

Management by Objective: an Imperative factor for Shaping the Salesforce Morale

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Abstract

Managers in all sorts of firms have long extolled the importance of morale in building effective sales force management. Groups with only mediocre talent have achieved great results because their sales people had excellent morale. Conversely, talented sales people with poor morale seldom achieve much. Sales force morale have been of great concern to every sales manager. To provide a framework for the analysis of this study, much was drawn from Peter Druckers's concept of Management by Objective (MBO), which is a system of evaluating subordinates for their ability to achieve specific organizational goals or performance standards and to meeting operating budgets. A sample of 350 salespeople and managers in selected multinational forms in Nigeria was determined using a mean. The hypothesis was tested using the Multiple Analysis of Variance (MANOVA) statistics to obtain the results that gives high F – values and $P < 0.000$ indicating that the results generated are not due to chance, thus are current and significant. Also with r- Squared values that are at least 0.836, a very strong relationship is established between the research questions. Having adjusted r-squared values that are at least 0.834, it is determined that at least 83.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected, suggesting that joint goal determination and periodic joint review of accomplishment by the sales manager and the salesperson have significant effect on the salesforce morale. This suggest that salespeople who participate in an MBO program are more likely to know what is expected of them and to feel that their goals are attainable and equitable than those who do not take part in such a program. Hence, when sales people have a clear understanding of their roles, not only is their performance higher; their moral and job satisfaction is higher, and their propensity to leave the firm is lower.

Keywords: Management by Objectives (MBO), Salesforce Morale, Job satisfaction, Integrating Interests Reward Orientation, Organizational Climate.

Introduction

Managers in all sorts of industries have long extolled the importance of morale in building effective firms. Groups with only mediocre talent have achieved great results because their people have excellent morale. Conversely talented people with poor morale seldom achieve much. Morale should be of great concern to every manager. But what is this intangible force called morale? According to Uduji (2013), the word morale is commonly used to designate an individual's mental and emotional attitudes toward his or her environment. Major elements of this environment include the family, business associates, the employer, neighbours, and the community. When attitudes are positive, morale is said to be good, or high; when they are negative, morale is considered to be poor, or low. High morale is associated with attitudes of satisfaction, desire to attain, and willingness to strive for the goals of a particular group or organization. Conversely, the attitudes associated with low morale are dissatisfaction, desire to leave, and a lack of concern for or interest in the goals of the organizations.

Group morale involves a sense of common purposes, while individual morale concerns one person's state of psychological well-being. High group morale reflects the belief of individuals in the group that group goals can be attained and are compatible with individual goals. This is sometimes called *esprit de corps* (Thomas, Robert and Schuller, 1997). The sales manager must be alert to both. Group moral may be healthy but individuals in the group can harbor poor attitudes for a number of reasons. Everyone does not prosper even in the best of situations, and everyone is not unhappy in the worst of them. One factor that can limit the manager's ability to work with the Salesforce as a whole is that, in many instances, Salespeople may be geographically distributed. If they are, they may have little face-to-face contact with one another, and also limited contact with the manager. Therefore, the sales executive often deals with sales people's attitudes on an individual basis. However, group morale also can be a primary concern to the manager.

Salesforce attitudes toward work are important for both economic and social reasons. From the economic stand point, Salesforce productivity is likely to be higher in groups whose salespeople have relatively good morale (Uduji, 2013). It may not always follow that high morale could result in high productivity, however. A Salesforce may have a good attitude but poor sales performance (Spiro, 1997). Nevertheless, good sales performance could be higher for a Salesforce who have good mental attitudes towards their sales jobs. And from a social point of view, salespeople who develop negative attitudes towards work can make life miserable not

only for themselves, but also for those around them. Life could be too short to be spent working in and unpleasant environment. The proposition that good morale could be promoted in the work environment for its sake alone, certainly merit being studied. The strategic role moral could play in an organization could reflect top management's values – part of what modern management theorists call corporate culture. But most managers in some firms are never concerned with morale. Their corporate culture has being most concerned with group and individual output. Some sales managers would always think that moral is unimportant for their Salesforce. Others would feel that there is little they can do to improve Salesforce morale, so they do not include building good Salesforce morale in their marketing strategy for the organization. Therefore, this study is undertaken to examine how Management by Objective principles could be used to build a good Salesforce moral for an organization. The study focused on whether joint goal determination and periodic joint review of accomplishment by the sales manger and the salesperson could have a significant effect in the Salesforce morale of an organization.

