Effects of Motivation on Sales Forces Performance:

A Case of Ethio Telecom Business to Business Sales Force

By: Rahel Tekeste

A thesis submitted to the school of graduate studies of Addis Ababa University in partial fulfillment of the requirements for the degree of M.A. in Marketing Management, School of Commerce

October, 2018

Effects of Motivation on Sales force Performance:

A Case of Ethio Telecom Business to Business Sales Force

By: Rahel Tekeste

A thesis submitted to the school of graduate studies of Addis Ababa University in partial fulfillment of the requirements for the degree of M.A. in Marketing Management, School of Commerce

Advisor: Hailemariam Kebede

October, 2018

APPROVAL SHEET

Addis Ababa University School of Commerce, Graduate Studies Program Department of Marketing Management

Effects of Motivation on Sales force Performance: A Case of Ethio Telecom Business to Business Sales Force

By: Rahel Tekeste

Approved by Board of Examiners

______________________	______________	___________
Advisor	Signature	Date
______________________	______________	___________
Internal Examiner	Signature	Date
______________________	______________	___________
External Examiner	Signature	Date

LETTER OF CERTIFICATION

This is to certify that Rahel Tekeste Fufa has carried out this project work on the topic ― Effects of Motivation on Sales force Performance: Case of Ethio Telecom Business to Business Sales force under my supervision. This work is original and authorized for the submission in partial fulfillment of the requirement for the award of the Masters of Marketing Management.

____________________________ ________________________

Hailemariam Kebede Date

DECLARATION

I, undersigned, declare that the work entitled - **Effects of Motivation on Sales force Performance: Case of Ethio Telecom Business to Business Sales Force** is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and comments of my Research Advisor. This study has not been submitted for any degree in this University or any other University. It is submitted for the partial fulfillment of the Master of Marketing Management.

Rahel Tekeste Fufa

Date

Acknowledgments

My greatest thanks and praise goes to Almighty God, who made all things possible for me in accomplishing this Master program and the project.

I wish to express my gratitude to my Advisor Ato Hailemariam Kebede who took time to read and made the necessary guidance and comments in the course of writing this thesis.

I am extremely grateful to my husband and my daughters for their support and moral during my study. Thank you very much and may God reward you abundantly.

Finally, to Business to Business sales forces of Ethio Telecom who participated in the study, I am grateful.

Table of Content

Acknowledgments i
List of Tables v
List of Figures vi
Acronyms vii
Abstract viii
CHAPTER ONE 1
1. Introduction 1
1.1 Background of the Study 1
1.2 Background of the Industry 4
1.3 Statement of the Problem 5
1.4 Research Question 6
1.5 Research Objectives 6
1.6 Significance of the Study 7
1.7 Scope of the Study 7
1.8 Limitation of the Study 8
1.9 Definition of Terms 8
1.10 Organization of the Study 9
CHAPTER TWO 10
REVIEW OF LITERATURE 10
2.1 Theoretical Literature Review 10
2.1.1 Concept of Motivation 10
2.1.2 Sales force motivation 11
2.1.3 Types of Motivation 11
2.1.4 Theories of Motivation 13
2.1.5 Performance 20
2.1.6 The effects of motivation on employees' performance 22
2.1.7 Types of Rewards and Motivation 24
2.1.8 Reward Plan 24

2.2 Empirical Review ... 26
2.3 Conceptual Framework and Hypotheses ... 28
2.3.1 Conceptual Framework ... 28
2.3.2 Hypotheses ... 29
CHAPTER THREE ... 34
METHODOLOGY ... 34
3.1 Introduction ... 34
3.2 Research Approach ... 34
3.3 Research Design ... 34
3.4 Population of the Study ... 35
3.5 Sampling Technique ... 35
3.6 Sample Size ... 35
3.7 Data Sources and Types ... 35
3.8 Data Collection Procedures ... 36
3.9 Data Analysis Technique ... 36
3.10 Validity and Reliability ... 37
3.10.1 Validity ... 37
3.10.2 Reliability ... 37
3.11 Ethical Consideration ... 38
CHAPTER FOUR ... 39
DATA PRESENTATION, ANALYSIS AND DISCUSSION ... 39
4.1 Introduction ... 39
4.2 Reliability Analysis of Variables ... 39
4.3 Descriptive Analysis ... 41
4.3.1 Background Information of Respondents ... 41
4.3.2 Descriptive statistics of the Variables ... 42
4.4 Inferential Analysis ... 44
4.4.1. Pearson Correlation Analysis ... 45
4.4.2 Multiple Regression Analysis ... 46
4.5 Discussion of Results ... 52
4.6 Summary of Hypothesis Result ... 56

CHAPTER FIVE 59
SUMMARY, CONCLUSION AND RECOMMENDATION 59
5.1 Introduction 59
5.2 Summary 59
5.3 Conclusion 61
5.4 Recommendation 61
5.4 Recommendation for further research 63
References 64
APPENDIX 70

List of Tables

Table 4. 1. Measure of Internal Consistency- Cronbach's alpha. 40
Table 4. 2. Demographic characteristics of Sales forces 41
Table 4. 3. Descriptive Statistics that Measures Intrinsic Motivational Factors 43
Table 4. 4. Descriptive Statistics that Measures Extrinsic Motivational Factors 43
Table 4. 5. Descriptive Statistics that Measures Performances 44
Table 4. 6. Correlation of Motivational factors and Sales force performance.................. 45
Table 4. 7. Correlation Matrix 47
Table 4. 8. Model Summary 50
Table 4. 9 Analysis of variance (ANOVA) 50
Table 4. 10: Multiple Regressions Coefficients.. 51
Table 4. 11: Result Summary of Hypothesis 56

List of Figures

Figure 2. 1. Maslow hierarchical of need Model 15

Figure 2. 2. Conceptual framework 29

Figure 4. 1 Normal Point Plot of Standardized Residual... 48

Figure 4. 2 Frequency Distribution of Standardized Residual.. 49

Acronyms

B2B	Business to Business
EC	Extrinsic – Compensation
ECP	Extrinsic – Company Policy
ER	Extrinsic – Relationship with Supervisors
ESS	Extrinsic – Safety & Security
IA	Intrinsic – Advancement
IG	Intrinsic – Growth
IR	Intrinsic – Recognition
IW	Intrinsic – The work itself
P	Performance

Abstract

Employees are the most important factor in the success and failure of any organization. Keeping employees motivated could certainly be a huge challenge to even the most progressive organization today. The effectiveness of the sales force plays a crucial role in the success and growth of an organization. In order to attain the goals of the organization, it is essential that the sales force is highly motivated. Telecommunication industry is a service industry that provides telecommunication service thorough telecommunication system therefore increase the performance of the sales force is one sector of the company to increase the revenue.

This study focuses to analyze the effect of intrinsic and extrinsic motivational factors on the performance of Ethio Telecom Business to Business sales force. Well-structured questionnaire was used to collect data from the survey participants from seven sites of Ethio Telecom B2B sales persons. A total of 151 questionnaires were personally distributed for the sales persons and 136 of them completed and returned the questionnaire. The data was entered and analyzed using descriptive and inferential statistics by SPSS version 20.0. Descriptive analysis results are summarized in proportion, mean and standard deviation and presented in tables. In inferential statistics, correlation and regression analysis has been computed and the results show that from intrinsic motivational factors recognition and work itself; and from extrinsic motivational factors company policy, safety & security, relationship with supervisor, and compensation are positively and significantly affect B2B sales force performance.

Keywords*: Sales force Motivation, Business to Business sales force, Sales force performance.*

CHAPTER ONE

1. Introduction

This section consists of background of the study, statement of the problem, research questions, research objectives, significance of the study, scope of the study, limitation of the study, definition of terms and organization of the study is presented.

1.1 Background of the Study

Motivation is an issue of particular interest to organizations since it boosts performance, and motivated employees in direct contact with customers make a vital contribution to organizations' success. In this context, the success of organizations rest on increasingly on the management and leadership of people, including keeping these individuals motivated (Ferreira, 2017).

Employee motivation and performance are key factors in moving a business forward. A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Dele & Adegboyega, 2014).

In the modern world of today, every organization wants to be successful as they compete with each other and face different challenges to achieve their targets. The globalization and technical advancement create more innovation for achieving the targets. This meant that, the organization success is dependent upon the sales people and because of their significant roles, there is a need for sales force motivations. In the face of complex performance environment, there is a need to return to the basics of human motivation to understand that not only financial incentives hope to move behaviors of sales department and non financial incentives are equally important. Hence motivation is the key factor in influencing human to work better and increase in motivation will result in higher productivity and more profit for organizations (Dutt, 2015).

The sales force is the link that personalizes each company for customers, functioning as a differentiating factor that creates more competitive advantages for companies. Sale people are the most visible representatives of companies, and sales teams are usually the first employees who are in direct contact with customers. Therefore, companies' sales force play a key role in diagnosing customer needs, developing customer trust, and strengthening commercial relations. In addition, sales teams are responsible for implementing their company's marketing strategies, as these teams not only represent the organizations to their customers but also keep companies informed about clients' unmet needs (Ferreira, 2017). In this sense, it is fundamental that managers be able to oversee and keep their sales force motivated by, identified with and committed to the success of their organization.

Sales people working in business to business area, motivation is crucial for organizations since they manage a very important financial, product and customer information which could easily be transferred from one company to another. Along these lines, sales people's performance and responsibility to the association are basic variable for achievement of the organizations (Buciuniene & Skudiene, 2009).

Research done in both psychology and business literature has recorded that motivation varies as a function of different factors in the work environment, including evaluation expectation, actual performance feedback, reward, autonomy, and the nature of the work itself. Moreover, both theory and empirical research have suggested that human motivation towards work can be categorized into two types, that is Intrinsic motivation, which comes from the intrinsic value of the work itself for the individual, and Extrinsic motivation, which comes from the desire to obtain some outcomes that are separate from the work itself. (Ackah 2016).

Although a lot of research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. To well comprehend how motivation can impact on employee´s performance, one must identify with human nature. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal (Shahzadi et al, 2014).

Even though the fact that motivation is very important to determine employees ability, so are other factors such as the resources given to an employee to perform his or her job. For this reason, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons. One salesperson may be motivated by the commission earned on sales, while the other may be more concerned about achieving sales targets. This creates a fine distinction in the subject matter because motivation to enhance performance varies from person to person and from organization to organization (Daft, 2009).

Moreover, in case of using human beings to provide services, it is not enough to merely rely on the number of people engaged, their qualification and experience or their ability but motivating them appropriately is also of paramount importance. Thus, the personnel engaged must be motivated in order to get the best output from them. As well, a highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for the majority of today's management is to administer motivational programs which will encourage employees to improve their work performance and productivity (Bateman & Snell 1996).

There is a scarcity of information with regards to sales force performance and different schemes of motivation which are key factors for any business organization to maximize sales of goods and service, and to increase productivity in Ethiopia and in particular Ethio

Telecom. Therefore, in this research tried to determine the effect of different motivational schemes that could affect sales force performance in Ethio Telecom business to business sales force.

1.2 Background of the Industry

The introduction of telecommunications services in Ethiopia dates back to 1894, when Minilik II, the King of Ethiopia, introduced telephone technology to the country. Ethiopian Telecommunications Corporation is the oldest public telecommunications operator in Africa. In those years, the technological scheme contributed to the integration of the Ethiopian society when the extensive open wire line system was laid out linking the capital with all the important administrative cities of the country. The Imperial Board of Telecommunications of Ethiopia, which became the Ethiopian Telecommunications Authority in 1981, was placed in charge of both the operation and regulation of telecommunication services in the wake of the market reforms. In 1996, the Government established a separate regulatory body, the Ethiopian Telecommunication Agency (ETA) by Proclamation 49/1996, and during the same year, by regulation 10/1996, the Council of Ministers set up the Ethiopian Telecommunications Corporation (ETC).

The current Ethio Telecom was restructured and got this name on December 2, 2010 and the company was signed management contract with France telecom for two years and the contract is closed in 2012. According to the current structure of the company, the new organization categorized under 4 large domains namely Technical, Commercial, Support and others. Enterprise Division is placed under Commercial domain.

Ethio-telecom offers its sales services to its enterprise customer through Enterprise Divisions. The Enterprises are categorized as financial institutions, service enterprises, production/manufacturing, NGO's/international organizations, government organizations and small office, home office, small and medium enterprises (SOHO/SME). Business to business sales forces are under Enterprise division which is responsible deal with all enterprises.

