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Effect of Motivational Strategies On Sales Force Performance in The Publishing Industry in Anambra State.

Vivian Obianuju Dike¹, Chukwuemeka Okereke,² Ifeanyichukwu Nwadiogo Oranusi³ and Titus Chukwuemezie Okeke⁴

^{1,2,3 & 4}Department of Marketing, Nnamdi Azikiwe University, Awka, Nigeria
Email: ogochukwumayor@gmail.com

Abstract

The main objective of this study is to assess the effects of motivational strategies on sales force performance in the publishing industry: a study of select firms in the south-east. To achieve this, a survey research design was initiated and was based on a sample size of 83 sales people drawn from the publishing companies in southeast Nigeria. Questionnaire was used for data collection and data collected was analysed using multiple OLS regression. Before the regressions, factor analysis was used for reliability analysis and to check for the unidimensionality of the construct since the constructs used in the study were measured with multiple items. Four variables were used as the independent variables of which two: financial incentives, and meeting with managers were found to be statistically significant at .05 while the other two: participation in setting sales quotas and sales training were not significant .05. Based on these findings it was recommended among others that Management of publishing companies in the southeast should concentrate more on providing financial incentives to their Salesforce as this is a very strong construct that has very high impact on the Salesforce performance. This is necessary as it offers security to the personnel and gives them assurances of security and stability of income. The financial incentives must have a good blend/mix of direct pay or salary plus bonus to be truly motivating and to enhance Salesforce performance. Meeting with managers and the sales people is another construct that has significant and positive influence on Salesforce performance. These meetings were highly regarded by sales managers in the motivation of their sales teams.

Keywords: Salesforce training, motivation, meeting with managers, performance, sales management, publishing.



INTRODUCTION

To compete in today's global markets, organizations strive to deliver their products (physical) and services (intangible) in both an efficient and effective manner. In service supply chain, human labour forms a significant component of the value delivery process and physical handling of a product leads to standardized and centralized procedures and controls in manufacturing supply chains, (Sengupta, Heiser, & Cook; 2008). In Nigeria, the SouthEast zone is an epitome of developing and concentrated businesses that engage sales force east of the Niger. The role of sales and marketing is becoming increasingly important to publishing firms (foreign and indigenous) in the South-East. Unfortunately, most of these firms do not apply the theories of sales management to their sales operations. They usually rely on past experience or judgment.

Sales management is considered to be recognized management process activities involving the need to plan, set objectives, develop policies, procedures, strategies and tactics, to organize and coordinate, direct operations, motivate, communicate, develop staff, supervise and control and evaluate results, (Bolt 1987). The obvious and distinctive feature of sales force activity is that it involves personal contact with the customers, that is, the need to persuade

through personal visits, and the need to undertake other activities not directly associated with the person. Thus all classes of sales force or salespeople namely route sales people, sales clerk, detail sales persons, account representatives, sales engineers and creative sales persons require adequate and proper motivation.

According to Bergum and Lehr (2004), good motivational strategies have been found over the years to be one of the policies the marketing oriented organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization.

The relationship among employee motivation and job performance has been studied in the past (Vroom, 1964). But high statistical relationship between the two was not instituted. Notwithstanding, later on research resolved that employee motivation and job performance are indeed mutually related. This correlation is essential to render useful information to managers on how employees' performance can be increased by intrinsically or extrinsically motivating them. Therefore, a careful evaluation of



an employee's performance can uncover weaknesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, the deficiencies may be remedied through additional training or the provision of the needed rewards.

All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence the Salesforce to develop positive attitude towards their job and thereby increase their sales performance and productivity.

Diversity at workplace has provided managers with substantial magnitude of problems, the big difference between employees in every organization means that there is no best way to deal with such problem. What motivates some employee to perform very well may be discouraging to other employee; therefore it poses a big challenge to present day managers. Researches on motivation and sales performance have been in different industries and sectors. For instance, Obikeze (2012) studied motivation and sales performance in Guinness and Mobile Telecommunications. Amue, Asiegbu and Chukwu study was on the pharmaceutical industry, while Hoxhaj (2018) was on the insurance sector. No study to the knowledge of the researcher has been conducted in the publishing

industry which critical to education and development.

Studies (Obikeze, 2012; Amue, Asiegbu & Chukwu, 2012) have shown that where there are deficiencies in motivation of employees like, lack of recognition (reduced self-esteem), impossible quota allocation, management's inability to organize sales meetings/seminars, and non-allotment of vacation to salesmen, can lead to variation in output caused by the employees themselves. In this regard, the sales force by virtue of their job required being motivated in expectation of improved performance. Although no one debates the importance of the sales force in marketing programs, companies are sensitive to the high and rising costs of maintaining one, including salaries, commissions, bonuses, travel expenses, and benefits. Not surprisingly, companies are trying to increase sales force productivity through better selection, training, supervision, motivation, and compensation (Sridhar; Mantrala, & Albers (2010). To this effect, this study attempts to empirically analyse how motivational strategies can be used among selected publishing firms in Anambra State.

LITERATURE REVIEW

The word motivation is defined as an incentive, inspiration, a drive that create enthusiasm; an impetus or stimulus; it is



derived from the verb motivate and a noun motive, which mean a reason or cause, purpose or intention; (Encarta Dictionary). It can be specified as a management process, which encourages people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs.

Hodgetts and Luthaus (2003) define motivation as a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives. Motivation as a management tool is appropriately applied to facilitate the effective and efficient performance level of the workforce in an establishment which will in turn enhance a gradual steady growth in the concerned establishments (Okoye, 2006).

The workforce who do selling job in companies go by many names such as salespeople, sales force, sales representatives, account executives, sales consultants, sales engineers, agents, district managers, account development representatives, etc. Today, most industrial companies rely heavily on a professional sales force to locate prospects, develop them into customers and grow the business (Nwosu et al 2010). A salesperson that is not getting the motivation needed to do the job properly is likely to develop a poor attitude and then perform poorly. In this

era of customer relationship management, if a company's salespeople do not acquire this motivation, then the company could lose large amounts of money, customers or even go out of business (Uduji 2008).

Therefore, central premise is that strong, reliable and effective motivation strategies generate positive sales performance outcomes for the firms and that the influence of motivation strategy may vary according to firm level characteristics or conditions.

Motivational Techniques

Motivation is so complex and individualized that there can be no single best technique used in motivating actions which might be taken by management are many and varied. Essentially, they may be classified as follows:

Additional Incentive Compensation:

The attempt in providing for motivation for the sales person is predicted on the belief that monetary rewards are the most meaningful, either in form of wages or any other incentive such as bonus, insurance scheme, regular promotion, sales commission, commendation sponsorships for training, etc for good performance, thus money is very important and assumed to be instrumental to satisfying each and every one of the needs of workers (from hunger to self-actualization).