Theoretical Framework

The basic supporting structure for this study is the goal-setting theory which suggests that managers can promote high motivation and performance by ensuring that people are striving to achieve specific, difficult goals. The theory emphasized that it is also important for people to accept the goals, be committed to them, and receive feedback about how they are doing. Goal – setting theory focuses on motivating workers to contribute their inputs to their jobs and organizations; in this way it is similar to expectancy theory and equity theory. But goal-setting theory takes this focus a step further by considering as well how managers can ensure that organizational members focus their inputs in the direction of high performance and the achievement of organizational goals. Ed Locke and Gary Latham (1990), the leading researchers on goal-setting theory, suggest that the goals that organizational members strive to attain are prime determinants of their motivation and subsequent performance. According to Locke, Shaw, Saari and Latham (1981), a goal is what a person is trying to accomplish through his or her efforts and behaviours. For example, salespeople strive to meet sales goals, while top managers pursue market share and profitability goals. Goal-setting theory suggests that to stimulate high motivation and performance, goals must be specific and difficult (Locke and Latham, 1990).

Difficult goals are hard but not impossible to attain. In contrast to difficult goals, easy goals are those e that practically everyone can attain, and moderate gals are goals that about one-half of the people can attain. Both easy and moderate goals have less motivational power than difficult goals (Levinson, 1970). Regardless of whether specific, difficult goals are set by managers, workers or team of managers and workers, they could lead to high levels of motivation and performance. When managers set goals for their subordinates, their subordinates can accept the goals and agreed to work toward them; also they can be committed to them or really want to attain them. Some managers could find having subordinates participate in the actual setting of goals to boost their acceptance of and commitment to the goals. In addition, organizational members need to receive feedback about how they are doing; feedback can often be provided by the performance appraisal and feedback component of an organization's human resource management system (Drucker, 1954). More generally, goals and feedback are integral components of performance management systems in organizations such as Management by Objectives. Specific, difficult goals can affect motivation in two ways. First, they can motivate people to contribute more inputs to their jobs. Specific, difficulty goals cause people to put forth high levels of efforts. Specific, difficult goals also can cause people to be more persistent than easy, moderate, or vague goals when they run into difficulties. Salespeople who are told to sell as much as possible might stop trying on a slow day, whereas having a specific, difficulty goal to reach, causes them to keep trying (Locke, Shaw, Saari and Latham, 1981; Morrisey, 1976; McConskey, 1972).

A second way in which specific, difficult goals can affect motivation is by helping people focus their inputs in the right direction. These goals let people know what they should be focusing their attention, be it increasing the quality of customer service or sales or lowering new product development times. The fact that the goals are specific and difficult also frequently causes people to develop action plans for reaching them (Ejiofor, 1984). Action plans can include the strategies to attain the goals and timetables or schedules for the completion of different activities crucial to goal attainment. Like the goals themselves, action plans also help ensure that efforts are focused in the right direction and that people do not get sidetracked along the way. Although specific, difficult goals have been found to increase motivation and performance in a wide variety of jobs and organizations in both developed and developing countries, recent research suggests that they may detract from performance under certain conditions (Uduji, 2013). When people are performing complicated and very challenging tasks that required as considerable amount of learning, specific, difficult goals may actually impair performance. All of a person's attention needs to be focused on learning complicated and difficult tasks. Striving to reach a specific, difficult goal may detract from performance on complex tasks because some of a person's attention is directed away from learning about the task and toward trying to figure out how to achieve the goal. Once a person has learned the task and it no longer seems complicated or difficult, then the assignment of

specific, difficult goal is likely to have its usual effects (Locke, 1983; Carol and Tosi, 1973, Rodgers and Hunter, 1991).