1.3 Statement of the Problem

Having an effective employee motivation scheme has always been a central problem for organizational leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work and showing a lot of initiative and innovation (Ackah, 2016).

Accordingly, in the aspect of the competitive performance environment and the fast extension of essential scope of products and the need to sell in better approaches to new clients place thus, sales people performance is essential to perform the organizational task efficiently (Talukder & Jan, 2017). In addition, enhancing sales people performance through sales force motivation is a developing issue in telecommunication sector (Dutt, 2015). Therefore, sales people's higher performance in telecommunication industry is very essential to generate more profit in the organizations.

The most frequently discussed question regarding sales force performance is that "what motivate sales force to perform more and more?". And the expected answers are incentives, bonus, salary, good work environment, favorable work culture, manager subordinate relationship and many more in this regard have been explored. But do these factors really act upon the performance of the sales force or do these factors manifest the motivation, which ultimately direct the performance of the sales force?

Although motivation have long been recognized to impact on sales force performance, the majority of the previous studies had been conducted in advanced countries. In a sales oriented company, selling products or service is very important. Even more it is important in highly complex and high-tech industry like telecommunication because by nature in this industry the performance of sale force is critical to the success of the company.

Studies on employee motivation in related to sales force performance have been carried out over the years but they are largely based on the western organizations and very few studies on motivation have been done in African organizations/companies let alone particularly in Ethiopia, Ethio Telecom business to business sales force. This brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments and who are affiliated to different cultures cannot attain motivation from the same factors. Therefore, identification of which motivational scheme that will increase the performance of the sales force is important. Thus the problem statement of these research is being posed as "which motivational factors have greater impact on performance of Ethio Telecom business to business sales force?"

1.4 Research Question

In order to achieve the objectives of this study, this research tied to answer the following questions

Main question: Does motivation affect performance of Ethio Telecom business to business sales force?

Sub-questions

RQ1. Does intrinsic motivation affect sales force performance?

RQ2. Does extrinsic motivation affect sales force performance?

1.5 Research Objectives

The overall objective of this research is to investigate the effect of motivation on sales force performance on Ethio Telecom business to business sales force..

Specific objectives

- To determine the effect of intrinsic motivation on business to business sales force performance
- To determine the effect of extrinsic motivation on business to business sales force performance

1.6 Significance of the Study

The study is expected to enable the researcher gain deeper insight into the motivational practices and its roles on performance of Ethio Telecom business to business sales force. This research sought to provide the needed information that would guide the management of Ethio Telecom to better align their strategies on motivation with their business to business sales force performance measurement systems for optimum performance. The findings are expected to help decision making in the area of strategic planning with regard to sales force motivation and performance.

The study is very useful to other researchers interested in the area of motivation. That is, the outcome of this study will serve as a base for academicians who want to conduct further studies on the role of motivation practices on sales force performance. Apart from this, the study will serve as an input for other research in related topics.

1.7 Scope of the Study

The primary focus of this research is to investigate effects of motivation and the impact it has on performance of Ethio Telecom business to business sales forces. There are a number of factors that could affect the performance of sales force of any enterprise or company. This research were focused on only intrinsic and extrinsic motivational factors that could affect the performance of sales force. In spite of many different variables of the motivation that could determine the sales force performance, in this research the researcher were concentrated only some variables which are more relevant to telecom companies that has been used to assess the sales force performance in other studies conducted in different countries. The researcher take the following variables: advancement, growth, recognition and the work itself from intrinsic motivational factors. From the extrinsic motivational factors company policy, compensation, safety and security, and relationship with supervisor were included. The study could not comprise other determents on sales force performance.

Although the Company provides various lines of services and operates throughout the country, the scope of this study were confined enterprise sales offices found in Addis Ababa since it is very difficult to consider other areas and sections due to geographic, financial and time constraint. The enterprise offices situated in Addis Ababa are North Addis Ababa Zone (NAAZ), East Addis Ababa Zone (EAAZ), West Addis Ababa Zone (WAAZ), South Addis Ababa Zone (SAAZ), South West Addis Ababa Zone (SWAAZ), Central Addis Ababa Zone (CAAZ) and the main Enterprise shop.

1.8 Limitation of the Study

The study was limited on assessing only the effect of motivation; intrinsic motivation and extrinsic motivation on sales forces performance but performance is affected by many other variables including personality factors, training, experience, attitude and other factors.

The study is also limited to single industry sales force even within Ethio Telecom the study is limited only to the Enterprise Division, business to business sales force. Because of the geographic constraints, those employees working outside Addis Ababa were not considered in this study.

1.9 Definition of Terms

Motivation: A persons desire to do the best possible job or to exert the maximum effort to perform assigned tasks (Gomez et al., 2015).

Sales force: The term refers to sales people (men and women) employed by a firm or a company to find prospective buyers of their commodities, convert these prospective buyers to customers and ensure that they are continually satisfied to facilitate repeat performance (Nwokoye 1988).

Intrinsic motivation: is doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward. (Ryan and Deci, 2000).

Extrinsic motivation: is that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task. (Ryan and Deci, 2000).

Performance: the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people (Cole and Kelly, 2011).

1.10 Organization of the Study

The study is organized in to five chapters. The first chapter deals with the introductory part of the project study in which background of the study, significance of the study, statement of the problem, objectives of the study, methodology used, scope of the study, limitation of the study, definition of terms, and organization of the paper are incorporated. The second chapter is deal with the literature review, hypothesis and conceptual development. Chapter three is looked at the methodology of the research which comprises the research design, the research population, sample and sampling technique. It also considered the sources of data and data collection instruments, methods of data collection and analysis. Chapter four is discussed research findings and the data analysis. Finally, conclusion and recommendation were presented in chapter five.

CHAPTER TWO

REVIEW OF LITERATURE

This chapter seeks to present a review of relevant theoretical and empirical literature in relation to the research questions. The chapter arranged in theoretical review, empirical review and conceptual framework.

2.1 Theoretical Literature Review

2.1.1 Concept of Motivation

Motivation has been widely used in the human sciences and that is responsive to many approaches. Motivation at work has been presented over the years as a central variable in organizational life. Many studies have been conducted and theories developed that have wanted to explain the internal functioning of the impulse that leads individuals to work to achieve certain objectives and that with different degrees of empirical support is associated with company productivity and employee performance and personal fulfilment (Ferrera, 2017).

(Rajput 2011), argues that the word motivation is derived from a Latin word "Movere" which literally means "to move". They defined motivation as "the individual’s desire to demonstrate the behavior and reflects willingness to expend effort". Thus, the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation.

The motivation of their sales force is a controversial topic among sales managers. These managers – once identified as individuals who ‘move’ their employees – can seek to direct their sales teams’ behavior in the pursuit of their organization’s objectives. However, these efforts run up against the complexity of human nature. Each individual is a single universe, conditioned by a multitude of variables. While managers find it challenging to identify what motivates each employee of their organization, they also have to deal with increased difficulties in achieving their objectives since motivation is not something that can be given to sales people. In this context, a review of the main theories of motivation is particularly relevant, in order to understand better the motivation of companies' sales force. People who produce good results clearly tend to feel satisfied and self-fulfilled (Ferrera, 2017).

2.1.2 Sales force motivation

One of the most difficult problem a sales manager faces is the motivation of the sales force. Motivation is the process that produces goal-directed behavior in an individual. It helps to initiate desired behavior in an individual and direct it toward the attainment of organizational goals. The effectiveness of the sales force plays a crucial role in the success and growth of an organization. In order to attain the goals of the organization, it is essential that the sales force is highly motivated (Anca-Mihaela, 2013).

A salesperson's motivation plays a crucial role in influencing his performance and thereby his productivity. Salespersons having a high level of motivation tend to perform well in the selling job and have high productivity. On the other hand, salespersons who lack motivation tend to be poor performers and fail to achieve their sales targets. Such salespersons hence tend to have low productivity.

Motivation in the sales function refers to the amount of effort a salesperson is willing to expend in the selling job. While some salespersons are self-motivated, there are others who need to be motivated to perform. Sales managers can motivate their team by following any of the theories of motivation (Anca-Mihaela, 2013).

2.1.3 Types of Motivation

Research done in both psychology and business literature recorded that motivation varies as a function of different factors in the work environment, including evaluation expectation, actual performance feedback, reward, autonomy, and the nature of the work itself. Moreover, both theory and empirical research have suggested that human motivation towards work can be categorized into two types, that is Intrinsic motivation and Extrinsic motivation.

2.1.3.1 Intrinsic motivation

Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Ryan & Deci, 2000).

2.1.3.2 Extrinsic motivation

To extrinsic motivation relate incentives or rewards that come from external sides. Such rewards like company policy, money, working condition, relationship with supervisors, recognition, relationship with pears and others. In other words, it is something usually tangible or a purpose that come needs to be chased by an employee (Ryan & Deci, 2000).

Generally, regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization (Ryan & Deci, 2000).

2.1.4 Theories of Motivation

Motivational theories are based on acceptance that human behavior is determined by latent, relatively unchanging needs which can be activated by internal or external motivators. As Deci and Reyan (2000) stated, intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action, while extrinsic motivation is motivation governed by reinforcement contingencies. Extrinsic factors are determined by third party, either from company representative or other superior colleague with objective to motivate people (Tremblay et al., 2009).

As described in literature, some of the source of motivation are energy, heredity, learning, social interaction, cognitive processes, activation of motivation, hedonism or growth motivation etc. Origins of motivation or approaches to motivation have been used for classification of motivation theories. Based on the approaches, literature shows that motivation theories are often grouped into need based theories, cognitive theories and reinforcement theories (Deci and Reyan, 2000).

2.1.4.1 Content theories

These theories attempt to explain the specific things which actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strengths and the goal they pursue in order to satisfy these needs. Also, these theories place emphasis on the nature of the needs and what motivates individuals. Thus, the basis of these theories is the belief that the content of motivation consists of needs (Mullin 2005).

I. Abraham Maslow's Theory of Hierarchical Needs

Abraham Maslow proposed the theory called hierarchy of needs theory. He believed that within every individual, exists a hierarchy of five needs and that each level of need must be satisfied before individual pursue the next higher level of need.

Unmet needs are the main motivators of human behavior, with priority given first to the most basic needs and then on up to the highest needs. If the needs of a given level are satisfied, the level immediately following that becomes important, leaving the previous level to be a motivating factor. The source of motivation is basic satisfaction and more intellectual desires. Employees have, therefore, hierarchically defined needs: physiological, safety, social, esteem and self-fulfillment. These evolve in this order in terms of importance and influence.

1. Physiological Needs - These needs are essential to sustain life include food, water, air and sleep. According to Maslow, if these needs are not met, then all the others are not met, then all other needs are not felt or be a source of motivation. In this case a motivator should primarily look into the physiological needs so as to motivate the individual(s). An organization may therefore provide things such as luncheon or coupons so as to motivate the workers.

2. Safety Needs - This refers to the need to feel safe from physical and emotional harm. These needs include medical insurance, job security, and financial reserves. Thus things like provision of these needs at work place may be the second motivation level in the organization.

3. Social Needs - These needs are concerned with social interactions with others. The individual needs to feel a sense of belonging, affection, acceptance, and friendship. Therefore things such as greetings and sense of concern may heighten the level of performance.

4. Esteem Needs – This is concerned with the feeling of self – confidence derived from achieving something and sense of belonging. Esteem needs may be classified as internal or external. Internal esteems are those related to respect and achievement, while external esteem needs are those such as social status and recognition that comes with achievement. A manager being helped a bag when getting to his/her office may be motivated in this case.

4. Self – Actualization Needs – This level of needs is concerned with achieving ones full potential and dreams. Unlike lower level needs this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow. This needs include but not limited to truth, justice and wisdom. According to Maslow, only a small percentage of population reaches the level of self-actualization.

The important aspect of Maslow's model is that it provides for constant growth of the individual. The Individual is always striving to do things to the best of one's of one's ability, and best is always being slightly better than before. There has been a great deal of debate over Maslow's hierarchical concept of motivation. It has a basic attraction to the most people because it seems to be logical, to make sense.

Figure 2. 1. Maslow hierarchical of need Model

Source: Kerin et, al., 2004

Maslow proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well - adjusted individuals. Research testing Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher order needs on the job. According the results of the research managers from higher echelons of organizations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific notion it proposes. This model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs (Kaur A, 2013).