Money: According to Koontz et al (1980), economic and most other managers place money very high on the scale of motivators while behavioural scientists place it low. For some people, money is of utmost importance while to others, it is not. Barry and Henry (1981:4) concluded that most salesmen consider money as all and all, money is of paramount value in that it is used in keeping the organization adequately staffed. Money is also used in building motivation – in paying salaries and bonuses aimed at high performance. The extent to which monetary payment as bonus can motivate will depend on the amount paid, the condition, and reason for the payment and person's total income. Ubeku (1975:301) emphasizes a lot on money in form of wages and salaries as one of the basic need that must be satisfied. He maintained that because of the level of development and economic problems in Nigeria, money have a large motivating element.

Career Advancement: The best salesmen are offered transfers to move uncreative sales areas, or are invited to join the ranks of sales management. Indeed, the motivating appeal of job advancement is less immediate in its effect than a direct monetary payment, although the reward if achieved has longer lasting benefits to the sales person. However, the problem remains the lack of getting the dividends

immediately. Herzberg's research findings reported in Palmer (2006) shows that, whilst increasing wages, improving job security and positive working relationships have a marginal impact, the main factors that characterize extreme satisfaction at work are: achievement, recognition, interesting work, responsibility and achievement and growth.

Special Activities: Somewhere between the immediate approach of direct monetary benefits and the long run approach of job advancement lies a range of special activities such as contest and other types of special sales promotion aimed at motivating sales persons to greater heights. Contests are especially popular with sales managers in this regard because they are seen as a means of evoking extra effort to achieve short-run goals which is somewhat more dramatic than purely monetary rewards of course, the damages inherent in the use of this approach are numerous.

Also, physical activity, team building workshops, team building games, etc activities are, according to Chapman (1995) motivational. Team building. Workshops are good vehicles for team building and collective problem-solving, developing new direction and strategy and to support the delegation and team development process. Learning new things – even simple skills help to build confidence, promote team working and



unleash creativity. Taking part in workshops and brainstorming sessions are empowering activities.

Participation: The practice of consulting subordinates in matters affecting them motivates them positively. Participation motivates the sales force and gives them valuable knowledge about the enterprise and their product. It is a means of recognition. It also appeals to the need for affiliation and acceptance and gives people a sense of accomplishment. This has strengthened the question for the best ways of motivating employees.

Achievement Motivation: There are many motives that lie beneath most actions. These motives are either intrinsic or extrinsic. Out of the chain of intrinsic motives, the one that has received the most attention in the psychological literature is the need for achievement. It is this need for achievement that make people to take pride in accomplishment of objectives and make them strive for success in difficult tasks. Palmer (2006:50) reported that numerous surveys show that most people are motivated by intrinsic factors, and in this respect we are mostly all the same. Most people believe that others are motivated by extrinsic rewards such as pay or job security, rather than intrinsic motivators like a desire to learn new skills or to contribute to an organization.

Leadership style: Koontz (1980) defined leadership “as the act or process of influencing people so that they will strive willingly towards the achievement of group goals”. Leadership is very essential in managing the sales force because it creates environment in which the worker operates. If the environment created by the leadership of a manager is conducive for performance, much will be achieved in influencing the workers concerned. The relationship between leadership and motivation form the statement - people tend to follow those whom they perceive as providing means of achieving their own desires, wants and needs. Through leadership, it is possible to influence those workers (especially sales force) to see the leaders as somebody through which they will actualize themselves. Any manager that is capable of communicating with his subordinates in such a way that he will achieve fellowship of his subordinates is also capable of motivating employees.

Sales Force Motivation and Strategies

Jobber and Lancaster (2009), assert that critical understanding of salespeople as individual with unique traits will ensure effective motivation strategy. Anca- Mihaela (2013) supports this statement and then states “Sales practices and operations are likely to be different and as a result management will be challenged to find the best way to



motivate global sales personnel.” Workers who are adequately motivated will put in more effort towards the achievement of organizational goal. A worker that is well remunerated experiences a high sense of belonging and integrity and therefore brings in innovation and creativity and expertise into the organization.

There are varied channels through which individuals or groups can be motivated. It could be a form of financial incentive; salary (Amue and Igwe, 2014), commission, bonus, it could be through promotion to a higher management cadre, it could be special recognition for outstanding performance, etc. Gunu (2010) asserts that “most companies focus on financial motivation, but public recognition, sales training and simple personal recognition for a job well done can be highly effective in encouraging greater sales effort.

Several common incentive systems used to increase performance motivation of sales people strongly suggesting that these methods are effective in increasing performance (Jablonsky & Devries, 1972; Hamner, 1974; Bealty & Schneir, 1975; Bushardt, 1988). By examining indicators of pharmaceutical sales force performance through sales force motivation strategy perspective, John et. al (2012), could found that financial incentives in terms of salary, bonus and commission are critical for superior sales

force performance. However, he concluded that financial reward even being basic and important; it touches upon only one dimension of motivation. Further, John et. al (2012), concluded that salespeople should be involved in setting sales quota, and this will serve as an effective motivating strategy. Finally, John et. al (2012), found that the impact of meeting with sales managers and salespeople on the sales force performance.

Financial Incentives and Salesforce Performance

It is well recognized that financial incentives serves as a powerful motivation strategy for salespeople (Platos & Murphy, 2010). Most companies, whether they be selling consumer or industrial goods, pay commission or bonus to their salespeople. The most usual form of payment is the salary plus commission system since this provides a level of job security plus the incentives of higher earnings are entirely dependent upon achievement (Johnson & Beckon, 2008). Commission may work as a motivation strategy to salespeople through providing a direct reward for extra effort as in (Vroom, 1964) and by giving recognition for achievement (Herzberg, 1969).



Training and Development and Salesforce Performance

Theoretical views on sales management often mention that sales training can increase salesperson's performance (Yukselen, 2007). The reasonable idea is that sales training improves the knowledge base and skill level of salespeople that, in turn, improve performance (Churchill, Ford & Tanner; 2000). According to Avlonitis & Panagopoulos (2007) "in spite of the positive benefits attached to sales training, however empirical evidence in this area remains scarce (Attia et al., 2002; Jantan et al., 2004; Roman et al., 2002). Six studies offer empirical support for the positive relationship between training and sales force performance". These are El- Ansary (1993), Christiansen et al. (1996), Farrell and Hakstian (2001), Pelham (2002), Roman et al. (2002) and Jantan et al. (2004). Moreover, Ingram, Schwepker and Hutson (1992) found that lack of sales training is a key factor causing salespeople's failure.

