

A Theoretical Basis of Work Behaviours of Salespeople in the Multinational Firms in Nigeria.

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Abstract

At any one time ability and technique may make the difference as to whether a sale is won or lost, but the key factor in sale performance over time is motivation. The motivation problem is how to get salespeople who operate on their own, away from head office, in a hostile environment, geographically distant, at a relatively high cost, to do their job well in the way management wants it to be done. Salespeople respond to stimulus and sales managers can influence this process. The motivation of salespeople is neither easy nor straight forward but there is no doubt that it has great significance of sales performance. Part of the complexity of this problem is the multiplicative nature of variables which impact on performance such as aptitude, role perception and the components of motivation itself. The problem is compounded of the individuality of selling job since the nature of the task, the individual's perception of each element and the prospect's reaction to the stimuli are all variable. Hence an attempt is made in this study to analyze the basis of the low motivation of the salespeople with a view to prescribing solutions to the multinational firms in Nigeria. In discussing the missing link in salesforce motivation effort, much is drawn from the Vroom's Expectancy Theory. A sample of 350 salespeople and managers in selected multinational firms in Nigeria was determined using a mean. The hypothesis was tested using the Multiple Analysis of Variance (MANOVA) statistics to obtain the result that gives high F-values and $P < 0.000$ showing that the results generated are not due chance, thus are correct and significant. Also with r-square values that are at least 0.820, a very strong relation is established between the research questions. Having adjusted r-squared values that are at least 0.818, it is determined that at least 81.8% of change is caused by the independent variable. Based on this, the null hypothesis is rejected, indicating that a salesperson's work behaviour and motivation will be high when salespeople believe that high levels of effort lead to high performance, and high performance leads to attainment of desired outcomes. The formula for the management salesforce motivation is recommended as follows: First, give status reward; second, pay particular attention to role problems and rejection handling, especially for new recruits; third arrange frequent communication, both individually and via regional or team meetings. Fourth, provide coaching and training for sales staff, including special assignments for older, more experienced staff; finally, stay close to subordinates-be available and understanding.

Keywords: Work Behaviours, Human Relations Movement, Salespeople, Motivation Theories, Job Enrichment, Expectancy Theory, Need Theories, Multiple Analysis of Variance.

Introduction

At any one time, ability and technique may make the difference as to whether a sale is won or lost, but the key factor in sales performance overtime could be the motivation. The motivation problems is how to get salespeople who operate on their own, away from head office, in a hostile environment, geographically distant, at a relatively high cost, to do their job well in the way management wants it to be done. Motivation is the amount of effort a salesperson expends on each of the activities or tasks associated with their job. Salespeople can respond to stimulus and sales managers can influence this process. Various theories of motivation are suggested as relevant to salesforce behaviours and performance: Maslow's Hierarchy of Needs (Maslow, 1970); Herzberg's Motivation-Hygiene theory (Herzberg, 1966); and Vroom's Expectancy Theory (Vroom, 1966); Vroom's Expectancy Theory (Vroom, 1964). The motivation of salespeople may neither be easy nor straight forward, but there is no doubt that it may have great significance on salespeople performance behaviour. Part of the complexity of this problem could be the multiplicative nature of the variables which impact on performance such as aptitude, role perception and the components of motivation itself. The problem could be compounded by the individuality of the selling job since the nature of the task, the individuals perception of each element and the prospect's reaction to sales stimuli are all variable. The problem of the industry-specific contexts, the type of selling and the characteristics of individual's all hamper the search for definitive solutions and create unique problems. The importance and complexity of motivation and its effect on performance can lead to the ideal of the motivational mix which represents the combination of factors to be considered in this study, which include

remuneration, financial incentives, non-financial incentives, leadership management controls and the salesperson's personality (Uduji and Onwumere, 2013, Uduji and Ankeli, 2013)