II. McClelland's Theory of Needs

This theory states that motivation results from the drive to satisfy three types of needs: achievement, affiliation and power. These needs have differing weights among individuals, varying over time and depending heavily on their interaction with their environment. The source of motivation is socially acquired needs. Employees have achievement, affiliation and power needs, but one of these has more influence than the rest (Ferreira, 2017).

McClelland explained each of three needs

- The need for power, which denotes the need to control others, influence their behavior and be responsible for them
- The need for affiliation, which refers to the desire to establish and maintain satisfying relationship with other people
- The need for achievement, viewed as behavior directed towards competitions with standards of excellence.

Although not widely accepted, suggests that McClelland presented his theory with a focus on employees with a strong need to achieve.

III. Frederick Herzberg's Two- Factor Theory

Herzberg's two factor theory was introduced in the 1950's and his basic assumption was that motivation originates from the job itself, and not from external characteristics, and that factors which lead to job satisfaction are distinct from those leading to job dissatisfaction. The two – factor theory of motivation includes hygiene factors and motivators. The theory explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. Herzberg (1968) labeled factors causing dissatisfaction of workers as “hygiene” factors, and factors that causing satisfaction of workers as “motivator” factors.

1. The Hygiene Factors

This includes company policies, supervision, compensation, relationship with supervisors, relationship with peers, working condition, safety and security on the job. Examples would be when people felt they weren’t paid enough, didn’t like their supervisor not happy about their working conditions or insecure in the jobs. However, if they felt that the maintenance factors were satisfactory, that is, their pay and other working conditions were good; they only maintained current levels of production and efficiency.

2. Motivator factors

They are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities and advancement; and growth opportunities.

- Achievement – Personal accomplishment or the feeling of having done a job well
- Recognition – Being recognized for the efforts and accomplishments of the work
- Participation – being involved in some responsibility of the work like making decisions and suggestions for the organization.
- Growth – challenge of the job itself and the chance to learn skills, acquire knowledge and achieve development and advancement

As more varied tasks are included in the job under the job enrichment program, the work is made more interesting and challenging, the job becomes more satisfying and the employees more productive.

According to Herzberg’s research, motivators are the conditions that truly encourage employees to try harder. Focusing on hygiene factors will not be enough and managers should also enrich jobs by giving employees opportunities for challenging work, greater responsibilities, advancement opportunities, and a job where their subordinates can feel successful.

In applying Herzberg's Two – factor Theory to create a high level of performance, certain measures must be adopted by management such as job enrichment or restructuring the job to make it more interesting and challenging to the worker. This application of job enrichment is popular because it can easily be adopted by all levels of management, pay offs can be realized in a relatively short time span and it can be measured in specific terms. These two separate needs are the need to avoid unpleasantness and discomfort and at the other end of the motivational scale, the need for personal development. A shortage of factors that positively encourage employees (the motivator's factors) will cause employees to focus on non – job related ones.

Various researches have been conducted with the purpose of validation Herzberg's theory, but in general, literature can provide little supportive evidence for the theory. Herzberg's theory was criticized very often because of the assumption that was found to be unstable. Nevertheless, the theory has had a major impact on organizational psychology, because it has re-designed and re-shaped many jobs allowing employees greater involvement in planning, performing and evaluating their own work (Maksic 2016).

2.1.4.2 Cognitive theories

Cognitive or process theories represent the second major group of motivation theories. According to cognitive theories, the concept of needs is not enough for explaining work motivation, thus it is necessary to consider other factors such as perception, expectations, values and other their interactions. Focus of these theories is on the process and factors which affect people and cause certain behavior.

I. Equity theory

Equity theory was introduced by Stacey Adams in 1960's and it was based on the assumption that people are motivated to achieve a condition of equity in their dealing with other people and their organization.

Equity theory focus on individual's point of view between output gained (rewards from company) and inputs invested (effort, experience and education) comparing to input/output ration of others people (Sehic & Rahimic, 2009). Equity theory presents balance between input/output rations of one person compared to the other person ration.

Over the years, equity theory has stimulated number of researchers, but today's lack of interest for this theory is mostly caused by its inability to predict people's perception of the equitability of their specific situation. Despite the shortcomings, this theory emphasized the importance of fair treatment, and the consequences of failing to do so (Maksic 2016).

II. Goal Setting Theory

It was postulated by Edwin Locke in 1979 and it states that motivation and performance are higher when individuals set specific goals, when accepted goals are difficult, and when there is feedback on performance (Mullins 2005). Thus, instead of giving vague tasks to people, specific and pronounced objectives help in achieving them faster. Also, as the clarity is high, a goal orientation also avoids any misunderstandings in the work of the employees. The goal setting theory states that when the goals to be achieved are set at a higher standard, then in that case employees are motivated to perform better and put in maximum effort. Besides, it revolves around the concept of "self-efficacy" that is individual's belief that he or she is capable of performing a hard task.

Literature can provide opposite views regarding goal-setting theory. On one side, comprehensive researches and analyses found that goal-setting theory contribute to employees output, while recent studies shows that under certain circumstances, goal setting can decrease success of a task (Sehic & Rahimic, 2009).

III. Vroom's expectancy theory

This theory was introduced in 1964 by Canadian professor Victor Vroom. This approach considers behavior and performance to be the result of conscious choices, and, therefore, individuals' motivation to expend effort is based on their expectation of success. The source of motivation is based on high levels of valence, instrumentality and expectations. Employees will tend to perform tasks when greater value is attributed to the reward and the probability of performing the task well.

Room's theory has been influential since its introduction mostly for the more realistic approach than other theories (Maslow's and Herzberg's) and by presenting motivation as much more complex phenomenon as it has been previously presented (Sehic & Rahimic, 2009).

2.1.5 Performance

According to Aguinis (2007), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employees‟

performance. The longer the number of years‟ experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviors of employees; the working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees (Aguinis, 2007).

The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low compensation could be financial or non-financial may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one’s performance. Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2007).

Most organizations currently use performance goals to influence their employees’ behavior. However, the results are not always what these organizations expect. As a result, managers are always concerned about whether performance goals have the right impact on individuals’ behavior and organizational performance. These goals have been conceptualized as defining the frontier that differentiates success from failure (Churchill et al. 1985).

Performance targets, especially in the area of sales, are almost always associated with monetary incentives, so-called ‘bonuses’. In addition to their base salary, most organizations currently use performance goals to influence their employees’ behavior. Sales peoples are also entitles to receive monetary incentives if they meet or exceed the objectives stipulated by their organization. As a result, managers are always concerned about whether performance goals have the right impact on individuals' behavior and organizational performance. Churchill et al. (1985) argue that performance is behavior evaluated in terms of its contributions to the goals of the organization. According to Churchill et al. (1985) performance is defined as the result of behavior, which is assessed in terms of contribution to companies' objectives, and determined by factors that, in part, managers can control.

2.1.6 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees‟ accomplishments help to satisfy the employees‟ physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behavior is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 1990).

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realized that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction. Hence, the conclusion is that managers should strive to treat all employees equitably; and This suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes (Osei, 2011).

Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy.

Also, theory such expectancy has several important implications for ways of motivating employees by clarify people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviors will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses (Ferreira, 2017).

A salesperson's motivation plays a crucial role in influencing his performance and thereby his productivity. Salespersons having a high level of motivation tend to perform well in the selling job and have high productivity. On the other hand, salespersons who lack motivation tend to be poor performers and fail to achieve their sales targets. Such salespersons hence tend to have low productivity (Ferreira, 2017).

2.1.7 Types of Rewards and Motivation

2.1.7.1 Monetary Rewards

Monetary rewards are certainly the most common approaches used to improve recruitment, retention, motivation performance. Financial rewards include direct or indirect payment such as wages or salary, bonuses, insurance, merit pay, allowances, loans and allowances, loans and tuition re imbursement. Providing adequate and timely reward adequate and timely reward is important to guarantee the recruitment of motivated and qualified sales force.

2.1.7.2 Non - Monetary Rewards

There are different types of non – monetary rewards, such as work autonomy, recognition from supervisors and others, so the sales force will feel their efforts are noticed and valued. Career development and professional growth opportunities will help the sales force to develop new skills, expand their knowledge, and increase their visibility within the organization, internal promotion opportunities as a long plan and shift work flexibility.

2.1.8 Reward Plan

2.1.8.1 Salary Plan

A straight salary plan consists of providing a fixed sum of remuneration at regular intervals. It would be tempting to classify a salary plan as an example of fixed interval reinforcement schedule. Since it offers a given reward on fixed schedule; weekly monthly, etc. However, it should not be so classified since there is no direct relationship between performance and received rewards.

The amount paid to a salesperson is a function of the amount of time worked rather than any specific performance (Churchill et al, 1985). That is when a salesperson employed he is granted a periodic salary and accompanying fringe benefits before the first sale is made.

In order to continue to receive his periodic compensation, the salesperson must avoid being terminated. Hence, salary plan may be considered a form of avoidance conditioning rather than a reinforcement reward. Voidance conditioning has proven to be successful in the laboratory. It is important to note, however, that the use of avoidance learning promotes only minimum levels of behavior necessary to avoid job termination. A salary plan, in and of itself, is likely to motivate individuals to perform up minimum standards but provides no incentive to perform at high levels. While salary plans are easy to administer and may be useful for new sales personnel, it is important to realize that their, financial rewards are not tied directly to any specific aspect of job performance and therefore provide no incentive for individuals to perform at their potential (Churchill, et al, 1985).

2.1.8.2 Commissions Plan

Having a compensation plan based entirely on commissions is an excellent way to motivate highly aggressive selling behavior. Straight commission is the right choice if the goal is to turn sales representatives loose in a market or territory to maximize sales volume. Straight commission assumes that the non-selling tasks have been minimized in their importance at the expense of sales volume. Another consideration of a straight commission plan is companies have a harder time controlling sales force activities (Anca-Mihaela, 2013).

Sales commission plans can be very motivational. Individuals who are motivated to improve their financial compensation are motivated to improve their sales production. Sale commission plans compose only of commission are simple and have a perceived sense of fairness. As long as each representative’s territory is properly defined with approximately equal potential, compensation equals productivity. A straight commission plan makes it easy to compute and administer compensation. Compensation costs move up and down with sales volume which makes this attractive to companies that may be trying to save working capital. The company doesn't need to worry about paying higher wages and salaries unless sales volumes increase (Anca-Mihaela, 2013).

2.1.8.3 Combination Sales Commission Plans

Combination sales commission plans offer both a base salary plus an incentive based on production. These pay plans are popular with many companies because they have many advantages while avoiding many of the limitations of the other plans. The salesperson gets a stable salary that smoothes out the highs and lows. Management gets the advantage of having more ability to direct and reward their salespeople to perform tasks and activities not directly related to short-term revenue. The incentive portion of the plan motivates a salesperson to increase sales revenue and profitability. The incentive program can be structured in a tiered format to incentivize top sales reps to achieve on an open-ended basis. All revenues a sales rep brings in above their quota, is very profitable business for a company. The company gains additional revenue and profit, but the fixed expenses for the wage and benefits for the sales rep does not increase (Anca-Mihaela, 2013).

2.1.8.4 Bonus Plan

A bonus is payment for achieving some specific level. For instance, bonuses are paid for performance exceeding a quota i.e. bonuses encourage salespersons to reach high levels of performance. As a quota is a predefined sales goal, bonuses rapidly.

2.2 Empirical Review

Even though there are extensive empirical studies in relation to motivation and its roles on employee performance, in this section related empirical finding of related literatures are presented.

A study carried out by Barney (1991) on firm resources and sustained competitive advantage revealed that the level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Thus, motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards. According to Frank (2015) motivation drives human performance improvement. This is especially true in the field of sales management, since sales people work with more job autonomy and frequently face customer rejection.

Intrinsic motivation is identified with sales people performance and this relationship is mediated by occupational commitment (Yousaf et. al, 2014). Many trial and field considers have recognized between intrinsically and extrinsically arranged people and analyzed the relationship and results of self-sufficient intrinsic motivation and controlled extrinsic motivation. Haines, Saba and Choquette (2008) argued that the different between intrinsic motivation and extrinsic motivation has significant ramifications in comprehension representative work environment conduct and in actualizing human asset administration.