Setting Sales Target and Salesforce Performance

Quota system is one of the basic supervisory tools used in well established companies. It is based on the sales scores as well as the total sales volume. Most salesmen are comfortable with the sales quota system (Kalu, 2008).

Quota system helps management to apportion responsibilities for sales in a fair manner and set up policies for incentive compensation. For sales target or quota to be effective in motivating a salesperson it must be regarded as fair and attainable and yet offer a challenge. However, the establishment of the quotas is ultimately the sales manager's responsibility and he or she will inevitably be constrained by overall company objectives. It is therefore sensible to allow sales force to participate in the setting of the quota. The attainment of a sales target usually results in some form of extra payment to the salesperson.

Meeting between Managers and Salesforce Performance

Meeting between managers and salespeople is also a motivation strategy (Abbas, 2009). These were highly regarded by sales managers in the motivation of their sales teams. Managers have the opportunity to meet their salespeople in the field, at head office and at sales meetings, workshop or conventions. They provide a number of opportunities for improving Salesforce performance (Secondus & Clarkson, 2010). In such meetings salespeople are encouraged to discuss their sales problems and opportunities so that the entire sales team benefits from the experiences of each salesperson. This



leads to a greater sense of group loyalty and improved performance.

Sales Force Compensation

To attract top-quality reps, the company must develop an attractive compensation package. Sales reps want income regularity, extra reward for above-average performance, and fair pay for experience and longevity. Management wants control, economy, and simplicity. Some of these objectives will conflict. No wonder compensation plans vary tremendously among and even within industries.

The company must quantify four components of sales force compensation. The *fixed amount*, a salary, satisfies the need for income stability. The *variable amount*, whether commissions, bonus, or profit sharing, serves to stimulate and reward effort (Kishore, Rao, Narasimhan, & John, (2013). *Expense allowances* enable sales reps to meet the costs of travel and entertaining on the company's behalf. *Benefits*, such as paid vacations, sickness or accident benefits, pensions, and health and life insurance, provide security and job satisfaction. Fixed compensation is common in jobs with a high ratio of non-selling to selling duties and jobs where the selling task is technically complex and requires teamwork. Variable compensation works best where sales are cyclical or depend on individual initiative. Fixed and

variable compensation give rise to three basic types of compensation plans—straight salary, straight commission, and combination salary and commission. One survey revealed that more than half of sales reps receive 40 percent or more of their compensation in variable pay (Rouzier; Coughlan; Anderson, & Iacobucci, 2012)

Straight-salary plans provide a secure income, encourage reps to complete non-selling activities, and reduce incentive to overstock customers. For the firm, these plans deliver administrative simplicity and lower turnover. When semiconductor company Microchip dropped commissions for its sales force, sales actually increased (Pink, 2012). Straight commission plans attract higher performers, provide more motivation, require less supervision, and control selling costs. On the negative side, they emphasize getting the sale over building the relationship. Combination plans feature the benefits of both plans while limiting their disadvantages.

Plans that combine fixed and variable pay link the variable portion to a wide variety of strategic goals. One current trend deemphasizes sales volume in favor of gross profitability, customer satisfaction, and customer retention (Kotler & Keller, 2016). Other companies reward reps partly on sales team or even company-wide



performance, motivating them to work together for the common good.

Motivating Sales Representatives

The majority of sales representatives require encouragement and special incentives, especially those in the field who encounter daily challenges (Verbeke & Bagozzi, 2000)). Most marketers believe that the higher the salesperson's motivation, the greater the effort and the resulting performance, rewards, and satisfaction—all of which in turn further increase motivation. Intrinsic versus Extrinsic Rewards Marketers reinforce intrinsic and extrinsic rewards of all types. One research study found the employee reward with the highest value was pay, followed by promotion, personal growth, and sense of accomplishment (Churchill Jr. Ford, Walker Jr., Johnston, & Marshall, 2009). Least valued were liking and respect, security, and recognition. In other words, salespeople are highly motivated by pay and the chance to get ahead and satisfy their intrinsic needs, and they may be less motivated by compliments and security. Some firms use sales contests to increase sales effort (Lim, Ahearne, & Ham, 2009). Compensation plans may even need to vary depending on the type of salespersons: stars, core or solid performers, and laggards (Misra, & Nair, 2011). *Stars* benefit from no ceiling or

caps on commissions, overachievement commissions for exceeding quotas, and prize structures that allow multiple winners (Steenburgh, & Ahearne, 2012). *Core performers* benefit from multi-tier targets that serve as stepping stones for achievement and sales contests with prizes that vary in nature and value. *Laggards* respond to consistent quarterly bonuses and social pressure (Steenburgh, & Ahearne, 2012).

Sales Quotas Many companies set annual sales quotas, developed from the annual marketing plan, for dollar sales, unit volume, margin, selling effort or activity, or product type. Compensation is often tied to degree of quota fulfillment. The company first prepares a sales forecast that becomes the basis for planning production, workforce size, and financial requirements. Management then establishes quotas for regions and territories, which typically add up to more than the sales forecast to encourage managers and salespeople to perform at their best. Even if they fail to make their quotas, the company nevertheless may reach its sales forecast (Kotler & Keller, 2016).

Conventional wisdom says profits are maximized by sales reps focusing on the more important products and more profitable products. Reps are unlikely to achieve their quotas for established products when the company is launching several new products at the same time



(Kotler & Keller, 2016). The company may need to expand its sales force for new product launches. Setting sales quotas can create problems. If the company underestimates and the sales reps easily achieve their quotas, it has overpaid them. If it overestimates sales potential, the salespeople will find it very hard to reach their quotas and be frustrated or quit. Another downside is that quotas can drive reps to get as much business as possible—often ignoring the service side of the business. The company gains short-term results at the cost of long-term customer satisfaction. For these reasons, some companies are dropping quotas.

Sales Management and Performance

In efforts to increase sales force productivity, management must motivate salespeople to pursue specific, challenging goals that benefit the organization. Generally, this translates into the challenge of assuring that salespeople's personal goals are appropriately aligned with organizational objectives.