Result appraisals tend to be more objective and can focus on production data such as sales volume (for a sales person), units produced (for a line worker), or profits (for a manager). Unamka (1984), noted that one approach to result appraisal – called Management by Objectives (MBO) – involves a Subordinate and a supervisor agreeing on specific performance goals (objectives). They then develop a plan that describe the frame and criteria for determining whether the objectives have been reached. The aim is to agree on a set of objectives that are clear, specific and reachable. For example, an objective for a sales person might be to increase sales 10 percent during the following year. An objective for a Computer Programme might be to complete five projects within the next ten months. Odiorne (1965) remarked that MBO has several advantages and can be useful when managers want to empower employees to adapt their behavior as they deem necessary in order to achieve desired results. Although MBO helps focus employees on reaching specific goals and encourages planning and developments, it often focuses too much on short-term achievements and ignores long-term goals (Uduji, 2013). In summary, MBO is a method of management whereby the superior and subordinate managers of organization agree on its broad goals, translate these goals into a chain of specific short-term goals, define each individual's major areas of responsibility in terms of result expected, continually review the accomplishment of the subordinate, and use goal accomplishment as the sole basis of assessing and rewarding the subordinate. According to Schaeffer (1978), MBO has Six key features:

- Organizational or departmental goals are jointly set by the manager and his supervisor.
- Long-term goals are translated into a chain of specific, interrelated, short-term goals.
- The manager is given adequate authority to act.
- There is continual guidance of the subordinate by the superior.
- There is continual review of accomplishment by both the Subordinate and the Superior.
- Contribution towards goal-achievement serves as sole basis of subordinate reward.

When all the six features of MBO are successfully implemented in an organization, the objectives of MBO can be achieved. According Uduji (2003), the ultimate Objectives of MBO is to increase the effectiveness of and the efficiency of an organization through optimum performance of its members. Its major premise is that one of the most important reasons why organizations do not realize their objectives is because employees are not fully committed towards their achievement. This low commitment is brought about in Uduji (2003) by four main features:

- Goals of the organization are not shared by subordinates.
- Goals are not practical.
- Subordinates receive inadequate supervision
- Contribution of subordinates is not instrumental to receiving rewards.

Research Methodology

The study involved 350 salespeople and managers in selected multinational firms in Nigeria. The Sample Size was determined using a mean formula of:

$$n = \frac{S^2 Z^2}{e^2}$$

Where n = the Sample Size

z = the level of confidence (indicated by the member of standard errors associated with it)

s = variability indicated by an estimated standard deviation

e = the amount of precision or allowance error in the sample estimate of the population.

Therefore: the formula determined the sample Size Simply by multiplying the Squares of the variability (s) and the level of confidence (z) and divided the product by the square of the desired precision value (e) to arrive at:

$$n = 350$$

Since the study is concerned with specific predictions, narrations of facts and characteristics, a descriptive/diagnostic design was adapted. The research design ensured enough provision for protection against bias and maximized reliability, with due concern for the economical completion of the research study. Both secondary and primary sources were used to gather information for the study. Questionnaire was the principal source of the primary data; however, interview serves as Complementary. In designing the data-collection procedure, adequate safeguards against bias and unreliability was ensured. Questions were well examined against ambiguity; interviewers were instructed not to express their own opinion. They were trained so that they would uniformly record a given item of response. The data collection instruments were pre-tested before they were finally used for the study. To ensure that the data obtained were free from errors, the researcher closely supervised the research assistants as they collect and record information. Also, checks were set up to ensure that the data collecting assistants performed their duty honestly and without prejudice. A miniature trial survey of the study was carried out at Ilupeju Industrial estate and Agbara Industrial estate in Nigeria to test the validity,

reliability and practicality of the research instruments and operations. Thirty salespeople and twelve sales managers of four multinational firms in the Industrial estates were used for the test-run. The pre-test provided the researcher the good ground to train assistants for the main inquiry. It also provided the researcher with the opportunity to come out with the final version of the research instruments. The pilot survey enabled the investigator to estimate the cost component of the main study.