In addition, according to Yousaf, Yang and Sanders (2014), intrinsic motivation identifies with perceived pleasure and satisfaction derived from completing the conduct. Past exploration discoveries recommend that higher levels of intrinsic motivation as a rule lead to eagerness to invest more energy in a given assignment and thus, shape impression of convenience (Ryan and Deci, 2000).

According to Ferreira (2017), in his study on motivational factors in sales team management and their influence on individual performance, confirmed that intrinsic factors such as ‘autonomy’ and ‘responsibility’ and extrinsic factors such as ‘interpersonal relationships’, ‘work environment’, ‘working conditions’ and ‘participation in objectives’ play a significant role in the sales teams’ overall motivation and performance. This study’s findings confirm that managers need to pay attention to the most important factors influencing the motivation of their companies’ sales force in order to optimize these factor.

The study carried out by Talukder and Jan (2017) revealed that, in the context of mobile service company in Bangladesh, sales people are usually influenced by intrinsic and extrinsic motivation with respect to sales people performance. Zain and Jan (2014) also examined that intrinsic motivation has a significant positive impact on sales people job satisfaction and organizational commitment.

Extrinsic motivation is connected both to sales people performance and contextual performance and these connections are interceded by organizational commitment (Yousaf et al., 2014). The study by Haines et al. (2008), extrinsic motivation concerns the drive to perform certain conduct with the reason for acknowledging particular objectives or prizes.

In one arrangement of studies (Schöttner, 2015), sales force motivation is conceptualized as a cycle: sales effort produces sales performance, which creates rewards or compensation for sales people, which thusly creates motivation to apply yet more sales exertion.. In addition, the study Lopez et al. (2006) examined that sales people performance is most encouraged by increasing sales compensation. The discovering appears to demonstrate that a lot of offers pay could be more ideal than a little measure of sales compensation. According to Segalla et al (2006), yet, the requirement for sales people compensation and the weight to make a sale could push salesmen to concentrate more on advancing a specific kind of product however not on the necessities of clients.

2.3 Conceptual Framework and Hypotheses

2.3.1 Conceptual Framework

Conceptual framework provides a foundation for focusing on specific variables for the study. These variables are based on the literature reviewed on motivation and its roles on employee performance. Motivation either intrinsic or extrinsic leads to performance and is influence by factors such as advancement, work itself, recognition, growth, company policy, safety and security, relationship with supervisor and compensation. The conceptual framework of the study is as follows:-

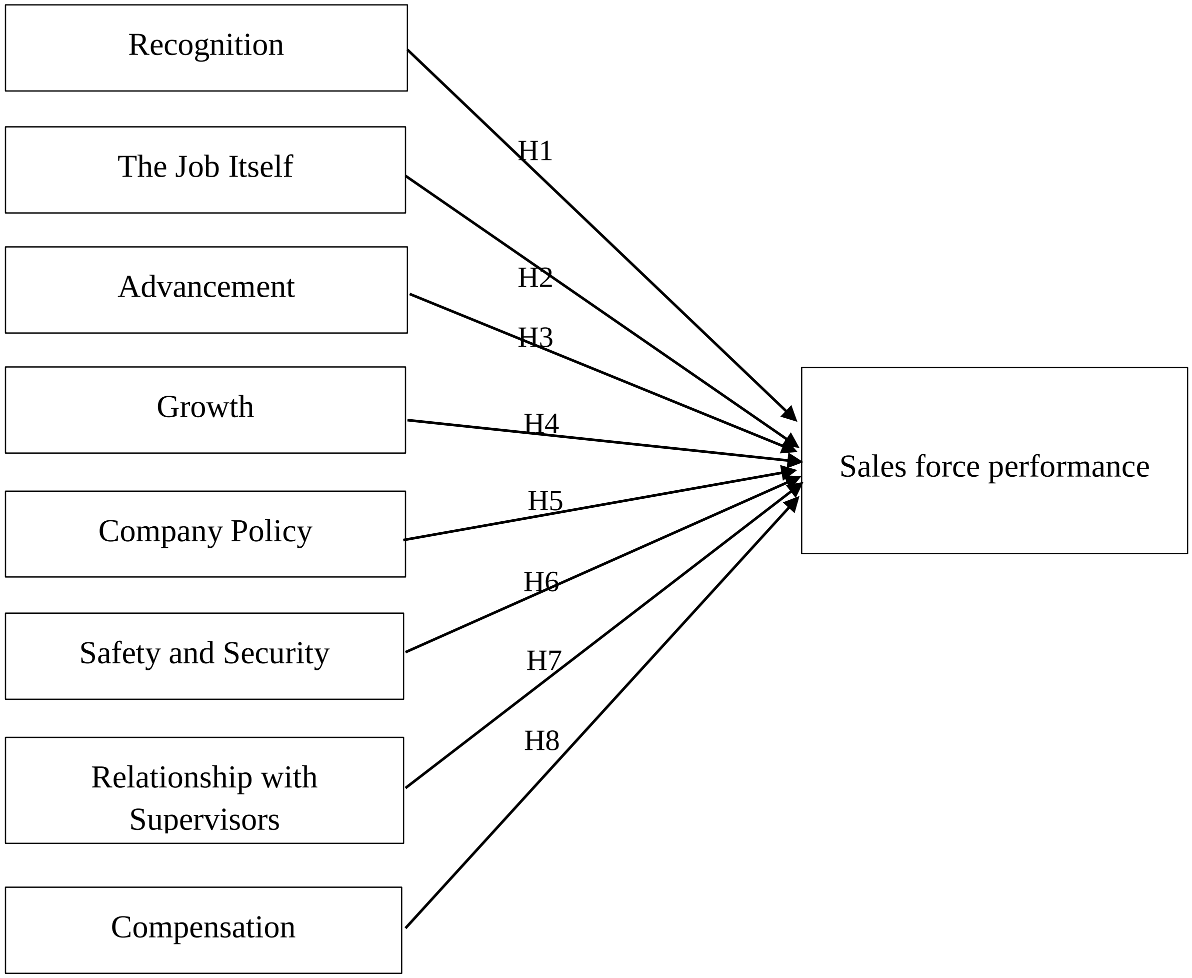

Figure 2. 2. Conceptual framework

Source: Adopted from Ferreira T.S., (2017) reconstructed by the researcher

2.3.2 Hypotheses

Based on the above conceptual framework, the following hypotheses are formulated

2.3.2.1 Recognition

Research showing that salespeople are motivated by the appraisal and recognition of their results. According to Aguinis (2007), being appreciated through recognition employees develop a positive self-concept and it meets their needs for esteem, self-actualization, growth and achievement. Therefore employers must realize that recognition for work done can have positive motivational effects (Levesque, 1987) and that all employees should be recognized for the work they do. Moreover, according to Koch (1990) recognition for workers contribution is often among the top motivators of employee performance and strengthens a company's reputation for caring about its employees' professional development. Based on this the following hypothesis are formulated.

H1: Recognition has significant and positive impact on performance of business to business sales force.

2.3.2.2 The Work it self

Motivational factors are related directly to the job itself. The kind of jobs that people possess should be able to make them feel of good status. This will help to encourage them to commit their time and efforts to work. They are concerned with the job content of the work people perform. Failure to provide sufficient quality will cause job dissatisfaction while sufficient supply will lead to job satisfaction and high performance. Studies demonstrated that job itself among the significant factor that affect sales force performance (Stella, 2008). Based on this motivational factor, it is hypothesized that:

H2: The job itself has significant and positive impact on performance of business to business sales force.

2.3.2.3 Advancement

Career advancement is one of the major factors that influences sales force performance of an organization. A study conducted university of Kenya revealed that majority of the respondents as shown by 73.9% agreed that career advancement influenced employee performance in Kenya Whereas 26.1% of the respondents were of contrary opinion, this implies that Career advancement influences employee performance (Caroline & Susan, 2014). Based on this the following hypothesis is formulated and tested:

H3: Advancement has significant and positive impact on performance of business to business sales force.

2.3.2.4 Growth

The absence of salespersons perceptions of conflict with themselves influences their motivation. It is necessary that a salespersons be certain that they like their job that they understands sales process, that they have the information and personal abilities necessary to perform their job adequately and maintain their intrinsic motivation (Hackman & Oldham, 1976). Ayas (1996) argues that salespeople have to constantly improve their professional knowledge, behavior, decision-making and time management skills. He claims that learning abilities and procedure are the most powerful salespeople motivational factors. Permanent personal growth, dissemination of the gained knowledge for the team members, and competencies development (Savaneviciene et. al, 2008) assist in achieving good performance results and maintain motivation for a long time. Based on these arguments, this study postulates that:

H4: Personal growth has significant and positive impact on performance of business to business sales force.

2.3.2.5 Company policies

In today's competitive market, successful organization regardless of size need employees who have the necessary knowledge and skills to make an effective contribution as drivers towards achieving a competitive edge in the organization. Company policies are considered as one of the major determinant motivational factors that could affect the performance of sales force in any business enterprise. In the testing of different theories of motivational factors by Ghanbahadur (2014), company policy was taken as one of the main factor that predict employee's performance. Based on this it is hypothesized that to test:

H5: Company polices have significant and positive impact on performance of business to business sales force.

2.3.2.6 Safety and Security

A study conducted in Albania showed that the safety at work is one of the important factors that determine the sales force performance. In this study, the researcher analyzed using rating of each motivational factors rating 1 for the lowest average, while the 10-factor rating with the highest average. The result of safety at work was 8 out of 10 maximum value (Hoxhaj 2018). Considering this fact the safety at work is taken as one of the variable as extrinsic factor of motivation to assess the business to business sale force performance of Ethio telecom. Based on these arguments, this study hypothesizes that:

H6: Safety and security have significant and positive impact on performance of business to business sales force.

2.3.2.7 Relationship with supervisor

The sum of research on employee-supervisor interaction implies that perceived organizational support, and trust in the supervisor have positive correlations with employee job performance. Supervisors that maintain high levels of positive interaction and support for their subordinates will increase performance, which acts as a reward for employee fulfillment of occupational obligations, and the psychological contract (Rhoades & Eisenberger, 2002). Trust is mutually established through significant interactions, and acts as the foundation for building perceived organizational support and leader member exchange in the employee-supervisor relationship, and that relationship is rated more positively when employees feel that they have more positive interactions with supervisors than negative interactions. Based on this the following hypothesis formulated and tested:

H7: Relationship with supervisor has significant and positive impact on performance of business to business sales force.

2.3.2.8 Compensation

According to Talukder & Jan (2017), compensation has a significant relationship with sales people performance in the mobile phone service industry in Bangladesh. Compensation refers to monetary incentives designed to influence sales people performance and their desired behavior to help the industry achieve its goals. Monetary incentives minimize the need for costly surveillance in sales organization. Payment should be consisted with the company's objectives and depend on sales people performance. Thus, if a company includes product-mix incentives in the compensation plan to influence sales people to sell a broader range of company's product, those who indeed sell a boarder mix will earn higher bonuses than those who do not. Studies show that sales people value pay raises more than any other performance (Buciuniene & Skudiene, 2009). Thus, the following hypothesis is formulated

H8: Compensation has significant and positive impact on performance of business to business sales force.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the methodology used for the study. The main issues discussed here are the research approach, research design, research population, sample and sampling technique, source of data and type, data collection procedures, data analysis technique and validity & reliability and the ethical considerations.

3.2 Research Approach

The study is focused the effects of motivation on B2B sales force performance. Thus, this research were based on quantitative research method which deals with use of statistical tools and numbers to address the previously mentioned research questions and to test the constructed hypotheses. Quantitative approach is a formalistic and a structured way of collecting data. Quantitative methods are characterized by measurable data which can be expressed in numbers or other quantities. This gives a basis for the presentation of frequencies, distributions, correlations and regressions (Muijs D., 2004).

3.3 Research Design

Saunders et al., 2007 defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. The study used descriptive and explanatory research design that sought to investigate the effects of motivation on Ethio Telecom B2B sales force performance. The purpose of descriptive research is to describe characteristics of objects, people, groups, organizations, or environments. In other words, descriptive research tries to paint a picture‖ of a given situation by addressing who, what, when, where, and how questions (Zikmund, 2003).

To accomplish the study objective and to answer the stated research question, descriptive and inferential statistics were employed. Descriptive statistics were used to compute frequency, percentage, mean and standard deviation. Inferential statistics such as correlation and regression were also applied to identify the relationship between employee motivation and performance.