Performance is referred to as the degree to which there are a larger number of clients matching with the company expectations (Juran 1998). He also looked at it as a means of getting better results for the purpose of organization existence. Managers in organizations need to ensure that sales performance is

ever on increase if the company is to register tremendous developments. Good sales-force performance is necessary for the organization, since an organisation's success is dependent upon the employee's creativity, innovation and commitment (Ramlall 2008). Good job performance and productivity growth are also important in stabilizing our economy; by means of improved living conditions, high wages, and increase in the availability of goods for consumption. Sales-force production and employee job performance seems to be related. However, in general, productivity is associated with production-oriented terms (e.g, profit and turnover) and performance is linked to efficiency or perception oriented terms (e.g. supervisory ratings and goal accomplishments (Griffin et al 1981)

As confined to the sales productivity areas, Sonke (2002) states that, motivation serves to reach and maintain the desired level of sales force productivity by performing the following functions:

1. **Reducing role conflict:** Reducing role conflicts of salesperson such as conflict of identification arising out of multi-group membership, advocacy conflict arising when the salesperson identifies with the customer's position to other groups in the company and the conflict inherent in the salesperson's dual



role as an advocate for both the customer and the company and the salesperson's pecuniary interest as entrepreneur.

2. **Maintaining continuing enthusiasm in sales work:** Due to the nature of the salesman's job, they repeat similar work day after day. It is easy for them to become apathetic and loose interest in their work. Hence, motivation is needed to regenerate their interest. Manager's leadership roles (office expectations) and functions (duties) are primarily concerned with interpersonal relationships, transfer of information and decision making, (Onodugo 2010). Appropriate direction on these set of behaviours arouse and maintain sales force enthusiasm.
3. **Maintaining a feeling of group identity:** The salesman, working alone, finds it difficult to develop and maintain a feeling of group identity with other company salespeople. Motivation is needed to provide such group identity in which all members of sales force feel they are participating in a cooperative endeavour (Still, et al 1988).
4. **Providing examples and role models, and prompt visualization:** Inspirational quotes and gestures stimulate images and feelings in the brain both consciously and unconsciously. Inspirational

examples motivate people in the same way that the simple power of positive thinking and accentuate the positive techniques do.

5. **Encouraging the sales force to work on the opportunities that are likely to produce increasing returns on their efforts:** If you are managing a sales team, try (gently and progressively) exploring with the team how they would like to develop their experience, responsibilities, roles, status, value, contribution, within the business, (Chapman 2010).

Book Publishing in Nigeria

Historically, publishing in Africa is closely linked to European colonialism. In the view of colonialists, book production for Africans was needed in two areas: Religion and education. At independence, around 1960 for most countries, the publishing scene was diversified. The emphasis on primary education in newly independent nations meant that a large market for school textbooks emerged. The 1978 Nigerian Enterprises Promotion Decree provided that at least 60% equity participation in book publishing must be by Nigerian nationals. With effect from that year, book publishing in Nigeria became indigenous, making it unnecessary to distinguish any longer between indigenous and foreign publishing in the



country. The foreign publishing companies (notably Oxford University Press, Longman, Macmillan, Heinemann, Evans) which dominated (and still dominate) the publishing scene in Nigeria, reduced foreign equity participation to 40% or less, and some took new names (e.g. University Press Plc in place of Oxford University Press and Learn Africa Plc in place of Longman). On the face of it, Nigeria has a vibrant book publishing industry, with perhaps the largest number of publishing houses in any African country. At one stage, prospects for the book industry in Nigeria appeared rosy. The Federal Government established paper and pulp making industries, and an elaborate plan was drawn up for achieving self-sufficiency in the production of books for the nursery/primary, secondary, and tertiary tiers of education.

The Nigerian educational system nevertheless is still threatened by shortages and high costs of books and other information resources. Some of these resources, in most cases, are arbitrarily charged especially by the secondary and primary school authorities at will to the detriment of the parents' economic capacity. Publishing venture is still centred on textbook publishing. It is estimated that over 90% of the books churned out by Nigerian publishers and printers are textbooks meant for the primary and secondary schools.

Unfortunately, a large segment of the Nigerian society including the neo-literates and those literate only in Nigerian languages are not catered for appropriately by the publishers. The requisite publications are rarely found in schools, libraries and bookshops. Similarly, journal, fiction and children publishing even in the Nigerian languages are still highly inadequate. While it could be said that it is high time the Nigerian publishers, authors and other stakeholders in the book industry step up efforts to address the scarcity of published information resources, the publishers in particular should take the challenge of venturing into non-textbook publishing to cater for the newly acquired reading skills of the mass literacy products. There is still scarcity of appropriate and relevant publications for the Nigerians who are not within the school systems. However, foreign book donations help to fill yawning gaps in the publishing output of Nigerian publishing houses and will continue to do so for quite a while. The ultimate goal must, however, be for Nigerian publishers to publish the bulk of the books required for formal and non-formal education in the country, particularly in areas in which suitable foreign books are unlikely to be available.

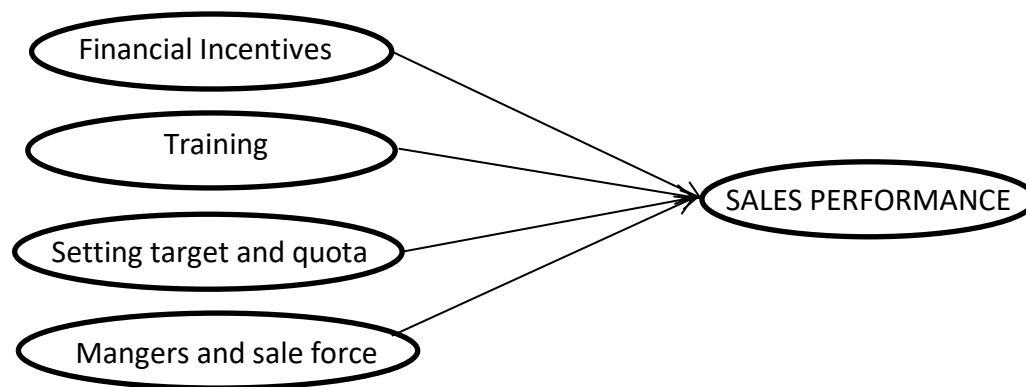
Theoretical Framework

This study adapts a framework for motivational strategies from the research



by Amue, Asiegbu and Chukwu, (2012); in the study *Improving Sales Performance through Sales Force Motivation Strategies: A Study of Pharmaceutical Firms in Nigeria*. The authors explained variables of sales force motivational tools, conceptualizing the independent variables as financial

incentives, setting sales quota and meeting with managers while sales growth and profitable as factors that measures performance. In this study there is an inclusion of sales training as an inherent factor in sales force motivation.



Proposed Research Model (Adapted from Amue et'al, 2012)

Empirical Review

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959)

and it shows some support for the influence of motivators on job performance.

