ior college, higher education or master's degree. 20.51% of respondents worked less than 5 years in the company, 23.93% from 6 to 10 years, 31.62% from 11 to 15 years, whereas 23.93% of respondents worked in the company for more than 15 years.

3.3 Assessment of Measurement Models

The PLS-SEM method was applied to analyze and test the hypotheses, using the SmartPLS 3 software (Ringle et al., 2015)[4]. The PLS-SEM method is more flexible compared to the CB-SEM method as it is a nonparametric method, thus being less sensitive to the distribution of indicator variables, and it allows obtaining acceptable results even with smaller sample sizes (Cassel et al., 1999). Furthermore, the results provided by the PLS-SEM method are considered an approximation as opposed to the CB-SEM

method which pursues accuracy in measuring theoretical constructs. This is why the measurement of theoretical constructs seems more realistic within research in social sciences (Rigdon, 2014). Finally, the PLS-SEM method was chosen because of the purpose of the survey, as it aims primarily at determining the predictive ability of the individual endogenous constructs (Hair et al., 2016). Before the PLS analysis, the indicator variables were checked as to the presence of outliers, and no outliers were identified. After that, a confirmatory factor analysis was conducted to assess the reliability and validity of measurement scales. The statistical significance of item loadings, and subsequently structural coefficients, was determined using bootstrapping procedure with 5,000 subsamples based on recommendations by Hair et al. (2016: 149). The results of the confirmatory factor analysis are shown in Table 1.

Table 1 Indicator of internal consistency, reliability and convergent validity

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	Cronbach α	C.R.	AVE
KBC1 <- KBC	0.761*	0.059	12.982			
KBC2 <- KBC	0.897*	0.026	34.269	0.73	0.85	0.65
KBC3 <- KBC	0.751*	0.056	13.372			
BC1 <- BC	0.775*	0.058	13.416			
BC2 <- BC	0.787*	0.048	16.377	0.73	0.85	0.65
BC4 <- BC	0.846*	0.036	23.817			
OBC1 <- OBC	0.677*	0.257	2.631			
OBC2 <- OBC	0.934*	0.222	4.204	0.70	0.82	0.56
OBC3 <- OBC	0.716*	0.234	3.057			
MS1<- MSUPPORT	0.858*	0.025	34.373			
MS3 <- MSUPPORT	0.832	0.032	26.012			
MS4 <- MSUPPORT	0.855	0.038	22.781	0.90	0.92	0.71
MS5 <- MSUPPORT	0.788	0.049	15.943			
MS6 <- MSUPPORT	0.864	0.026	32.965			
MSAT1 <- SATMANAGER	0.801	0.051	15.789			
MSAT3 <- SATMANAGER	0.847	0.032	26.134			
MSAT4 <- SATMANAGER	0.916	0.018	50.142	0.91	0.93	0.70
MSAT5 <- SATMANAGER	0.820	0.035	23.228			
MSAT6 <- SATMANAGER	0.806	0.038	21.428			
MSAT7 <- SATMANAGER	0.826	0.038	21.553			
JS1 <- JOBSAT	0.961	0.009	106.755			
JS2 <- JOBSAT	0.943	0.012	76.972	0.94	0.96	0.90
JS3 <- JOBSAT	0.937	0.017	56.507			

*p<0.05
Source: Authors' calculation

All theoretical constructs are specified as reflective measurement models based on previous research in the field (Matsuo, 2009; Lewin, Sager, 2008; Goebel et al., 2013; Netemeyer et al., 1997). Furthermore, a Confirmatory Tetrad Analysis (CTA - PLS) was conducted, which builds on the concept of tetrads for constructs having more than 3 indicator variables (Gudergan et al., 2008). A tetrad is the difference between the product of one pair of covariances and the product of another pair of covariances (Hair et al., 2016: 286). In reflective measurement models, each tetrad is expected to have a value of zero, which is tested using the CTA – PLS analysis. In this survey, the results of the CTA – PLS analysis showed that none of the tetrads displayed a statistically significant difference from 0, hence it can be assumed that the specification of reflective measurement models is justified in this case. All indicator variables whose item loadings were below 0.4, i.e. whose item loadings ranged between 0.4 and 0.7, were removed from the confirmatory analysis, but their exclusion contributed to an increase in C.R. i.e. AVE indicators above the threshold limit of 0.7 and 0.5 respectively. Accordingly, BC3 indi-

cator variables were removed from the construct Behavioral-based Control (BC), MSUPPORT2 indicator variables from the construct Manager Support, and MSAT2 from the construct Satisfaction with Manager. The remaining item loadings of individual indicator variables were statistically significant at the level of 5% and ranged between 0.4 and 0.7 (OBC1=0.677), i.e. most of them were above the recommended threshold limit of 0.7, thus allowing to establish an acceptable level of item reliability. Moreover, Cronbach α and C.R. coefficients were above 0.7, confirming an acceptable level of internal consistency reliability. Lastly, all AVE indicators of the analyzed theoretical constructs were above 0.5 and ranged between 0.56 and 0.90, thus allowing to establish an acceptable level of convergent validity of the measurement scales.