These factors, individually and collectively, can influence an individual's motivation to work and, ultimately, their job performance. The individual may respond, positively or negatively, to the different factors which management can deploy to motivate the salesforce. The quest for understanding the components of motivation and its impact on performance should at least lead to some tentative formula for improving salesforce motivation. However, it is important to restate and highlight some of the problems that can be created by a lack of motivation (Uduji; 2013). One problem is that sales can be lowered. Enthusiasm, drive and hours worked can be reduced if individuals are not fully motivated. These factors can directly or indirectly affect sales performance. A related problem is that sales staff turnover can be higher, especially among better performing salespeople who can be more able (and motivated) to find work elsewhere. A lack of motivation not only can result in less hours being worked, but often higher expense claims, more give-aways to customers and higher mileage. Lower motivation often can coincide with indiscipline or bad mouthing to other colleagues or customers. As in most occupations, the importance of minor complaints becomes magnified, diverging management time to peripheral issues. Conditions to examine in this study which may exacerbate the problem of non-performance behaviour could include poor working environment, poor reporting procedures, unfairness in rewards, lack of promotion opportunity, lack of individual involvement and participation, no incentives, a disproportionate number of older salespeople and poor communication between subordinates, supervisors and top management. Sales management is becoming one of the most important elements in the success of modern organization. Not only is the salesforce the most expensive components of the marketing mix for most companies, but it is the firms most direct link to the customers data. So, when salespeople are not performing up to standards, the challenge may not be to fire them immediately, but rather to help them become productive employees. Salespeople often experience a wonderful sense of exhilaration when they are performing. At the same time, they are frequently dealing with the frustration and rejections when they are not performing. Even the very good salesperson don't perform all the time. Also, while many customers can be very gracious, courteous, and thoughtful in their dealing with salespeople, very many are rude, demanding, and always threatening of revoking contracts. Salespeople often spend a large amount of time by themselves calling on customers and traveling between accounts. This indicates that most of the time, they are away from any kind of support from their peers or leaders, and they often feel isolated and detached from their companies and families, consequently they would require more motivation than is needed for other jobs to reach the performance level that management would desire. Therefore, in this study attempt is made to analyze the basis of the low motivation of the salespeople in selected multinational firms in Nigeria.

Theoretical Framework

This study is guided in the light of Vroom's Expectancy Theory (1964), which states that performance can be thought of as a multiplicative function of motivation and ability ie $P = F (M \times A)$. Communication in the function of directing is the forerunner to actuation. Put in another way, it moves with motivation to stimulate performance in organizations. But the others, instructions or directives have to be carried out as communicated before the directing functions can be effective. Performance, therefore is achieved through causing the employee or subordinates or the receiver of order to act. To cause the subordinate to act on the orders is achieved through motivation, an important element in promoting productivity (Uduji, 2013). What is motivation? Motivation, as one of the three factors in the function of directing is described as a process that arouses, channels, sustains and gives people's behaviour purposes and direction (Kreitner, 1980). It is concerned with 'why' of human behaviours; what it is that make do things (Donnelly, Gibson and Ivancevic, 19710). Or simply, it is the stimulation of people to action to accomplish desired goals (Uduji and Onwumere, 2013). Motivation is a complex factor as it concerns individuals and their needs, and every individual is unique. But there are some things individual have in common, for example, physical, social and growth needs, except that the strength of these needs varies from person to person and from time to time within the same person. The behavioural scientists states that needs express themselves in different ways in different cultures. The average need structure differs from country to country because different countries teach different values and behaviours. The basic fact is that needs lie behind human behavior, hence it is necessary to know about them as to know why people do what they do in any situation of interest (Belasco, Hampton and Price, 1981). How is motivation supposed to operate? Human beings have complex characteristics, hence needs that condition human behaviour are equally complex with lot of variations. Because of these, motivation as part of the directing function in organization is equally complex for understanding and operation. The result is that motivation has faced a lot of thought and researcher as to how it operates in organizations. Many proposals made over time have ranged from the work of Fredrick Taylor to the Human Relations Movement, to Abraham Maslow, Fredrick Herzberg, to Expectancy