In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, —motivators or intrinsic job factors were more valued,



while at lower occupational levels—hygiene factors or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

In a study conducted by Kuster and Pedro (2011), “Compensation and control Sales Policies, and Sales Performance: the Field Sales Manager’s Points of View”. The research paper analysed the relationship about the compensation system of salary and commission effect on salesperson performance and Salesforce effectiveness using the ANOVA to analyse Compensation System. The sample size was 108 sales managers. The result showed that the compensation system had an impact on both salesperson and Salesforce. Companies that paid fix salaries by behaviour control, improved salesperson performance more than commission.

This research insisted salesperson behaviour effect on performance and compensation motivated salesperson to concentrate their desire in a new direction. This research used Salesforce variables of compensation, team size and sales figures variation.

David (2011) conducted a study on “Sales manager training practices in small and large firms”. The purpose of this research paper was the examination

between large and small organizations related to training sales managers and Salesforce. Data was collected from a sample of sales managers and trainers employed by firms across the USA and analysed by small and large organizational Salesforce size. The research pretested among 40 members of professional selling advisors and surveyed by e-mail a further 3,000 sales managers with a total response of 265 respondents. The results of the sales managers showed that many were similar of both small and large organizations but there were some significant differences of teaching approaches, types of instructors, training locations, method, and the content utilized. The point of this research was the sales training effect on sales performance and organization performance.

Attia and Honeycutt (2014), in conceptualizing “Sales Training: Comparing Multinational and Domestic Companies”. The research paper was to check similarities and differences of status for start sales training of domestic and multinational companies. The data was collected using a judgment sample selected from 87 multinational corporations and from 56 domestic firms of sales managers, marketing managers and sales supervisors. The data was analysed using MANOVA and F-test. The result showed that multinational



corporations were different from domestic firms as follows: sales training: need determination, objective setting, methods, content and evaluation training. The result insisted domestic firms in Egypt are still far from having standard sales training. Sales training is very important and is able to improve and change domestic performance into a global business.

Obikeze (2012) conducted a study to evaluate the effects of motivation on sales force performance in Guinness Nigeria Plc and MTN in South-East. The major objective of the study was to examine the comparative implications of motivation on sales force performance in manufacturing and service companies. Survey design was adopted and data was sourced from both primary and secondary areas. Data generated was presented and analyzed using tables, simple percentages and mean. The sample size for the study was 400 marketing and sales personnel which were deduced from a population of 892 using Taro Yamane formula. The study was validated and tested for reliability using Cronbach Alpha giving alpha 0.97. The hypotheses were tested using Analysis of Variance (ANOVA). From the test of hypotheses, it was revealed that there was no significant difference in the level of sales force motivation in Guinness Nigeria Plc. and MTN; it was observed that salary increase, bonus,

profit sharing, wages and team-building were some of the motivational tools mostly used in manufacture and service companies; it was disclosed that preferred leave period and participation in decision making did not have significant effect on sales force performance in Guinness Nigeria Plc and MTN; it was revealed that insurance scheme, commissions and regular salary payment had significant effect as most effective motivational tools used for performance of sales force by the manufacturing and service companies. His recommendations were made: financial support, commission and compensation should be maintained and increased in manufacturing and service companies because they are good motivating factors, every employee should be highly motivated because comfortable employees will never think of acting negatively. Bonus and team-building as motivational factors should be considered in every company to encourage employees to perform their duties well.

Hoxhaj (2018) examined the impact of internal and external motivational factors on performance at the level of behavior in Insurance Industry in Albania. The study aim was to identify and determine which of the internal and external factors affect motivation of the sales force and on the other hand, how motivation affects the behavioral



performance and results. The study carried out in the Albanian insurance sector focuses on the sales force as the sales force is considered a competitive advantage. A quantitative survey was conducted by distributing a questionnaire to a sample of 215 salespeople working in Albanian insurance industry. The results show that the internal factors that best explain salespersons' motivation are leading sales force communication and work by itself. External factors that best explain salespeople motivation are salaries and rewards and work safety. The implication of this to our study is that communication is very vital in the selling process as it is equally a motivator of sales force and in relationship marketing.

Amue et al (2012) study concern improving sales performance through sales force motivation strategy is a growing issue in the pharmaceutical industry in Nigeria. The problem prompting the study stem from the challenges facing the industry in motivating the sales force are compounded by a variety of factors which include the global nature of the market place, government regulations on sales of drugs and no direct tracking of sales results. They aver that by adopting motivation strategy, pharmaceutical firms can improve performance. Accordingly the paper explored improvement in sales performance from

sales force motivation strategy. The authors conceptualized three dimensions of motivation strategy that are critical for superior sales performance in the pharmaceutical industry. Financial incentives, meetings with salespeople and involvement of salespersons in setting quotas. Firms level characteristics (size and age) affects motivation strategy on sales performance (sales growth and profit) using data from 25 pharmaceutical firms. The results show a strong relationship between the dimensions of the motivation strategy and sales performance. The implication of the study is that most of their variables: sales quota, meetings, etc. are relevant to the present study.

Okolo, Uzor, Anuforo, Obikeze, Nebo and Okafor (2015) studied motivation and training of salespeople as a tool for efficient and effective distribution of Unilever products. The specific objectives were to ascertain the degree of improving the relationship between sales force motivation and efficient and effective distribution of Unilever products and to determine the extent of improving the significant effect of training of sales force on efficient and effective distribution of Unilever products. The population of the study was 55 (45 sales representatives and 10 sales managers from 3 key distributors of Unilever Nigeria located in Enugu



metropolis. Taro Yamani was used to derive a sample size of 48. Questionnaire was used to collect data while internal consistency/reliability was achieved using Crombach Alpha Statistics which yielded 0.977. Pearson's product moment correlation coefficient and simple linear regression data analyzing techniques was applied. The findings revealed that there is a significant degree of improvement in relationship between sales force motivation and efficient and effective distribution of Unilever products ($r = 0.887$, $p < 0.05$). And secondly, it was revealed that sales force training has an improved significant effect on efficient and effective distribution of Unilever products ($r = 0.94$; $t = 18.585$; $F = 345.399$; $p < 0.05$). The researchers recommend that firstly, that if the sales force is highly motivated, they will put in their best towards achieving greater success for the organization. For the sales representatives, the laissez faire manner of operating gives them a sense of high esteem and belongingness. Also, it is recommended that the sales force should undertake adequate training to make them more viable to efficiently and effectively distribute Unilever products. The implication of this review is that some of variables as well as methods like questionnaire are in use in this study.