The stratified sampling technique was used to ensure a fair representation of the selected multinational firms, using proportionality ratio formula:

$$Q = \frac{A}{N} \times \frac{n}{1}$$

Where:

Q = the number of questionnaires to be allocated to each segment

A = the population of each segment

N = the total population of all the segments

n = the estimated sample size of the study.

The items were selected in the ratio of one sales manager to three sales people from each of the selected firms. This offered a good representation of all the segments in the population of study. Each respondent from the stratum was selected in order of their years of experience in the sales job. Data from the study were analysed using descriptive tools. For hypothesis testing, Multiple Analysis of Variance (MANOVA) statistics was used to judge the significance of the result obtained.

Data Presentation, Analysis and Interpretation

Attempt is made to present, analyze and interpret the result of the Investigation in accordance with he objectives of the study.

Scale:

Definitely Disagree (DD)	-	1
Generally Disagree (GD)	-	2
Somewhat Disagree (SA)	-	3
Generally Agree (GA)	-	4
Definitely Agree (DA)	-	5

Table 1: MBO as an Imperative Factor for Shaping the Salesforce Morale (n = 350)

Questions	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)	Mean	Std. Dev.
Specific performance targets that are jointly determined by the sales manager and the salesperson will enhance salesforce morale	7 (2.0)	10 (2.9)	17 (4.9)	227 (64.9)	89 (25.4)	4.089	0.769
The participation of the salesperson in the sales objective-setting process is a way of strengthening the salesforce commitment to achieve the sales goals and meet the budgets	3 (0.9)	7 (2.0)	13 (3.7)	256 (73.1)	71 (20.3)	4.100	0.623
Periodic joint review of accomplishment by the sales manager and the salesperson will heighten the salesforce morale	5 (1.4)	7 (2.0)	9 (2.6)	254 (72.6)	75 (21.4)	4.106	0.662

Source: Analysis of field Data, 2013

With 7 respondents (2.0%) definitely disagreeing, 10 respondents (2.9%) generally disagreeing, 17 respondents (4.9%) somewhat agreeing, 227 respondents (64.9%) generally agreeing and 89 respondents (25.4%) definitely agreeing as well as the mean response value of 4.089, the study respondents are of the view that specific performance targets that are jointly determined by the sales manager and the salesperson will enhance salesforce morale.

As put by 3 respondents (0.9%) who definitely disagree, 7 respondents (2%) who generally disagree, 13 respondents (3.7%) who somewhat agree, 256 respondents (73.1%) who generally agree and 71 respondents (20.3%) who definitely agree, and represented by the mean response score of 4.100, it is the view of the respondents that the participation of the salesperson in the sales objective-setting process is a way of strengthening the salesforce commitment to achieve the sales goals and meet the budgets.

Having a mean response score of 4.106 and 5 respondents (1.4%) who definitely disagree, 7 respondents (2.0%) who generally disagree, 9 respondents (2.6%) who somewhat agree, 254 respondents (72.6%) who generally agree as well as 75 respondents (21.4%) who definitely agree, the respondents agree that periodic joint review of accomplishment by the sales manager and the salesperson will heighten the salesforce morale.

Test of Hypothesis

Joint goal determination and periodic joint review of accomplishment by the sales manager and the salesperson do not have significant effect in the salesforce morale

To test this hypothesis, the respondents' responses to the three questions presented in table 1 were tested using the Multiple Analysis of Variance (MANOVA) statistics.