3.4 Population of the Study

The population/sampling frame of the study is B2B sales persons working in Ethio Telecom, Enterprise division, Addis Ababa. Because of the geographic and time constraints, those employees working outside Addis Ababa will not be considered in this study.

3.5 Sampling Technique

Census approach was used for this research because the study considered all B2B sales persons working in Ethio Telecom, Enterprise division, Addis Ababa that could increase the generalizability of the finding.

3.6 Sample Size

The population/ sampling frame of the study is all sales persons who are working in Ethio Telecom Enterprise Division. Currently 151 sales persons are working under enterprise division who are responsible for all enterprise customers found in Addis Ababa., and from this sales persons it was only possible to include 136 of the sales person

3.7 Data Sources and Types

In order to answer raised research question, both primary and secondary data sources were used for the study. The primary data collection method was performed by using structured questionnaire. The questionnaire is adopted from Minnesota questionnaire and modified by the researcher in order to harmonize with the research requirement.

In addition to the primary data sources, secondary data were gathered from company websites, bulletin and company relevant documents.

3.8 Data Collection Procedures

The data collection had taken place between August 31 and September 10, 2018. The data were gathered using a structured questionnaire and collected personally by the researcher. Census method were used to collect the data from B2B sales forces. The questionnaire is developed based on literature from various scholars on the subject of factors that influence employee motivation and its effect on performance of B2Bsales force of Ethio Telecom.

The questionnaire is divided into three sections: The first part contained statements regarding demographic characteristics of the respondent. The second part looked at intrinsic and extrinsic factors that affect sales forces motivation and performance and finally third part of the questionnaire were assessed the effect of employee motivation on sales forces performance. The second and the third sections consists of questions with five multiple choice options for each question, representing five levels of preference; Strongly Disagree, Disagree, Neither Agree Nor Disagree, Agree, and Strongly Agree.

Before full scale survey, a pilot study was conducted to test if any problem in wording or in adequacy that might lead to misunderstanding or misleading of the questionnaires in one site from 13 individuals. From the pilot survey there was no significant problem was identified and the questionnaire was adopted and used without any modification for data collection.

3.9 Data Analysis Technique

It has been known that managers need information and not simply raw data. Researchers generate information by analyzing data after its collection. The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques.

Before processing the responses, data preparation were done on the completed questionnaires by editing, coding, entering and cleaning the data. Descriptive Statistics were used to present quantitative descriptions in a manageable form and used to compute mean, standard deviation, frequency and percentages of the predictor variables and the outcome variable. In order to ensure the appropriateness of data, multicollinearity, linearity and normality test were conducted.

Correlation analysis and regression analysis were performed to test the relationship between employee motivation (independent variable) and sales force performance (dependent variable) respectively. The data analysis tool were Statistical package for Social Sciences (SPSS) version 20.0. The analyzed data were presented in the form of tables and figures.

3.10 Validity and Reliability

3.10.1 Validity

Validity is the extent to which a measuring instrument on application, performs the function for which it was designed. Onunkwo (2002) defines validity as the degree to which the instrument measures the qualities, abilities, skills, traits, information, etc it was designed to measure. Among the types of validity (content, construct, predictive, face, criterion related, etc), content validity test was applied. This is because it ensures full exploration of various aspects of the study and adequate coverage of a good representation of each dimension of the study. The questionnaire therefore passed through the scrutiny of the researcher’s advisor to ensure content validity, i.e. appropriateness of language usage, relevance to the subject matter, objective of the study and coverage of the content areas.

3.10.2 Reliability

According to Saunders, et al. (2007), reliability refers to the extent to which data collection techniques or analysis procedures will yield consistent findings. Reliability of a scale is often assessed by test-retest reliability or by internal consistency. The first indicator, the test-retest, is assessed by administering the same scale of measure to the same respondents on two various occasions, and computing the correlation between the two scores obtained. The second indicator, the internal consistency, is the degree to which the items constituting the scale are all measuring the same underlying attribute (Zikmund et al., 2010). The most commonly indicator used for computing the internal consistency is coefficient alpha (Pallant, 2011). Thus, in this study reliability were ensured by Cronbach's Alpha.

3.11 Ethical Consideration

Before the research conducted, the researcher inform the participants of the study about the objectives of the study, and consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher considered these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

The ethical issues which is addressed are the following:

- First of all the plan of the study were reviewed by the research advisor.
- The objectives of the study were clearly stated in the questionnaires and the participants were informed about those objectives.
- The interviewees took part in the study on voluntarily basis. They also have the right to withdraw from the study any time they want to.
- The study were conducted in such a way that it would not interfere with the business activities of the study sites.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents the major findings and analysis of the data gathered from the respondents of Ethio Telecom B2B sales forces. The data collection had taken place between August 31 and September 10, 2018. The data were gathered by using a structured questionnaire and contain closed ended questions based on five point Likert scale to measure the effects of motivation on B2B sales forces performance.

Based on the census conducted, 151 questionnaires were distributed and 139 questionnaires were collected. Due to the incompleteness of data 3 questionnaires had to be discarded and finally, 136 questionnaires were considered for the data analysis. The analysis involves the use of a variety of statistical procedures including basic descriptive statistics and in order to substantiate the relationship between the independent and the dependent variables, correlation and multiple regression analysis were conducted by using SPSS 20.0.

4.2 Reliability Analysis of Variables

The most commonly indicator used for computing the internal consistency is coefficient alpha (Pallant, 2011). According to Zikmund et al. (2011) coefficient alpha ranges from 0 (no internal consistency) to 1 (complete consistency).

Scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability (Zikmund et al., 2010). For this study, a Cronbach's Alpha score of .70 or higher is considered adequate when determining reliability (Fraenkel & Wallen, 2007). According to Hair Jr. et al. (2007) the rules of thumb about Cronbach's alpha [(Alpha Coefficient Range, Strength of

Association) (< 0.6= Poor) ,(0.6 to < 0.7= Moderate) (0.7 to < 0.8= Good) ,(0.8 to < 0.9= Very Good) and (> 0.9= Excellent)]

Table 4. 1. Measure of Internal Consistency- Cronbach's alpha.

Measures	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
Recognition	.801	.798	3
Work itself	.733	.737	4
Advancement	.660	.657	3
Growth	.809	.817	4
Company Policy	.754	.755	3
Safety and Security	.733	.734	3
Supervisor Relationship	.747	.745	3
Compensation	.735	.736	4
Performance	.841	.841	3

Source: Survey data (2018)

As indicated in Table 4.9 the value of Cronbach's Alpha for Recognition (0.801) and Growth (0.809) have the highest score that shows the Very Good correlation. The Work Itself (0.733), Company Policy, (0.754) Safety and Security (0.733), Supervisor Relationship (0.747) and Compensation (0.735) have good correlation whereas Advancement (0.660) has scored Moderate. In general the measuring variables of the eight variables in this study have consistency

4.3 Descriptive Analysis

4.3.1 Background Information of Respondents

The profile of sales persons' working in Ethio Telecom Enterprise (B2B) Division are summarized by the following table.

Table 4. 2. Demographic characteristics of Sales forces

Variables	Description	Frequency	Percentage
Gender	Male	84	61.8
	Female	52	38.2
Age	Less than 25 years old	1	.7
	25 - 35 years old	105	77.2
	35 - 45 years old	29	21.3
	45 - 55 years old	1	.7
Education	Bachelor Degree	118	83.1
	Masters Degree	18	16.9
General Work Experience	Less than 5 years	11	8.1
	5 - 10 years	68	50.0
	10 - 15 years	47	34.6
	15 - 20 years	10	7.4
Experience as a sales person	Less than 5 years	68	50.0
	5 - 10 years	62	45.6
	10 - 15 years	6	4.4
Position	Sales Representative	74	54.4
	Sales Specialist	62	45.6

Source:- Survey Result (2018)

As Table 4.2 depicts the gender distribution of respondents was dominated by Male 61.8%, which shows the higher proportion of the employee are male as a sales person. With regards to age distribution, the majority of respondents (77.2 %) were in the age category of 25 –35 years old followed by the age group 35 – 45 with 21.3 %. There was only one sales person in each age category of less than 25 years and above 45 years. This indicates the young age groups are predominant working as sales person in the company. Data of Educational qualification of respondents also shows that, most of them (83.1%) are BA Degree holders where as 16.9% of the sales persons are Masters' Degree holders.

As presented in Table 4.2, when general work experience of respondents assessed, 8.1% of respondents are less than 5 years of work experience, 50% of them are worked from 5 – 10 years, 34.6% of respondents have 10 – 15 years of experience and 7.4% accumulated 10 up to 15 years of work experience.

The majority (50%) of the respondents have less than 5 years of experience as a sales person. 45% of them have 5 – 10 years and 4.4% have 10 – 15 years of sales experience respectively. With regards to Sales persons position, 54.4% of them were sales representatives whereas 45.6% were sales specialist (Table 4.2).

4.3.2 Descriptive statistics of the Variables

To come up with the scores of the variable, items under each dimension are aggregated to one. The mean and standard deviation of each motivational factor was analyzed and presented in the following table.

Table 4. 3. Descriptive Statistics that Measures Intrinsic Motivational Factors

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Recognition	136	1.67	4.67	3.37	0.71351
The Work Itself	136	1.75	5	3.34	0.64741
Advancement	136	1	5	3.45	0.72183
Growth	136	1.5	5	3.35	0.71334
Valid N (listwise)	136				

Source: Survey data (2018)

As table 4.3 depicted based on the measurement of employee' perception of Intrinsic motivational factors, nearly they had similar mean value ranging from 3.34 for the work itself to 3.45 for Advancement. Thus, these implies that as motivational factors all the four intrinsic variable taken into account for this survey didn't show variation in mean values or nearly the same. Therefore, the company should have identify different package the sales persons to be motivated and strive to achieve.

Table 4. 4. Descriptive Statistics that Measures Extrinsic Motivational Factors

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Company Policy	136	1.67	5	3.14	0.69158
Safety & Security	136	1.67	4.67	3.09	0.69091
Relationship with Supervisors	136	1.33	4.67	3.07	0.68846
Compensation	136	1	4.5	2.9522	0.66494
Valid N (listwise)	136				

Source: Survey data (2018)

As indicated in Table 4.4 Company policy scores the highest (3.1) from extrinsic motivational factors while compensation is the lowest (2.95). The 2nd and 3rd rated employee motivation dimension is safety & security (3.08) and relationship with supervisors respectively (3.07). In overall, the extrinsic motivational factors nearly in the neutral value that requires the company to establish a system to improve the satisfaction of the sales persons.

Table 4. 5. Descriptive Statistics that Measures Performances

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Performance	136	1	5	3.01	0.7713
Valid N (listwise)	136				

Source: Survey data (2018)

The mean value of the performance of the sales persons of the company nearly similar to both the intrinsic and extrinsic motivational factors with the mean value of 3. 01. This value is the reflection of the motivational factors. Even if the company has different packages (eg. bonus) for motivation of all employee, this finding revealed that the performance of the sales person is not that much higher and it is in neutral status.

4.4 Inferential Analysis

Inferential statistics allow researchers to infer from the data through analysis the relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable. (Sekaran 2000).

4.4.1. Pearson Correlation Analysis

Correlation analysis deal with relationships among variables and helps to gain insight into the direction and strength of relation between the variables. Correlation coefficients take values between -1 and 1 ranging from being negatively correlated (1) to uncorrelated (0) to positively correlated (+1). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation (Gogtay & Thatte, 2017). According to Asuero (2006) a correlation result which is zero indicates zero correlation, a result between 0.1 to 0.29 indicates a little correlation among variables, a result from 0.3 to 0.49 shows low correlation between variables, a result which is between 0.5 to 0.69 shows a moderate correlation, a result from 0.7 to 0.89 indicates high correlation among variables and a result from 0.9 to 1 indicates very high correlation between variables.