Theory by Vroom and to McGregor's theory X and Y (Taylor, 1911; Stoner, 1978; Maslow, 1970; Herzberg, 1966, McGregor, 1960). It may be recalled that Fredrick Taylor advanced the theory of motivation through Financial rewards. He said that to motivate workers to perform, managers have at their disposal wage incentives. This approach, based on an assumption which was later brought to focus as Theory X by Douglas McGregor (1960), states that workers are lazy and can be motivated only with financial rewards. Taylor's prescription was criticized as too narrow, that it emphasized only the economic aspects of workers' need. But applying this to Nigerian situation, Uduji (2013) states that where the level of education is low and where skilled manager is in short supply, the highest level of aspiration of many workers remains within the range of satisfying the lower level needs, which more often than not is economic. So the relevance of the criticism depends on the situation (Uduji and Ankeli).

The Human Relation Movement attempted to fill the gap in Taylor's Theory by bringing up the social needs of the workers as a motivating factor to improve productivity. The movement proposed that if workers are treated as human beings by management and if an environment is created at the work situation in which workers enjoy a sense of belonging with their mates, productivity would improve. Practically, this proved inadequate because of its over-emphasis on making people happy, which will not consistently improve productivity. Otherwise, action by supply of social needs and by financial incentives do contribute in motivating workers if applied with proper balance. And we could see that both appear in the analysis of human needs in the motivation continuum by Abraham Maslow. Abraham Maslow (1970) apparently did a good job of bringing together these isolated views of motivation in terms of needs, into a united thought of what motivate workers. He identified human needs to be many but interrelated, and not isolated in single needs. Those needs that motivate are known as connative or striving needs, for they move people by a desire to satisfy them. The needs are said by Maslow to be related in a hierarchical order in the sense that some are higher in level than others. The needs which come first must be satisfied, at least to some extent before higher, more abstract needs, emerge and become dominant over behaviour. Maslow's classified of needs in their hierarchical order is: physiological, security, social, esteem and self-Actualization or self-fulfillment.

Kreitner (1980) states that behavioural scientists have attempted to test Maslow's theory in real and claim that it has some deficiencies; that practical evidence shows a two-level hierarchy rather than a five-level one. They accept the physiological and safety needs to be in hierarchy. But beyond these needs any of the other needs may emerge as the single most important one depending on the particular individual. What is said above about motivation being a complex factor is elaborated by Stoner (1978). He states that motivation is a complicated concept; first, because needs differ considerably among individuals; secondly, the way in which needs are eventually translated into actions also vary considerably between individuals. Thirdly, individuals are not consistent in the ways in which they act their needs and the needs that motivated their action at any given time. Hence, the content of needs and their driving nature are only one aspect of the motivation function. Above all it is the cultural background or the standard of the community and society in which the employees live that greatly influence their perception of their needs (Sutermeister, 1963). Although Maslow's theory has not stood well under actual testing, still it has called the attention of managers of the existence of these needs and teaches them that a fulfilled need does not motivate an individual. And all new theories build on the acceptance that it is the excepted satisfaction of needs basic, social and psychological that stimulates people to perform (Vroom, 1964). Herzberg (1966) necessarily accepts the place of human needs in motivation but thinks that there are two significantly different classes of factors about motivation. The two classes are the work environment and the actual motivation factors. These two classes, Herzberg named 'dissatisfiers of hygiene factor' and 'satisfiers or motivators'. The dissatisfiers or hygiene factors when not present or are not properly managed operate primarily to dissatisfy employees in their work. But when present, they do not by themselves build strong motivation, but only serve to water down dissatisfaction. The important dissatisfiers, according to Herzberg (1966), are in company policies, technical supervision, interpersonal relations, and working conditions. Looking at these dissatisfiers along-side Maslow's need hierarchy they would seem to fall in with the lower needs, physiological, security and social. The second class of factors by Herzberg's theory is the satisfiers or motivators, which when present on the job, operate to build strong level of motivation and spur people to superior performance. They fall in with Maslow's higher needs of esteem and self-actualization. A comparison of the two classes of factors shows that the satisfiers or motivators are job centered and relate to the nature of the work. This is to say, that the job itself is the source of motivation. On the other hand, the dissatisfiers or hygiene factors are associated with the context of the work. Their presence serves to clean-up the environment and prevent dissatisfaction. Thus motivation at work by Herzberg's theory comes from the degree of personal accomplishment achieved, from the degree of challenge at work and not from the working conditions in the working environment. Herzberg (1966) thereupon proposed that to assist employees in realizing their self-fulfillment and achievement-motivation needs,