Onyango (2017) studied motivational strategies and sales

performance in the insurance industry in Kenya. The study was guided by three research questions: to what extent does intrinsic motivation influence sales force performance in the insurance industry in Kenya? To what extent does extrinsic motivation influence sales performance in the insurance industry in Kenya? To what extent that does motivational strategies influence sales performance in the insurance industry in Kenya? The study adopted a probability sampling design. The study further adopted stratified random sampling in determination of the sample size. Out of the 8013 target population 163 participants were sampled for the study. This study used primary data collected using questionnaires. The questionnaires include both open and closed ended. A drop and pick method was adopted in distribution of the questionnaires to minimize on disruptions. The researcher selected from each branch four staff to fill out questionnaires. Pilot testing was conducted to identify mistakes in the questionnaires. Data collected was analysed using descriptive statistics. The data analysis tool is Statistical package for Social Sciences (SPSS) and Microsoft Excel to generate quantitative reports. The analysed data was presented in the form of tables and figures. Regarding intrinsic motivational strategies, the study revealed that extra selling efforts in tough times is



recognized by the management, employees are highly involved with the operations of the company and that reward system in the company is fair for all employees. The study further established that, years of work experience helps employees perform better at job and that the incentives given have a positive effect on sales performance. Furthermore, it was established that employees are allowed to make choices on where to do sales and that they are encouraged to work on opportunities that increase returns on their efforts. The findings of the study on extrinsic motivation strategies indicated that effective reward mechanism leads to higher sales performance and that sales agents receive additional benefits to their salaries. The company also offers training programs to sales personnel and that sales personnel have specialized training courses to improve sales performance. The findings of the study further indicated that working environment has a positive influence on number of sales and those sales personnel are able to interact freely with other employees. The study concludes that the intrinsic motivational strategies contribution through the various factors had a major impact on the Sales force performance. These factors are those such as job enrichment, purpose and where the sales force needs to feel appreciated in order for them to strive

and achieve the best and field coaching, feedback and appraisal, communication, training and development, nature of work and good working condition motivate sales people to large extents and insurance companies use them to different extents. The study recommends that the sales force should undertake adequate training to make them more viable to efficiently and effectively distribute insurance products and services and that sales force is a very integral part in insurance companies who need to put strategies in place to ensure they are using the right ways to motivate the sales people to perform. Based on the above review, the following hypotheses are formulated for the study:

H₁: There is a significant and positive relationship between financial incentives and Salesforce performance.

H₂: Involvement in setting sales quotas is related to increase in Salesforce performance.

H₃: Sales force training is positively and significantly related to Salesforce performance.

H₄: There is a significant and positive relationship between meetings with managers and salespeople and sales force performance.

METHOD

Bryman and Bell (2007) believe that for studying social facts, quantitative



approach is suitable. Hence, in order to be able to answer the research question on motivational strategies and salesforce performance among selected firms in the publishing industry, the quantitative research design would be adopted where questionnaire would be used to collect data from a sample of the population. The population of study is the totality of all elements or objects of a well-defined group being studied. The targeted population would involve the Salesforce marketing staff of selected publishing firms in Anambra State

Table 1: Publishing Companies with presence in the Southeast

Publisher	Population.
Macmilan	16
Literamed	11
Learn Africa	12
University Pub.	9
Africana First	5
Elite Publishers	7
Book Point	4
Vintage Publishers	8
New Age Books	7
Mc'Hills Press	4
Total	83

Source: Companys' Records

Since the population of this study is known as 83, it is finite and can be assessed. Purposive and convenient sampling technique is adopted where the whole population is considered for the

study. Therefore the sample size is **83** sales reps and marketing staff of the selected publishing firms under study. This study has four IVs and one DV and multiple linear regression was used in analysis hence this sample size corresponds to the regression sample formula: $n = (N \geq 50) + 8 * m$ (see Tabachnick & Fidell, 2013), where n = sample size, and m is the number of IVs. Determining the sample size, we have $n = 50 + 8 * 4 = 82$. The whole population was chosen as the sample since we cannot leave out one unit of analysis.

A structured questionnaire would be adopted for this study which will be administered to respondents. The questionnaire would be based on a five point Likert scales ranging from strongly agree to strongly disagree. The questionnaire is divided into three parts. The first part contain a request letter seeking the respondents' permission to participate in the research, the second part involve the background of the respondents while the third part contained questions that aim to establish the objective of the study.

Before the final survey is conducted, a pilot test would be carried out to improve the questionnaire. The pilot test for the questionnaire was completed in a day where ten respondents would be asked to give their opinions regarding problems they have faced while reading or understanding the questionnaire. Also



draft copies of the questionnaire would be given to the supervisor and other research experts to go through and make comments which would be useful in drafting the final questionnaire. Pearson product moment correlation was also used to check collinearity and to ensure discriminant validity.

RESULTS

Data Analysis

Five demographic variables were used in this study and they include: sex, education, and age bracket and marital status and length of stay in the company (Table 1).

Table 2: Demographic Characteristics of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender:	Male	58	72.5	72.5	72.5
	Female	22	27.5	27.5	100.0
	Total	80	100.0	100.0	
Marital status:	Single	51	63.7	63.7	63.7
	Married	13	16.3	16.3	80.0
	Separated/Divorced	16	20.0	20.0	100.0
	Total	80	100.0	100.0	
Age bracket:	21 - 30 years	18	22.5	22.5	22.5
	31 - 40 years	20	25.0	25.0	47.5
	41 - 50 years	22	27.5	27.5	75.0
	Above 50 years	20	25.0	25.0	100.0
	Total	80	100.0	100.0	
Education:	Diploma	41	51.2	51.2	51.2
	Degree	23	28.7	28.7	80.0
	Postgraduate	16	20.0	20.0	100.0
	Total	80	100.0	100.0	
Years of experience:	less than 10	18	22.5	22.5	22.5
	10 - 20 years	17	21.3	21.3	43.8
	21 - 30 years	12	15.0	15.0	58.8
	Above 30 years	33	41.3	1.3	100.0
	Total	80	100.0	100.0	

From Table 4.1, 58(72.5%) of the respondents are males while 22(27.5%) are females. On marital status, 51(63.7%) are single; 13(16.3%) are

married while the remaining 16(20.0%) are either separated or divorced. On age, 18(22.5%) are between 21- 30 years; 20(25.0%) fall within 31 – 40 years age



bracket; 22(27.5%) are within 41 – 50 years age bracket; and the remaining 20(25.0%) are above 50 years of age. On education, 41(51.2%) have Diploma, 23(28.7%) have Degree, while the remaining 16(20.0%) have postgraduate qualifications. Finally on length of stay in the company, 18(22.5%) have spent less than 10 years; 17(21.3%) have put in 10 – 20 years in their companies; 12(15.0%) have between 21 – 30 years’ experience while majority of 33(41.3%) have above 30 years’ experience. The

implication of this is that the respondents have reasonable education, experience and age to make meaningful contribution to the study. The next is the presentation of the items used to measure the constructs/variables.