Table 4. 6. Correlation of Motivational factors and Sales force performance

Correlations

	Variable	1	2	3	4	5	6	7	8	9
1	Recognition	1								
2	The Work Itself	.593**	1							
3	Advancement	.237**	.292**	1						
4	Growth	.537**	.649**	.376**	1					
5	Company Policy	.664**	.593**	.334**	.626**	1				
6	Safety & Security	.678**	.691**	.301**	.747**	.746**	1			
7	Relationship with Supervisors	.740**	.772**	.225**	.620**	.690**	.754**	1		
8	Compensation	.635**	.697**	.340**	.724**	.748**	.790**	.731**	1	
9	Performance	.759**	.772**	.271**	.690**	.804**	.866**	.835**	.842**	1

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

Source: Survey data (2018)

As per the correlation result as shown in Table 4.6 all items of employee motivation dimensions have a positive and statistically significant relationship with sales force performance with p-value less than 0.001 although the strength of the relationship varies across different items of employee motivation dimension. The strongest correlation is observed between sales force performance and with company policy, safety & security, relationship with supervisor and compensation with correlation coefficient of 0.804, 0.866, 0.835, 0.842 respectively. The lower correlation coefficient identified sales force performance and advancement (0.27).

So as, according to the correlation result positive coefficient means that there is a direct relationship between dependent and independent variable. Thus, when motivational situations are satisfactory then sales forces performance will be enhanced and the vise versa.

4.4.2 Multiple Regression Analysis

Before applying regression analysis to assess effects of motivation on employee performance, multicollinearity, linearity and normality test were conducted in order to ensure the appropriateness of data.

4.4.2.1 Multicollinearity Test

In this section the correlation between employee performance and independent variables; intrinsic motivational factors (Recognition, the Work Itself, Advancement & Growth) and extrinsic motivational factors (Company Policy, Safety & Security, Relationship with Supervisors & Compensation) have been presented and analyzed.

Table 4. 7. Correlation Matrix

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	IRA	.437	2.291
	IWA	.413	2.423
	IAA	.799	1.251
	IGA	.366	2.729
	ECPA	.338	2.961
	ESSA	.238	4.208
	ERA	.315	3.173
	ECA	.263	3.805

a. Dependent Variable: PA

Source: Survey data (2018)

Mu’’ge Arslan, F. and Altuna, O.K (2010) cited that the Variance inflation factor (VIF) value above 10 and a tolerance value below 0.10 pose a multicollinarity problem.

In this study as table 4.7 shows the collinarity statistics analysis shows VIF value ranges from 1.25 to 4.20 and a tolerance value ranges within the value of 0.24 to 0.79. Therefore, according to this values both VIF and tolerance value indicate that this analysis have no serious multicollinearity problem.

4.4.2.2 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable; sales force performance and the independent variables; intrinsic motivation (Recognition, the Work Itself, Advancement & Growth) and extrinsic motivation (Company Policy, Safety & Security, Relationship with Supervisors &

Compensation) is linear; plots of the regression residuals through SPSS software had been used.

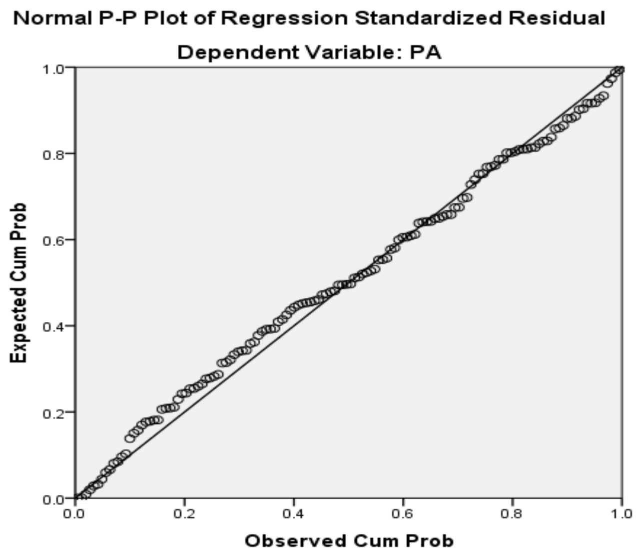

Figure 4. 1 Normal Point Plot of Standardized Residual

Source: Survey data (2018)

As shown in figure 4.1 the scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure 4.1. This result suggests the relationship we are trying to predict is linear. Similarly, the above figure shows the normal distribution of residuals around its mean of zero. Hence the normality assumption is fulfilled as required based on the above figure, it is possible to conclude that the inferences that the researcher will made about the population parameter from the sample is somewhat valid.

4.4.2.3 Normality Test

The other important step before running the regression analysis is checking for normality of the data. As it is shown in Figure 4.2, the frequency distribution of the standardized residuals are fairly normally distributed and the histogram is also bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed. Thus, data qualify the assumption of normal distribution and possible to undertake the analysis.

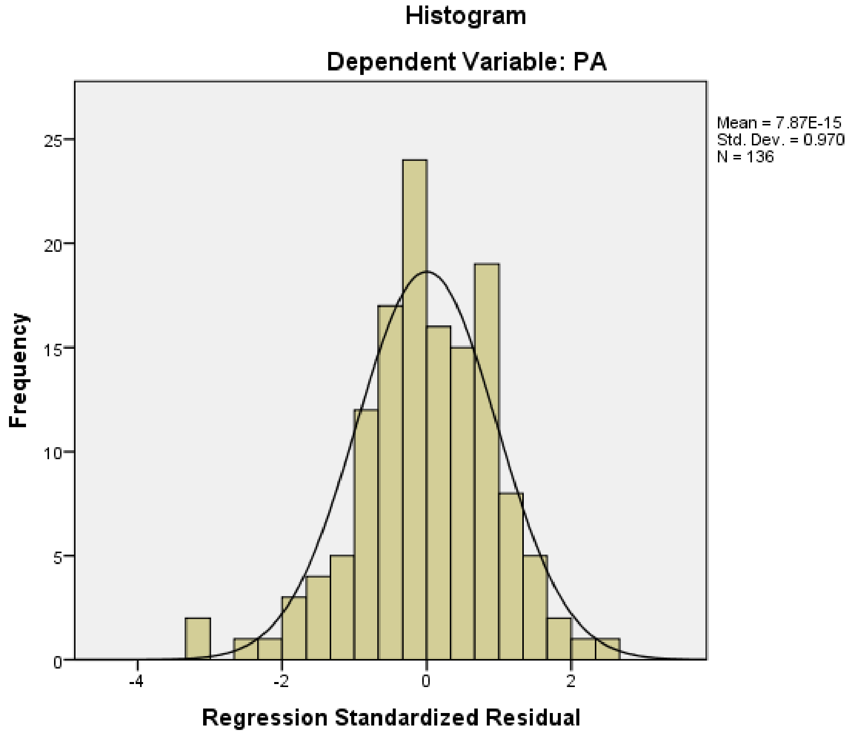

Figure 4. 2 Frequency Distribution of Standardized Residual

Source: Survey data (2018)

Individual parameter significant test shows how strong an independent variable individually affecting dependent variable. Moreover, these study aims to identify which of the variables contributed the most to prediction of the dependent variable. This can be investigated via Standardized coefficient Beta. The standardized coefficients mean that values for each of the different variables have been converted to the same scale so they can be compared (Pallant, 2011). Thus, the next phase requires the function of Beta coefficient (b) or standardized regression coefficient of each predictor or independent variable. The regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. The larger value of Beta coefficient that an independent variable has, brings the more support to the independent variable as the more important determinant in predicting the dependent variable.

4.4.2.4 Model Fitting

Table 4. 8. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.684	.889	.25725

a. Predictors: (Constant), EC, IA, IR, IW, IG, ECP, ER, ESS
b. Dependent Variable: PA

Source: Survey data (2018)

Table 4.8, the result of the multiple regression analysis shows that the independent variable and dependent variable is given by .684. Additionally, R and R square value of the multiple regression is given by 0.827 and 0.684 respectively. This is interpreted as 68% of variation in sales force performance is due to the dependent variables, while 32% of variation in sales force performance can be attributed to other variables which are not considered in this study.

Table 4. 9 Analysis of variance (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.908	8	8.989	135.825	.000[b]
	Residual	8.405	127	.066		
	Total	80.313	135			

a. Dependent Variable: P
b. Predictors: (Constant), EC, IA, IR, IW, IG, ECP, ER, ESS

Source: Survey data (2018)

Analysis of variance (ANOVA) has been run and the result as it has been shown in Table 4.9 the model has a large regression sum of squares in comparison to the residual sum of squares. The F-value is also 135.825 with p-value F less than 0.001 and hence independent variables explain dependent variables well.

4.4.2.5 Regression output of each variable

Table 4. 10: Multiple Regressions Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.735	.146		-5.020	.000
	IR	.145	.047	.134	3.086	.002
	IW	.214	.053	.180	4.027	.000
	IA	-.031	.034	-.029	-.895	.373
	IG	-.075	.051	-.070	-1.470	.144
	ECP	.182	.055	.163	3.299	.001
	ESS	.309	.066	.277	4.707	.000
	ER	.222	.057	.198	3.872	.000
	EC	.240	.065	.207	3.693	.000

a. Dependent Variable: PA

Source: - Researcher survey finding (2018)

According to Table 4.10, multiple linear regression analysis revealed that Recognition and the Work Itself from Intrinsic motivational factors were significantly affect sales force performance ($p<0.05$) while Advancement and Growth have insignificant effect on sales force performance which have p value of 0.37 and 0.14 respectively. Whereas from Extrinsic motivational factors company policy, safety & security, relationship with supervisors and compensation have significantly affect sales force performance ($p<0.05$).

4.5 Discussion of Results

The study evaluated through the use of questionnaire with questions tailored towards assessing the effects of motivation on sales force performance in Ethio Telecom B2B sales forces. All the eight hypotheses were subjected to statistical test and regression analysis was used to testing all hypotheses.

H1. Recognition has significant and positive impact on performance of B2B sales force.

This study found out that recognition has significant and positive relationship with sales forces performance. The standardize Beta coefficient of the two variable (recognition and sales force performance) is 0.134 at 0.002 significance level. This shows recognition has a positive and significant relationship with sales force performance. Research showing that salespeople are motivated by the appraisal and recognition of their results. In line with the research done by Aguinis (2007), being appreciated through recognition employees develop a positive self-concept and it meets their needs for esteem, self-actualization, growth and achievement. Therefore employers must realize that recognition for work done can have positive motivational effects on performance (Levesque, 1987) and that employees should be recognized for the work they did. Therefore, the student researcher accept the hypothesis that recognition has a significant and positive influence on B2B sales force performance has been accepted.

H2. The work itself has significant and positive impact on performance of B2B sales force.

The study also found out that the work itself has significant relationship with sales forces performance. The standardize Beta coefficient of the two variable (work itself and sales force performance) is 0.18 at 0.000 significance level. This shows the work itself has a positive and significant relationship with sales force performance and this makes sales persons to view the work itself as an important variable. Since, calculated p-value 0.000 is less than alpha 0.05 the researcher accepts the hypothesis. Therefore, the work itself has significant and positive impact on performance of B2B sales force

H3. Advancement has significant and positive impact on performance of B2B sales force.

The findings of the survey confirmed that advancement has negative and insignificant relationship with sales forces performance. The standardize Beta value coefficient for advancement and sales force performance, is.-0.029 at 0.373 significance level which shows that there is a negative and insignificant relationship between them. Since the calculated p value (0.373) is greater than alpha 0.05, the student researcher rejects the hypothesis that advancement has a significant and positive impact on performance of B2B sales force.

H4. Personal growth has significant and positive impact on performance of B2B sales force.

The study also revealed that growth has negative and insignificant relationship with sales forces performance. The standardize Beta value coefficient for personal growth and sales force performance is - 0.70 at 1.44 significant level which shows that there is a negative and insignificant relationship with them. Hence, the student researcher rejects the hypothesis that personal growth has a significant and positive impact on performance of B2B sales force.

H5. Company Policy has significant and positive impact on performance of B2B sales force.

Company policies are considered as one of the major determinant motivational factors that could affect the performance of sales force in any business enterprise. In this study, the standard beta coefficient of company policy is 0.163 with an important sig. level (p=.001) in explaining the sales forces performance. The result also consistence with the result from Ghanbahadur (2014) in the testing of different theories of motivational factors that company policy was taken as one of the main factor that predict employee's performance. Hence, this variable has to be considered as one of the major determinant of sales force performance in the company. Therefore, company policy (H5) has a significant and positive influence on B2B sales force performance has been accepted.

H6. Safety & Security has significant and positive impact on performance of B2B sales force.