The conservative Fornell-Larcker criterion (1981) and the Heterotrait-monotrait ratio (HTMT) 95% bias-corrected confidence interval (Table 2) were used to assess the discriminant validity. The HTMT ratio of correlations essentially measures what the actual correlation between constructs would be if they were measured flawlessly (Hair et al., 2016: 118).

Table 2 Fornell-Larcker criterion and HTMT ratio

	BC	JOBSAT	KBC	MSUPPORT	OBC	SATMANAGER
BC	0.803					
JOBSAT	0.537 (0.432-0.795)	0.947				
KBC	0.550 (0.496-0.935)	0.698 (0.699-0.950)	0.805			
MSUPPORT	0.611 (0.546-0.847)	0.796 (0.701-0.976)	0.693 (0.701-0.976)	0.840		
OBC	0.317 (0.197-0.659)	0.192 (0.071-0.413)	0.391 (0.336-0.756)	0.175 (0.101-0.409)	0.784	
SATMANAGER	0.559 (0.433-0.847)	0.766 (0.711-0.901)	0.636 (0.576-0.916)	0.826 (0.836-0.961)	0.123 (0.080-0.273)	0.837

(HTMT 95% bias-corrected confidence interval)
Source: Authors' calculation

According to the Fornell-Larcker criterion, the square root of AVEs for all constructs is greater than the correlation between a given construct and each of other constructs. Likewise, none of the 95% bias-corrected confidence intervals for the HTMT ratio contains a value of 1. Hence, it can be considered that the measurement scales for individual constructs show an acceptable level of discriminant validity.

3.4 Structural Model Analysis

After the evaluation of the reliability and validity of measurement scales, the structural model was analyzed. Given the significance level of 5% and the bias-corrected confidence interval, the hypotheses H2, H4 and H5 were accepted.

Table 3 Structural model analysis

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	R²	f²	Q²	Hypothesis Acceptance
H1: BC -> JOBSAT	0.010	0.071	0.138		0.00		Not accepted
H2: KBC -> JOBSAT	0.249	0.085	2.929		0.09		Accepted
H3: OBC -> JOBSAT	-0.011	0.062	0.176	0.70	0.00	0.58	Not Accepted
H4: MSUPPORT-> JOBSAT	0.381	0.105	3.616		0.12		Accepted
H5: SATMANAGER -> JOBSAT	0.289	0.109	2.637		0.08		Accepted

Source: Authors' calculation

In line with the above, the constructs Behavioral-based Control (H1: β=0.235) and Outcome-based Control (H3: β=0.01) do not have a statistically significant impact on Job Satisfaction. Possible reasons for these results are explained in the discussion about the research results. On the other hand, Knowledge-based Control (H2: β=0.249), Manager Support (H4: β=-0.381) and Satisfaction with Manager (H5: β=-0.289) have a positive statistically significant impact on Job Satisfaction. In terms of the effect size of individual exogenous constructs in relation to Job Satisfaction, Knowledge-based Control and Satisfaction with Manager have an effect size of 0.09 and 0.08 respectively, whereas Manager Support has a medium effect size on Job Satisfaction, i.e. f²=0.12. All constructs together explain the substantial 70% of variance of the construct Job Satisfaction i.e. the proposed model has a relatively high level of predictive accuracy. The structural model has a satisfactory level of predictive relevance determined by using the Blindfolding procedure, the value of Q² is greater than 0 and equals 0.58. Moreover, the model shows satisfactory quality, the SRMR value is 0.077 i.e. below the threshold value of 0.08 (Hu, Bentler, 1998).

4. Discussion and Implications

In accordance with the researchers' expectations, positive effects of manager support and satisfaction with manager on job satisfaction were proven. With regard to the three components of manager control, the findings show that only knowledge-based control positively affects job satisfaction. Positive effects of behavior-based and negative effects of outcome-based sales control were not demonstrated, which is not in line with the expectations. Taking into ac-

count the low average value of the items connected with behavior-based control, it can be concluded that this type of control is not widely accepted by sales managers in the researched area (Croatia and Italy) and consequently it does not influence salespeople's satisfaction. Moreover, the use of behavior-based control is linked to the type of sold products and the company's size, and these elements were not taken into consideration when the sample was drawn. Lastly, another mediator variable might explain the relations between the two constructs. Regarding non-impact of outcome-based control, it could be assumed that this type of control, being the simplest and most widely used, has become common and expected as part of the sales game and does not influence the perception of job satisfaction or, even more, it positively influences it.