Discriminant Validity Analysis

Pearson product Moment Correlation was used to test for discriminant validity and the results are shown in the correlations matrix.

Intercorrelations among study variables

S/N Variables	1	2	3	4	5
1 Financial Incentives	1				
2 Setting Sales Quotas	.387**	1			
3 Sales Training	.277*	.366**	1		
4 Meeting with Managers	.391**	.430**	.529**	1	
5 Sales Performance	.592**	.242*	.339**	.450**	1

***. Correlation is significant at the 0.01. level (2-tailed).* **. Correlation is significant at the 0.05 level (2-tailed).*

The summated scale/variables were used to run the correlation matrix and the results show the all the correlations are below the 0.6 threshold meaning that our data or the summated scales do not show any sign of collinearity hence no variable/construct need to be removed in the subsequent analysis. Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing

discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model. With no constructs showing collinearity problem means that each is unique hence our data has discriminant validity. For *discriminant validity* to exist, Hair, Bush and Ortinau (2003) maintain researchers must be able to establish the fact that the construct being investigated does not



significantly correlate with other constructs that are operationalized as being different. This is so in this study.

Reliability Analysis

Factor analysis was used to test the reliability and specifically internal

Communalities

	Initial	Extraction
FI1	1.000	.649
FI2	1.000	.679
FI3	1.000	.609
FI4	1.000	.683
SSQ1	1.000	.644
SSQ2	1.000	.648
SSQ3	1.000	.767
SSQ4	1.000	.559
ST1	1.000	.609
ST2	1.000	.831
ST3	1.000	.522
ST4	1.000	.749
MwM1	1.000	.659
MwM2	1.000	.483
MwM3	1.000	.746
MwM4	1.000	.675
SP1	1.000	.754
SP2	1.000	.694
SP3	1.000	.680
SP4	1.000	.457

reliability/ consistency. It was also used to check the unidimensionality of the construct since the variables used in the study were measured with multiple items. The results of the factor analysis are as shown.

Extraction Method: Principal Component Analysis.



Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.808	29.040	29.040	5.808	29.040	29.040
2	1.863	9.315	38.355	1.863	9.315	38.355
3	1.714	8.571	46.925	1.714	8.571	46.925
4	1.493	7.466	54.391	1.493	7.466	54.391
5	1.176	5.878	60.269	1.176	5.878	60.269
6	1.042	5.209	65.478	1.042	5.209	65.478
7	.940	4.701	70.179			
8	.858	4.292	74.471			
9	.799	3.994	78.466			
10	.699	3.496	81.962			
11	.636	3.178	85.140			
12	.612	3.060	88.200			
13	.458	2.288	90.488			
14	.401	2.004	92.492			
15	.390	1.951	94.443			
16	.363	1.813	96.257			
17	.287	1.433	97.690			
18	.197	.986	98.676			
19	.167	.837	99.513			
20	.097	.487	100.000			

Extraction Method: Principal Component Analysis.

The first set of results from the Factor analysis is Kaiser-Meyer-Olkin (KMO) test and Bartlett's test. The KMO test of sampling adequacy is 0.704 which is well above the 0.5 threshold. The Bartlett's Test of Sphericity has an approximate Chi-Square value of 633.27 which is highly statistically significant at .000 well below the .05 margin of error. All these confirm that the factor analysis is dependable and reliable hence we proceed to test other aspects of the

analysis. The next result in the factor analysis is the list of communalities which show the contribution of each item to its original construct. From the list all the items have communalities above the 0.4 threshold which implies that no item is a candidate for elimination in subsequent analysis. All the items conducted to six components which extract approximately 65.5% of variance which within the 60 to 70 per cent threshold for good and reliable scales.



Multiple Regression Analysis
 Ordinary least squares (OLS) multiple linear regression (MLR) was used to analyse the hypotheses with the aid of XLSTAT 2018. The results/output contain the multicollinearity statistics, goodness of fit, the ANOVA and the parameters. We explain these and use the parameter to validate the hypotheses.

Multicollinearity statistics:

	FI	SSQ	ST	MwM
Tolerance	0.787	0.738	0.695	0.622
VIF	1.271	1.355	1.439	1.608

As usual, the use of OLS multiple regressions may be disturbed by the presence of strong multicollinearity between the estimated latent variables. Tolerance and variance inflation factor (VIF) were used to check for multicollinearity. As a rule of thumb, multicollinearity exist when the variance inflation factor (VIF) coefficient is higher than 5.0. VIF is the inverse of the tolerance coefficient, for which multicollinearity is evident when tolerance is less than .25. The data for this research has tolerance far above 0.25 and VIF well below 5 hence our data has no

multicollinearity problem. The next is the goodness of fit.

Regression of variable SP:

Goodness of fit statistics (SP):

Observations	80.000
Sum of weights	80.000
DF	75.000
R ²	0.420
Adjusted R ²	0.389
MSE	5.158
RMSE	2.271
MAPE	22.081
DW	1.818
Cp	5.000
AIC	136.084
SBC	147.994
PC	0.657

In multiple OLS regression, goodness of fit statistics measure how well the OLS regression model fit actual data. From the output, R² which is the coefficient of multiple determination is 0.420 while the adjusted R² which is the coefficient of multiple determination adjusted for error is 0.389. This means that between 38.9% and 42.0% of variations in the dependent variable, sales performance are accounted for by the four independent variables. The DurbinWatson (DW) of 1.818 is within acceptable range.



Analysis of variance (SP):

Source	DF	Sum of squares	Mean squares	F	Pr > F
Model	4	280.024	70.006	13.572	< 0.0001
Error	75	386.864	5.158		
Corrected Total	79	666.888			

Computed against model $Y=Mean(Y)$

The analysis of variance ANOVA measures the fitness of the model. The ANOVA value represent by Fisher statistics is 13.572 with a probability less than 0.0001 which well below the 0.05 margin of error. This implies that our regression is a good and that the coefficient of multiple determination is

different from zero hence we proceed to interpret the coefficients.

Hypotheses Testing:

Since the ANOVA and the goodness of fit statistics as well as multicollinearity statistics are acceptable we now use the parameters and coefficients to validate our hypotheses.