The standardize beta coefficient of Safety & Security and sales force performance is 0.277 at 0.001 significance level. This shows Safety & Security has a positive and significant relationship with sales force performance. In line with previous study done by Nabi et. al, 2017, safety and security has positive and significant impact on performance. Therefore the student researcher accept the hypothesis that safety & security has significant and positive impact on performance of B2B Sales forces.

H7. Relationship with supervisors has significant and positive impact on performance of B2B sales force.

The study shows that the standardize Beta coefficient of the two variables, relationship with supervisor and sale force performance, is 0.198 at 0.000 significance level. This shows that that relationship with supervisors has significant and positive impact on performance of B2B sales force. This is in line with what Rhoades & Eisenberger, (2002) pointed out that supervisors that maintain high levels of positive interaction and support for their subordinates will increase performance, which acts as a reward for employee fulfillment of occupational obligations, and the psychological contract. Therefore the student researcher accept the hypothesis that relationship with supervisor has significant and positive impact on performance of B2B Sales forces.

H8. Compensation has significant and positive impact on performance of B2B sales force.

The standardize Beta coefficient of compensation and sale force performance is 0.207 at 0.000 significance level. This shows that compensation has significant and positive impact on performance of B2B Sales forces. This result also consistence with the result from

Talukder et. al. (2017) that compensation has a significant relationship with sales people performance in the mobile phone service industry in Bangladesh. Therefore the student researcher accept the hypothesis that compensation has significant and positive impact on performance of B2B Sales forces.

Finally, as per the result the established regression function is:-

$$P= -0.74+0.134IR+0.180IW+0.163ECP+0.277ESS+0.198ER+0.207EC$$

Where, P= Performance, IR= Recognition, IW= The work itself, ECP= Company policy, ESS=Safety and Security, ER= Relationship with supervisor, EC= Compensation

4.6 Summary of Hypothesis Result

The following table briefly presented the summary of the overall result of the research hypotheses.

Table 4. 11: Result Summary of Hypothesis

Hypothesis	Result	Reason
H1. Recognition has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.759, P < 0.01 Alpha = 0.05 Regression Result β= 0.134, sig. 0.002
H2. The work itself has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.772, P < 0.01 Alpha = 0.05 Regression Result β= 0.180, sig. 0.000
H3. Advancement has significant and positive impact on performance of B2B sales force.	Not Supported	Correlation Result Rho = 0.271, P < 0.05 Alpha = 0.05 Regression Result β= -0.029, sig. 0.373

H4. Personal growth has significant and positive impact on performance of B2B sales force.	Not Supported	Correlation Result Rho = 0.690, P < 0.01 Alpha = 0.05 Regression Result β= -0.070, sig. 0.144
H5. Company Policy has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.804, P < 0.01 Alpha = 0.05 Regression Result β= 0.163, sig. 0.001
H6. Safety & Security has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.866, P < 0.01 Alpha = 0.05 Regression Result β= 0.277, sig. 0.000
H7. Relationship with supervisors has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.835, P < 0.01 Alpha = 0.05 Regression Result β= 0.198, sig. 0.000

H8. Compensation has significant and positive impact on performance of B2B sales force.	Supported	Correlation Result Rho = 0.842, $P < 0.01$ Alpha = 0.05 Regression Result $\beta = 0.207$, sig. 0.000

Source: Survey data (2018)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter summarizes the findings on the effect of motivation on performance of Ethio Telecom B2B sales forces. The findings are outlined according to specific objectives of the study based on the data collected from the study participants. Accordingly, the findings are summarized and the conclusion and recommendations are forwarded.

5.2 Summary

The objective of the study was to investigate the effect of motivation on sales force performance on Ethio Telecom B2B sales force. The study was guided by the following research questions

1. Does intrinsic motivation affect sales force performance?
2. Does extrinsic motivation affect sales force performance?

The researcher used descriptive and explanatory research design to analyze the effect of motivation on sales force performance on Ethio Telecom B2B sales force. The populations for the study were B2B sales forces of Ethio Telecom and census approach was used for this research because the study considered all B2B sales persons working in Ethio Telecom, Enterprise division, Addis Ababa. From the total 151 B2B sales persons working in Addis Ababa, 136 sales persons were participated for this survey. Data was collected using questionnaires, edited, coded and entered into the Statistical Package for Social Sciences (SPSS) software version 20 to enable the carry out the analysis. In descriptive statistical analysis frequency, percentages and mean values of variables were computed. In inferential statistics, the data was analyzed using correlation and regression, which was vital in making sense of the data. The analyzed data was presented in the form of tables and figures.

In spite of many different variables of the motivation that could determine the sales force performance, in this research the researcher were concentrated only some variables which are more relevant to telecom companies that has been used to assess the sales force performance in other studies conducted in different countries. The researcher take the following variables: advancement, growth, recognition and the work itself from intrinsic motivational factors. From the extrinsic motivational factors company policy, compensation, safety and security, and relationship with supervisor were included.

The first research question looked at the intrinsic factors influencing sales force motivation and performance of Ethio Telecom B2B sales forces. The study found that recognition and the work itself were intrinsic motivational factors influencing B2B sales forces performance.

The second research question looked at the extrinsic factors influencing sales force motivation and performance of Ethio Telecom B2B sales forces. The study found that company policy, safety & security, relationship with supervisors and compensation were extrinsic motivational factors which influences the performance of B2B sales forces.

For intrinsic factors, the highest correlation was between the work itself and employee performance while the lowest correlation was between advancement and employee performance. For the extrinsic factors, the highest correlation was between safety & security and sales force performance while the lowest correlation was between company policy and sales force performance.

As a predictor variables, recognition and the work itself from intrinsic motivational factors were significantly affect sales force performance while advancement and growth have insignificant effect on sales force performance. Whereas from extrinsic motivational factors company policy, safety & security, relationship with supervisors and compensation have significantly affect sales force performance.

5.3 Conclusion

Motivating employees is an important factor on employee performance. It's important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors. Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts performance.

This study showed that the theories of motivation reviewed complement each other and contribute to the design of a more comprehensive perspective on individuals' natural complexity in this area. The results of the present research on intrinsic and extrinsic motivational factors which affect sales forces performances indicated that the intrinsic variables that best affect sales forces performance are recognition and the work itself.

The extrinsic variables that best explain motivation of sales forces are company policy, safety and security, relationship with supervisors and compensation. Most of these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of sales forces motivation. This study's findings confirm that managers need to pay attention to the most important factors influencing the motivation of their companies' sales force in order to optimize these factors.

5.4 Recommendation

The following recommendations are made based on the research findings:

- The study revealed that recognition is the most motivational factors which affect sales forces performance. Being appreciated through recognition, employees develop a positive self-concept and it meets their needs for esteem, self-actualization, growth and achievement. Therefore Ethio Telecom's management must realize that recognition for work done can have positive motivational effects and recommended that B2B sales forces should be recognized for the work they do.

- Also it is recommended that Ethio Telecom management needs to give autonomy for B2B sales forces that enables them to perform better and increase their sense of responsibility to the company. Employees feel more accountable for actions in their job. Furthermore, the company policy should be very accommodative.

- Safety & security at work place is one of the important factors that determine the sales force performance. Therefore management of Ethio Telecom should guarantee the safety and security of the Sales forces at their work place.

- Supervisors are the immediate bosses that can influence significantly the performance of the sales person of the company. Therefore, the supervisor should have to design a mechanism to establish good relationship with the sales persons to increase their motivation and performance.

- The study recommends that the management should take various measures to motivate the sales force and boost its productivity. These measures can be in the form of sales quotas, well- designed compensation plans and reward systems. Their performance is easily quantified and measured. As a result, their compensation is generally comprised of a base salary, and a quota or commission.

5.4 Recommendation for further research

The researcher could not study satisfactorily on all areas of this topic and therefore recommends the following areas for future investigations.

- Determinants of sales force performance other than motivational factors should be researched. Thus, it is important for further studies to be carried out in order to do justice to all the factors that influence workers performance.
- The population considered of a single industry B2B sales forces only, but it is feasible the relations among these variables are quite different for sales people in other industries.
- Generally, it is very important to suggest that more research should be conducted on the relationship and roles of motivation on sales force performance of residential sales forces and sales forces in other industries.

References

Ackah D., (2016), Effects of Motivation of Sales Force on Sales Productivity, *Dama International Journal of Researchers*, 1(2): 24 – 45.

Aguinis H. (2007), Performance Management, 3rd ed, Kelley School of Business Indiana University.

Anca-Mihaela, (2013). Sales Force Motivation and Compensation Artifex" University of Bucharest: 1: 44 -50.

Annamalai, T., Abdullah, A. G. K., & Alasidiyeen, N. J., (2010). The Mediating Effects of Perceived Organizational Support on the Relationships between Organizational Justice, Trust and Performance Appraisal in Malaysian Secondary Schools. *European Journal of Social Sciences*, 13 (4), 623-632.

Armstrong, M., 2006, Human Resource Management Practice, Kogan Page, Pp 251-269.

Asuero A. G., Sayago A., and Gonzalez A. G. (2006), The Correlation Coefficient: An Overview, *Critical Reviews in Analytical Chemistry*, 36:41–59,

Ayas, K. (1996). Design for learning and innovation. International Journal of Project Management, 14(3), 114-119

Barney J. (1991), Firms Resource and Sustained Competitive Advantage, *Journal of Management*, 17(1): 99 – 120.

Bateman, T.S. & Snell, S.A., (1996), Management: Building Competitive Advantage, 3rd ed. Chicago, Irwin. 575p.

Buciuniene I. and Skudiene V., (2009) Factors Influencing Salespeople Motivation and Relationship with the Organization in b2b Sector., *Engineering Economics*, (4): 78 – 85.

Burns, G. N., Morris, M. B., Periard, D. A., LaHuis, D., Flannery, N. M., Carretta, T. R., & Roebke, M. (2017). Criterion-Related Validity of a Big Five General Factor of Personality from the TIPI to the IPIP. *International Journal of Selection and Assessment*, 25, 213–222.

Caroline O., and Susan W. (2014). Influence of career development on employee performance in the public university, a case of kenyatta university

Chintaloo, J. & Mahadeo D. (2013) Effect of Motivation on Employees‟ Work Performance at Ireland Blyth Limited. Proceedings of 8th Annual London Busin8ess Research Conference Imperial College, London, UK, 8 - 9 July ISBN: 978-1-92069-28-3

Churchill, G.A., Ford, N.M., Hartley, S.W. & Walker, C.O. (1985). The Determinants of salesperson performance. A meta-analysis. Journal of Marketing Research, 22, 103-118.

Muijs D., (2004), Doing Quantitative Research in Education, Sage Publications, pp 1 - 12

Cole, G. A. & Kelly, P. (2011). Management Theory and Practice. London, UK: Cengage.

Dele A. O. & Adegboyega O., (2014) Effects of Management Use of Motivation on Workers' Job Commitment: An Empirical Investigation of Tertiary Institutions in South-Western Nigeria, Global Institute for research and education, 3(4): 8 – 16.

Daft R. L., (2009). Organization Theory and Design. Cengage Learning, Inc

Dutt R., (2015). Impact of Motivation on Effectiveness of Sales Force Through Training: A Study of Telecommunication Sector, *International Journal of Engineering & Science Research*, 5(9): 1254 – 1259.

Ferreira T.S., (2017). Motivational factors in sales team management and their influence on individual performance, *Tourism & Management Studies*, 13(1): 60 – 65

Frank Q. (2015). Motivate to Improve Salesforce Performance: The Sales Training Perspective, international society for performance improvement, 54(4): 31 - 35

Ghanbahadur R. R, (2014), To test the effectiveness of Hygiene-Motivation factors on Irish Accountants and American Engineers in predicting Intrinsic-Extrinsic job satisfaction, Masters thesis.

Gogtay NJ and Thatte UM (2017), Principles of Correlation Analysis, Journal of The Association of Physicians of India, 65: 78 - 81

Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2015). *Managing Human Resources*. Sussex, NJ: Prentice Hall.

Haines V. Y., Saba T. Choquette E. (2008). Intrinsic motivation for an international assignment, *International Journal of Manpower*, 29(5): 443-461

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. Organizational Behavior and Human Performance, 16, 250-279.

Hoxhaj M. (2018): Impact of the motivation strategies in sales forces performance: case study insurance industry, Albania. International Journal of Economics, Commerce and Management. 4:442-446.