Demonstrated relationships throw new light on certain relationships in the sales context, thus contributing to the theory. Despite job satisfaction being a well-studied construct, the findings demonstrate that there is room for further, deeper investigation, especially on the role of different types of control in sales field.

Based on the findings of this research, sales managers can plan and exert appropriate control (knowledge-based control without any doubt, and even outcome-based control) over sales teams. Moreover, they should support them and underpin activities that will affect the salespeople's perception of the manager in order to achieve greater job satisfaction which will lead to better salesperson's performance and higher company's income (in addition to all other job satisfaction outcomes). Furthermore, top managers and HR managers should plan training programs for sales managers to provide them

with adequate knowledge about the importance and influence of their role, leadership skills and behavior. Lastly, HR managers should hire managers with appropriate attitude towards support, control and relationship with subordinates.

5. Conclusion, Limitations and Future Research

Sales, as the function that concretizes the efforts of all other departments within the company and directly affects the company's success, needs continuous research, especially in today's fast-changing environment. The demanding position of a sales manager has to be nurtured and approached very carefully, bearing in mind the comprehensive impact of the role/position in the company. This study partly contributes to this goal. A sales manager unequivocally needs to be supportive, aware of the importance of his/her role in achieving employee satisfaction and, in particular, careful in exercising appropriate control over subordinates. This is the part of the identikit of a successful sales manager which plays a vital role in the company's achievement.

The research has a few limitations that can serve as a basis for future research of the above relations, relative to the sample and additional moderator variables that can impact the relationships between the investigated constructs. A larger sample and a more heterogeneous structure in terms of the size and activity of companies might yield more reliable and more valid results of the research. Furthermore, due to the available time being limited, the desire to reduce the burden on respondents and little financial resources, variables related to the type of product, the type of market in which products or services are sold, personality traits, characteristics of motivation etc. were omitted, even though as moderator variables they could impact the relationship between the investigated constructs. Lastly, due to the small sample size, the authors did not check the results as to the presence of unobserved heterogeneity. Likewise, the sample included only countries with low and medium degree of employees' satisfaction with working conditions. In the future, it would be recommendable to include countries with high satisfaction level and to differentiate between salespeople in B2B and B2C markets.

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Utjecaj kontrole menadžmenta prodaje, podrške menadžmenta prodaje i zadovoljstva menadžerom na zadovoljstvo prodavača poslom

Sažetak

Prodavačevo zadovoljstvo poslom je od posebne važnosti za poduzeća, s obzirom da utječe na uspješno poslovanje i zadržavanje kupaca. Rad suvremenih prodavača postaje sve složeniji, stoga menadžeri prodaje, više nego ikada prije, igraju značajnu ulogu u oblikovanju njihovih stavova. Važno je stoga razumjeti kako različite prakse upravljanja prodajom utječu na zadovoljstvo prodavača te posljedično na ostvarenje boljih osobnih i organizacijskih rezultata. Glavni cilj ovoga rada je istražiti utjecaj triju vrsta kontrole koje provodi menadžer prodaje (kontrola temeljem ponašanja, kontrola temeljem prenošenja znanja i kontrola temeljem ostvarenih rezultata), podrške prodajnog menadžmenta i zadovoljstva s menadžerom prodaje na zadovoljstvo prodavača njihovim poslom. Istraživanje je provedeno među prodavačima u Republici Hrvatskoj i Italiji, a dobiveni podatci su analizirani pomoću PLS-SEM metode. Rezultati istraživanja pokazuju da kontrola temeljem prenošenja znanja, podrška menadžera i zadovoljstvo menadžerom prodaje, pozitivno utječu na zadovoljstvo poslom kod prodavača. Utjecaj kontrole temeljem ponašanja i kontrole temeljem ostvarenih rezultata nije dokazan. Rezultati su djelomično u skladu s prethodnim istraživanjima, ali također pružaju nove uvide u određena gledišta odnosa menadžer - prodavač. Zaključci istraživanja mogu pomoći menadžerima prodaje u oblikovanju poželjnog ponašanja i primjeni pozitivnih praksi te ih osvijestiti o važnosti njihove uloge u postizanju zadovoljstva njihovih zaposlenika. Također, rezultati istraživanja mogu pripomoći top menadžerima i menadžerima ljudskih potencijala u zapošljavanju menadžera s odgovarajućim karakteristikama koji mogu potom biti dodatno upućeni na korištenje poželjnih praksi.

Ključne riječi: zadovoljstvo prodavača poslom, kontrola menadžera prodaje, podrška menadžera prodaje, zadovoljstvo s menadžerom prodaje