Table 3: GLM Between-Subjects Factors

		Value Label	N
q2	1.00	definitely disagree	3
	2.00	generally disagree	7
	3.00	somewhat disagree	13
	4.00	geenreally agree	256
	5.00	definitely agree	71

Source: Analysis of Field Data, 2013

Table 4: GLM Box's Test of Equality of Covariance Matrices^a

Box's M	173.958
F	26.299
df1	6
df2	2347.567
Sig.	.000

Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

a. Design: Intercept + q2

Table 5: Multivariate Tests^c

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.976	7090.675 ^a	2.000	344.000	.000
	Wilks' Lambda	.024	7090.675 ^a	2.000	344.000	.000
	Hotelling's Trace	41.225	7090.675 ^a	2.000	344.000	.000
	Roy's Largest Root	41.225	7090.675 ^a	2.000	344.000	.000
q2	Pillai's Trace	1.038	93.054	8.000	690.000	.000
	Wilks' Lambda	.053	287.218 ^a	8.000	688.000	.000
	Hotelling's Trace	16.119	691.092	8.000	686.000	.000
	Roy's Largest Root	16.012	1381.007 ^b	4.000	345.000	.000

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

c. Design: Intercept + q2

Table 6: Levene's Test of Equality of Error Variances^a

	F	df1	df2	Sig.
q1	14.041	4	345	.000
q3	25.888	4	345	.000

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept + q2

Table 7: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	q1	172.501 ^a	4	43.125	440.787	.000
	q3	143.722 ^b	4	35.931	1323.507	.000
Intercept	q1	339.160	1	339.160	3466.590	.000
	q3	379.914	1	379.914	13994.147	.000
q22	q1	172.501	4	43.125	440.787	.000
	q3	143.723	4	35.931	1323.507	.000
Error	q1	33.754	345	.098		
	q3	9.366	345	.027		
Total	q1	6057.000	350			
	q3	6053.000	350			
Corrected Total	q1	206.254	349			
	q3	153.089	349			

a. R Squared = .836 (Adjusted R Squared = .834)

b. R Squared = .939 (Adjusted R Squared = .938)

Table 8: Estimated Marginal Means (Grand Mean)

Dependent Variable	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
q1	2.783	.047	2.691	2.876
q3	2.946	.025	2.897	2.995

Source: Analysis of Field Data, 2013

The results shown in tables 4, 5, 6 and 7 that gives high F-values and $p < 0.000$, shows that the results generated are not due to chance, thus are correct and significant. Also with r-square values that are at least 0.836, a very strong relationship is established between question 2 of the research instrument and questions 1 and 3. Having adjusted r-squared values that are at least 0.834, it is determined that at least 83.4% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, Joint goal determination and periodic joint review of accomplishment by the sales manager and the salesperson have significant effect in the salesforce morale

Discussion of Research Result

The analysis of this study indicates that salesforce morale exerts a strong influence on individual morale, and that good group morale can improve the attitude of a salesperson whose morale is sagging. In the same way, an individual with a positive outlook can affect the morale of a group, and the relationship between individual attitudes and group morale is a reciprocal one. This is why the manager must be concerned with both individual and group morale of the salespeople. The finding suggests that a salesperson with a poor attitude toward the job and the company develops an antimanagement orientation. For real and imagined reasons, such salespeople regard the company as an adversary and attempt to retaliate against management suggestions (Uduji, 2013). They may even deliberately attempt to influence other sales peoples' attitudes. And when salesforce morale is low, a company can suffer in many areas, which include:

1. Excessive salespeople turnover, as they become dissatisfied with their job and seek employment elsewhere.
2. Increased expenses, as salespeople who do not have a good attitude seldom control their expenses, and lowering sales volume, to put dual pressure on profit.
3. Complaint behavior becomes poor, as salespeople magnify minor complaints about whatever is at hand.
4. Development of outside interest grows, as salespeople spend as little time as possible on the job and do a minimum amount of work.
5. Unsatisfactory sales performance results, as poor attitude can destroy the effectiveness of a sales presentation and result in loss of sales.