Kaur A. (2013). Maslow's Need Hierarchy Theory: Applications and Criticisms, *Global Journal of Management and Business Studies*, 3(10): 1061 - 1064

Kerin, R. A. Hartley, S. W. Rudelius, W. (2004). 'Marketing the Core,' McGraw -hill Companies New York

Lam, C. F. & Gurland, S. T., (2008). Self-determined work motivation predicts job outcomes, but what predicts self-determined work motivation?, *Journal of Research in Personality*, 42 (2008): 1110 – 1115.

Latham, G and Locke, E A., 1979, Goal setting – a motivational technique that works, Organizational Dynamics, Autumn, pp 68–80.

Levesque, P. (1987). Employee motivation: a little recognition goes a long way, *Industrial Management*, 11(1), 35-37.

Lopez, T.B., Christopher, D.H. & Mary, A.R. (2006). Reward preferences of salespeople: How do commission's rate? *Journal of Personal Selling & Sales Management*, 26(4), 381-390.

Knippen, J. T. and Green, T. B. (1990), Delegation, Super Vision, 51 (3), 7-9

Koch, J. (1990). Perpetual thanks: its assets. Personnel Journal, 69 (1), 72-73.

Maksic F. (2016) *Employee motivation and satisfaction*, MA dissertation, University of Sarajevo

Michael S. Lewis-Beck, 1993, Regression analysis, London: SAGE Publications/Toppan Publishing, Londo.

Mudor, H. & Tooksoon, P. (2011). "Conceptual Framework on the Relationship between Human Resource Management Practices, Job Satisfaction and Turnover", Journal of Economics & Behavioral Studies. 2(2): pp. 41 – 49.

Mullins, L. J., 2005, Management and Organizational Behavior, 7th Edition, Prentice Hall, Pp 471-514

Nabi N., Islam M. Dip T.M and Al Hossain A (2017). Impact of Motivation on Employee Performances: A Case Study of Karmasangsthan Bank Limited, Bangladesh, *Arabian Journal of Business and Management Review,* 7(1): 2 – 8.

Onunkwo, G. I. N. (2002), Fundamentals of Educational Measurement and Evaluation, Owerri, Cape Publishers Int. Ltd.

Osei, M. (2011). The effect of motivation on employee performance in Ghana Education Service: A case study of Angel Educational Complex, Master of Business Administration, KNUST, Kumasi.

Pallant, J. (2011). *A Step by Step Guide to Data Analysis Using the SPSS Program: Survival Manual*, (4th Ed.). McGraw - Hill, Berkshire.

Rajput, A., Bakar, A. H. A., and Ahmad, M. S., 2011, "Motivators Used by Foreign and Local Banks in Pakistan, A Comparative Analysis", *Journal of Academic Research,* 3(2).

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87*(4), 698 - 714

Robson, C. (2011). *Real World Research: A Resource for Users of Social Research Methods in Applied Settings*, (2nd Ed.). Sussex, A. John Wiley and Sons Ltd.

Rosemary, G & Gliem, J (2003) Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales. Midwest Research to Practice Conference

Rouziès, D. (2011). Sales force compensation. Sales Management–A multinational perspective, Basingstoke, 413432.

Ryan R. M. and Deci E. L., (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions, *Contemporary Educational Psychology,* 25 :54–67.

Saunders, M., Lewis, P. and Thornhill, A., 2007, Research Methods for Business Students, (4th ed.), Pearson Education Ltd, Harlow, England.

Savaneviciene, A., Stukaite, D., & Silingiene, V., (2008). Development of strategic individual competences, *Engineering economics*, (3), 81-88

Schöttner, A. (2016). Optimal sales force compensation in dynamic settings: Commissions vs. bonuses, *Management Science*, 1-35.

Segalla, M., Dominique, R., Madeleine, B. & Barton, A.W. (2006). A cross-national investigation of incentive sales compensation. International Journal of Research in Marketing, 23(4), 419-433.

Sekaran, 2000, *Computational and Mathematical Modeling in the Social Sciences, Cambering* University Press.

Shahzadi I, Javed A., Pirzada S. S., Nasreen S. Khanam F., Impact of Employee Motivation on Employee Performance, *European Journal of Business and Management*, 6(23): 159 – 166

Stella O. (2008) Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government. Masters thesis

Stuart, P. (1992). Fresh Ideas Energize Reward Programs, Personnel Journal, Jan. 92, 71 (1), p. 102.

Talukder K. I & Jan M. T, (2017). Factors Influencing Sales People's Performance: A Study of Mobile Service Providers in Bangladesh, *Academy of Marketing Studies Journal*, 21(2): 1 – 19.

Tremblay M. A, Blanchard C. M., Taylor S., and Pelletier L. G., (2009). Work Extrinsic and Intrinsic Motivation Scale: Its Value for Organizational Psychology Research, *Canadian Journal of Behavioral Science,* 41(4): 213 - 236

Uddin M. J., Luva R. H. & Hossian S. M., (2013). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh, *International Journal of Business and Management*, 8(2): 63 – 77.

Yang, 2008, Human Resource Management, 3rd Edition

Yousaf A.,Yang H. and Sanders K., (2014). Effects of intrinsic and extrinsic motivation on task and contextual performance of Pakistani professionals, *Journal of Managerial Psychology*, 30(2): 133 – 150

Zain O. M. & Jan M. T. J (2014). The Extent of Factors Influencing Automobile Salesperson's Career Tenure in Malaysia, *Asian Journal of Business Research*, 4(1): 43 – 63.

Zikmund, W.G 2003, Exploring Marketing Research. USA: Thompson Learning.

APPENDIX

Appendix 1 - Questionnaire

Addis Ababa University School of commerce

Masters of Art in Marketing Management

A Survey on Effects on Motivation on Sales Force Performance:

The Case of Ethio Telecom B2B Sales Force

A Questioner to be filled by Enterprise Salesperson

Dear Respondents,

This study is to be conducted as part of a research project which shall be submitted in partial fulfillment of Masters of Art Degree in Marketing Management. The overall purpose of this study is to examine "**the effects of motivation on sales forces performance: the case of Ethio Telecom B2B sales forces"**. All information provided through this is used only for academic purpose and to be considered with top confidentiality.

I would like to thank you in advance for your participation. Please do not hesitate to call or mail if you have any doubt on the questions.

Rahel Tekeste

Tell 0911503438

Email: rahel.tekeste@ethiotelecom.et

Part I: General Information

The following four questions are concerned with demographic data. Please, indicate your choice by checking the box which describes your demographic characteristics.

1. Sex
   - ☐ Male
   - ☐ Female

2. Age
   - ☐ Less than 25 years old
   - ☐ 25 - 35 years old
   - ☐ 35 - 45 years old
   - ☐ 45 - 55 years old
   - ☐ Above 55 years old

3. Education
   - ☐ Diploma
   - ☐ Bachelor degree
   - ☐ Masters Degree

4. General work experience
   - ☐ Less than 5 years
   - ☐ 5 - 10 years
   - ☐ 10 - 15 years
   - ☐ 15 - 20 years
   - ☐ 20 – 25 years
   - ☐ Greater than 25 years

5. Experience as a sales person
   - ☐ Less than 5 years
   - ☐ 5 - 10 years
   - ☐ 10 - 15 years
   - ☐ 15 - 20 years
   - ☐ 20 – 25 years
   - ☐ Greater than 25 years

6. Position
   - ☐ Sales Representative
   - ☐ Sales Specialist

Part II – Intrinsic and Extrinsic Factors That Influence Sales Force Motivation

Please answer the following questions using a 5-point scale with 1 being "Strongly disagree" and 5 being "Strongly agree".

1 = Strongly disagree, 2 = Disagree, 3 = Neither Agree or Disagree, 4 = Agree, 5 = Strongly Agree

1. Intrinsic Factors

Intrinsic factors that influence employee motivation refer to those factors that arise from within the employee. This looks at the employee's inner factors that motivate them to perform.

Factors	Questions	1	2	3	4	5
Recognition	I feel appreciated when I achieve or complete a task.					
	My manager always thanks me for a job well done.					
	I receive adequate recognition for doing my job well.					
Work Itself	My job gives me high feeling of self esteem					
	I am empowered enough to do my job.					
	My job is challenging and exciting.					
	I feel great with the freedom I have in my job					
Advancement	I will choose career advancement rather than monetary incentives.					
	My job allows me to learn new skills for career advancement					
Growth	I am proud to work in my company because I feel I have grown as a person.					
	My job allows me to grow and develop as a person.					
	My job allows me to improve my experience, skills and performance.					
	Taking part in sales position makes me feel better about myself.					

2. Extrinsic Factors

Extrinsic factors that influence employee motivation are those that are determined by the external surroundings of the employee.

Factors	Questions	1	2	3	4	5
Company Policy	The attitude of the administration is very accommodative in my company.					
	I am proud to work for this company because the company policy is favorable for its workers.					
	I completely understand the mission of my company.					
Safety and Security	I believe safe working at my workplace.					
	I believe my job is secure.					
	My workplace is located in an area where I feel comfortable.					
Relationship with Supervisors	I feel my performance has improved because of the support from my supervisor.					
	I feel satisfied at work because of my relationship with my supervisor.					
	My supervisors are strong and trustworthy leaders.					
Compensation	There is a clear link between my performance and my compensation.					
	I am satisfied with the remuneration I get compare to my performance.					
	I am encouraged to work harder because of my salary.					
	My salary and other compensation packages are good in comparison with others					

Part III: Sales Force Performance

Questions	1	2	3	4	5
I usually sale high volume of new products					
I always reach the sales targets set by my manager on time or ahead of time					
I am one of the highest achievers in my department					
I am one of the highest performers in terms of planning and time management in my team					

Thank you very much for taking your time to complete this survey

Appendix 2: Result of SPSS

Appendix 2a: Cronbach's Alpha

Reliability

Scale: Recognition

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.801	3

Reliability

Scale: The Work Itself

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.733	4

Reliability

Scale: Advancement

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.660	3

Reliability

Scale: Growth

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability

Scale: Company Policy

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.754	3

Reliability

Scale: Safety & Security

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.733	3

Reliability

Scale: Relationship with Supervisor

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.747	3

Reliability

Scale: Recognition

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.735	4

Reliability

Scale: Recognition

Case Processing Summary

		N	%
Cases	Valid	136	100.0
	Excluded[a]	0	.0
	Total	136	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.841	3

Appendix 2b: Sales persons' profile

Frequency Table

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	84	61.8	61.8	61.8
	Female	52	38.2	38.2	100.0
	Total	136	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years old	1	.7	.7	.7
	25 - 35 years old	105	77.2	77.2	77.9
	35 - 45 years old	29	21.3	21.3	99.3
	45 - 55 years old	1	.7	.7	100.0
	Total	136	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	118	86.8	86.8	86.8
	Masters Degree	18	13.2	13.2	100.0
	Total	136	100.0	100.0	

General Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	11	8.1	8.1	8.1
	5 - 10 years	68	50.0	50.0	58.1
	10 - 15 years	47	34.6	34.6	92.6
	15 - 20 years	10	7.4	7.4	100.0
	Total	136	100.0	100.0	

Sales Persons Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	68	50.0	50.0	50.0
	5 - 10 years	62	45.6	45.6	95.6
	10 - 15 years	6	4.4	4.4	100.0
	Total	136	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sales Representative	74	54.4	54.4	54.4
	Sales Specialist	62	45.6	45.6	100.0
	Total	136	100.0	100.0	

Appendix 2C: ANOVA

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.827[a]	.684	.889	.25725	.895	135.825	8	127	.000

a. Predictors: (Constant), EC, IA, IR, IW, IG, ECP, ER, ESS

b. Dependent Variable: P

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.735	.146		-5.020	.000	-1.024	-.445		
	IR	.145	.047	.134	3.086	.002	.052	.238	.437	2.291
	IW	.214	.053	.180	4.027	.000	.109	.320	.413	2.423
	IA	-.031	.034	-.029	-.895	.373	-.099	.037	.799	1.251
	IG	-.075	.051	-.070	-1.470	.144	-.177	.026	.366	2.729
	ECP	.182	.055	.163	3.299	.001	.073	.291	.338	2.961
	ESS	.309	.066	.277	4.707	.000	.179	.439	.238	4.208
	ER	.222	.057	.198	3.872	.000	.108	.335	.315	3.173
	EC	.240	.065	.207	3.693	.000	.111	.368	.263	3.805

a. Dependent Variable: P