Model parameters (SP):

Source	Value	Standard error	t	Pr > t	Lower bound (95%)	Upper bound (95%)
Intercept	1.606	1.370	1.173	0.245	-1.122	4.335
FI	0.550	0.108	5.109	< 0.0001	0.336	0.765
SSQ	-0.102	0.109	-0.930	0.355	-0.319	0.116
ST	0.133	0.129	1.028	0.307	-0.125	0.391
MwM	0.205	0.097	2.115	0.038	0.012	0.398

Standardized coefficients (SP):

Source	Value	Standard error	T	Pr > t	Lower bound (95%)	Upper bound (95%)
FI	0.507	0.099	5.109	< 0.0001	0.309	0.704
SSQ	-0.095	0.102	-0.930	0.355	-0.299	0.109
ST	0.108	0.106	1.028	0.307	-0.102	0.319
MwM	0.236	0.112	2.115	0.038	0.014	0.458

Financial incentives has a coefficient of 0.507, t-value of 5.109 and a probability

value less than .0001. Based on this hypothesis one which states that there is



a significant positive relationship between financial incentives and sales performance is accepted and validated. Setting sales quotas has a coefficient of -0.095, t-value of -0.930 and a probability value of 0.355. Based on this hypothesis two which states that involvement in setting sales quotas is related to increase in Salesforce performance is rejected. Sales training has a coefficient of 0.108, t-value of 1.028 and a probability value of 0.307. Based on this hypothesis three which states that sales training is significantly and positively related to sales performance is rejected. Meeting with sales managers has a coefficient of 0.236, t-value of 2.115 and a probability value of 0.038. Based on this hypothesis four there is a significant and positive relationship between meetings with managers and salespeople and sales force performance is accepted and validated.

DISCUSSION

This study was motivated by the need to assess and ascertain the effect of sales motivation on Salesforce performance; and to achieve this, the Salesforce motivation was decomposed into four constructs: financial incentives, meeting with managers, participation in setting sales quota, and sales training. The study found out that there a significant positive relationship between financial incentives and sales performance. This is in line with Platos

& Murphy, 2010 cited in literature that financial incentives serves as a powerful motivation strategy for salespeople. Participation in setting sales quotas is one of the constructs and this study showed that participation in setting sales quota has no significant and positive influence with Salesforce performance. The study found out that sales training has no significant impact on Salesforce performance. This finding is contrary to the six studies (El- Ansary 1993; Christiansen et al. 1996; Farrell & Hakstian, 2001; Pelham, 2002, Roman et al., 2002; and Jantan et al., 2004) cited in literature that offer empirical support for the positive relationship between training and sales force performance. The finding also agree with Ingram, Schwegker and Hutson (1992) that lack of sales training is a key factor causing salespeople's failure. Meeting between managers and salespeople is also a motivation strategy (Abbas, 2009) and was a construct in this study which found a significant positive relationship between Salesforce personnel meeting with managers and Salesforce performance. Managers have the opportunity to meet their salespeople in the field, at head office and at sales meetings, workshop or conventions. Our finding here support Secondus & Clarkson, (2010) that sales meetings provide a number of opportunities for improving Salesforce performance.



CONCLUSION

Based on the data collected and analysed with the statistical tool of multiple OLS regressions, we conclude that financial incentives which includes pay or monetary rewards has a significant and positive influence on Salesforce performance. The most likely form of payment is the salary plus commission system since this provides a level of job security plus the incentives of higher earnings are entirely based on the achievement of the sales personnel. Meeting with managers and the Salesforce has a significant positive effect on sales force performance. Managers have the opportunity to meet their salespeople where the Salesforce are encouraged to discuss their sales problems and opportunities so that the entire sales team benefits from the experiences of each salesperson which leads to improved performance. It is also concluded that participation in setting sales quota is not significant in influencing Salesforce performance. Sales training though has no significant effect on Salesforce performance it a positive coefficient hence influences the performance of the sales force. In all the highest construct that influence sales force performance is financial incentives followed by meeting with sales managers and lastly then sales training. Participation in setting sales quotas has a

negative and insignificant effect on Salesforce performance.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made. Management of publishing companies in the southeast should concentrate more on providing financial incentives to their Salesforce as this is a very strong construct that has very high impact on the Salesforce performance. This is necessary as it offers security to the personnel and gives them assurances of security and stability of income. The financial incentives must have a good blend/mix of direct pay or salary plus bonus to be truly motivating and to enhance Salesforce performance. Meeting with managers and the sales people is another construct that has significant and positive influence on Salesforce performance. These meetings were highly regarded by sales managers in the motivation of their sales teams. During such meetings, managers have the opportunity to meet their salespeople and use the opportunity for improving Salesforce performance. In such meetings salespeople are encouraged to discuss their sales problems and opportunities so that the entire sales team benefits from the experiences of each salesperson. This leads to a greater sense of group loyalty and improved performance. The next construct that



contribute to Salesforce performance is sales training which though not significant in this study showed a positive coefficient hence has positive but insignificant effect on enhancing Salesforce performance. Publishing companies in the south should not ignore training and retraining of their Salesforce as this can increase salesperson's performance. The reasonable idea is that sales training improves the knowledge base and skill level of salespeople that, in turn, improve performance. Setting realistic sales quota is also important especially participative setting of sales quota between the managers and the sales people. This will give a sense of belonging to the Salesforce that they are involved in setting the responsibility. This is in line with job crafting or a situation where employees take part in defining their tasks and responsibilities. This will no doubt enhance Salesforce performance. The data was analysed with multiple OLS regression and the study produced the following research model:

$$SP = 1.606 + 0.550*FI - 0.102*SSQ + 0.133*ST + 0.205*M_wM$$

This is the contribution of the research to literature and to knowledge. The contribution of the study is also in the area that it is one of the few studies on motivation and Salesforce performance in the publishing industry in southeast Nigeria.

5.3 Limitations of the Study and Future Research Direction

This study was based on a population of 83 sales people from the publishing companies in the southeast geopolitical zone. This population figure which also forms the sample is small hence the study relied on a small sample figure of 83 respondents of which only 80 responded. This sample figure is small and has affected the generalizability of the study. Further studies could be conducted with larger sample and in areas where there is heavier publishing outfits to enhance the generalizability of the study. The demographic variables used relate to the time of the study and demographics are dynamic hence further studies are required as demographics change especially the experience of the sales people which could be used as covariate in future research. Questionnaire was the main instrument used for data collection in this study. Future studies can be conducted with individual in-depth interviews to boost research participant interaction. Also future research could be conducted using the triangulation methodology, mixed methods research and qualitative methodology.

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