But on the other hand, one effect of high salesforce morale is, of course, eliminating the negative consequences association with poor morale. However, the finding suggests that high morale can lead to additional positive outcomes for the company, which includes:

1. Organizational commitment, as moral and the accompanying satisfaction are high, with a stronger sense of identification with the company.
2. Citizenship behaviours improve, as salespeople are more likely to engage in discretionary natures that are not part of their formal job requirements.
3. Improved Performance, as high salesforce morale can provide a catalyst for performance above the norm through individual satisfaction and commitment to the group.

The importance of having the salesforce known what is expected of them and how to handle various situations goes beyond improved performance. The analysis of this study strongly demonstrated that when salespeople have a clear understanding of their roles, not only is their performance higher, their job satisfaction is higher and their propensity to leave is lower.

Management by Objective (MBO) can be a quality Supervisory technique which firms can use to increase the salesforce understanding and acceptance of the criteria by which they would be evaluated. In MBO, the sales manager and salesperson can set mutually agreed – upon performance goals. This analysis of this study indicates that salespeople who participate in an MBO program are more likely to know what is expected of them and to feel that their goals are attainable and equitable than those who do not take part in such a program. The ultimate objective of MBO is to increase the effectiveness and efficiency of an organization through optimum performance of its members. Its major premise is that one of the most important reasons why some managers do not realize their objectives is because salespeople are sometimes not fully committed towards their achievement. Findings of this study suggest that low Salesforce morale can be brought about by four main findings of this study.

1. Salesforce goals are not clearly shared with the salespeople
2. Sometimes, salesforce goals are not practicable, as salespeople do not believe that they can achieve them.
3. Salespeople sometimes receive inadequate supervision of the job they are doing.
4. Most of the time, contribution of the salespeople is not instrumental to the receiving rewards.

These findings are strongly supported by the concept of MBO, that guided this study as salesforce goals not clearly shared with the salespeople of the organization, often result to low salesforce morale. According to Drucker (1954) business managers are not only automatically directed towards a common goal. On the contrary, business, by its very nature contains three powerful factors of misdirection: in the specialized work of most managers, in the hierarchical structure or management, and in the difference in vision and work, and the resultant insulation of various levels of management. Emanating from this study disorientation are some factors which can hamper salesforce morale and commitment to goal attainment. In the first instance, sales managers often set the sales goals and simply communicate them to the salespeople of the organization. In the second case, the sales manager sets the goals but discuss with the people. In the third case, a third party, like a sales consultant, sets and communicates the goals to both parties. In the fourth case, the salespeople draft the goals and discuss with the sales managers. The prevailing sales management practice is that many sales managers see goal-setting as the prerogative of the boss. Few make the effort to consult their salespeople, not to mention allowing the salespeople to take initiative in the goal setting. And because salespeople see the goal as set at management level, without taking the salespeople problem into consideration, they tend to view such goals with indifference, if not outright hostility.

Again, the improper orientation of the salespeople about the overall objectives of the organization tends to result to low salesforce moral. The finding of this study shows that often firms do not make serious effort to communicate their overall objectives to their sales managers, down the line. In a similar manner, many sales managers are content with just telling their sales people what to do without showing them how their performance contribute to the achievement of the organization. Also differences in salesforce perception of the organizational objectives tends to result in lower morale of the sales people. As a result of inadequate communication of the objectives and improper orientation, salespeople have divergent perception of the objectives of the organization. The questions asked by three new salespeople on their first day in the organization shows that motives may vary widely even in unsuspected area. In an organization, one finds that some salespeople are committed to doing a fair performance for a fair compensation. Even managers sometimes perceive the goals of their organization differently as a result of their professional background. But in a place of goal dictation by the management, haphazard salespeople orientation, differences in perception and professional disorientation, tend to result in low morale of the salespeople. MBO proffers joint goal determination by the sales managers and salespeople. It thus fuses the goal of the salespeople into the goals of the management. By the time the Sales person has finished dragging his objectives, he has already taken stock of his human and material resources- the talents and limitations of the Sales person –and by the time he completes the process of discussing the sales objectives with

the manager to gain mutual agreement, he has already been shown the overall objectives of the management. Thus MBO's process of mutual agreement on sales goal setting links up the goals of all the managers in an organization while each manager serves as the melting pot of the goals to his immediate superior and subordinates, there by enriching them with the organizational objectives. Besides, conflicts arising out of differences in perception are smoothened out. Goals become realistic instead of idealistic, thereby increasing the salesforce morale and the increasing striving of salespeople towards accomplishments.

Another major finding of this study is that salespeople would not be committed towards goal achievement unless the goals are practical, ie measurable, quantitative instead of activity – oriented, individual rather than shared, realistic rather than optimistic or pessimistic, time bound rather than time-extended, short-term rather than long-term, and interrelated rather than disjointed. With such sales goals, it is easy to increase the morale of the salesforce and determine success or failure (measurable, quantitative, time-bound), and to pin-point the responsibility for such success or failure (individualized and not generalized). Besides, any success in the Salesforce achievement contributes towards the achievement of the goal of the organization (result- oriented). Organizations that have objectives which are result-oriented should not particularly interested in salespeople who are merely doing their best, but in salepeople who best serves its interest. Such objectives are also translated into a series of interrelated, short-term goals in order to maintain the long-range energetic action that is required to achieve them because most progress to a distant goal is made by setting and achieving specific, integrated short-run goal, established by themselves or by others, because it may be accomplished comparatively quickly, within their plan of attention and will-power, and because they can enjoy small success on the way to the large one.

MBO also rightly assumes that one reason for the lack of commitment of the sales people (low morale) towards the organizational goal achievement is that salespeople are not given adequate supervision. Where the salesperson is aware that the assessment of his activities comes about in the distant future and, in some cases, not all commitment to organization goal pursuit would tend to be low. In place of inadequate supervision and often negative criticism of the salespeople, MBO recommends reasonable freedom on the part of the salespeople to act, an adequate balancing of responsibilities with authority, regular reporting, and a forward looking control. Also the study indicates that one obvious reason for the indifferent attitude of salesforce towards the achievement of sales goals is that many of salespeople do not perceive a high degree of correlation between their efforts and their rewards. To solve this problem, MBO suggest that Sales managers distinguish the output from the individual who brought it about. It recommends that only the output be evaluated, and not the individual traits or personality, and that rewards be based solely on sale performance, not on activity, or how hard a sales person works.

Conclusion and Recommendations

Sales managements in the multinational firms in Nigeria have long extolled the importance of morale in building effective salesforce for effective performance. This study reveals that salesforce with only mediocre talent can still achieve great sales perforce when the salespeople have excellent morale. Conversely, talented salespeople with poor morale may not achieve good sales performance. Therefore, salesforce moral should be of great concern to every sale manager in organization. It is important to measure salesforce morale on a regular basis to discover if and why salepeople are experiencing problem. To provide a framework within which to evaluate salespeoples' behavior and, in particular, to allow sales managers to monitor salesforce morale towards achieving sales goals, the analysis of this study suggests implementation of some version of Management by Objectives (MBO). Management by Objectives is a system of evaluating subordinates for their ability to achieve specific organizational goals or performance standards and to meet operating budgets. This is recommended because it is pointless to establish goals and fail to evaluate whether or not they are being achieved. To shore up Salesforce morale, it is recommended from the findings that:

1. Specific sales goals and objectives be established for the salespeople at each level in the salesforce.
2. Sales manager and the salesperson should together determine the salesperon's goal. The participations of the salesperson in the objective-setting process is a way of strengthening his morale and commitment to achieving the sales goal and meet the sales budget.
3. Sales manager and the saleperson should periodically review the salesperson's progress towards meeting goals; and salary raises and promotion should be linked to the goal-setting process, and salespeople who achieve their goals should receive greater rewards than those who fall short.

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