there is need to increase the challenging content of the worker's job in, what is termed, vertical job enrichment. This will enable the worker grow in skill and in feelings of accomplishment. Researches on Herzberg's theory are reportedly not conclusive, because not all the findings confirm with Herzberg's two factor concept of motivation and hygiene factors. But it seems that the theory has practical application for management, relevance to deployed economy (Thierauf and Geeding, 1977).

An argument against Maslow's need theory that tries to induce a new theory is by Vroom (1964), who states that there is more to motivation than needs; that a need will not motivate an individual unless he has a strong preference for the outcomes of his action (valence) and unless he believes that the outcome will satisfy his needs (expectancy). The argument states that it is the strength of one's preference for a certain outcome and one's expectations of achieving the outcomes that play an important role in motivation. Thus expectancy theory holds that a person will work towards something, such as organizational objectives, when he expects that the consequences of doing that which he preferred will be favourable and probable. One may ask whether a need without positive expectation of its satisfaction is really a need or a desire, or a day-dream? However, Kreitner (1980) steps in again here to state that the expectancy theory appeals strongly to common sense and has also received encouraging empirical support from researchers. On the hand, Uduji and Onwumere (2013) argue that Vroom's theory, through realistic and consistent with the theory of MBO (Management by Objective), may be complex and difficult not only to subject it to research but also to put it into practice. The complexity arises because Vroom's theory tries to bring to focus the complex individual difference in needs and motivation (Thierauf and Geeding, 1977). All these would seem to come to one point, that motivation, through satisfying of human needs depends on the personality factor and the work situation. McGregor (1960) in propounding his theory had observed that most organizations subscribe to and operate under the precepts of traditional organizations. That the classical management approach greatly influence by Taylor and Fayol, emphasized the need for clearly defined jobs and fixed responsibilities and well establishes lines or authority. He further found that the structures, policies and practices of these organizations reflected a basic patter of underlying assumptions which he termed theory X. The main points in theory X are that the average person dislikes work and has to be coerced, controlled, directed and threatened with punishment to get him put adequate effort at work. Hence mangers attempt to control in details the work behaviour of the employees in line with the ownership source of authority and to assure that things go right for the owners, but in effect produce constraints at performance. McGregor viewed these assumptions as self-defeating because of the atmosphere by mistrust which they generate. He was not denying that employees are lazy, in different, unco-operative and not creative, but he asserted that they learn these behaviours as a response to the efforts of managers to exert control over them under the assumptions of theory X. Stoner (1978) considered one of the ways that managers try to control workers by these assumptions. It is by checking worker's quest for social belonging through informal organization. Managers that do not see positive contributions by informal groups, perceive them as threats to the organizations and try to check their development and there from create un-co-operative and resentful attitudes from the affected workers.

By the research and writing of Peter Drucker, A. H. Maslow and McGregor developed an alternative understanding of human behaviour which differed from the assumptions of theory X. He then formulated theory Y, considered to offer an alternative solution to many of the problems facing management over workers. Theory Y assumptions are that an average person likes work, will exercise self-direction and self-control in the service of objectives to which he is committed. He learns under proper considerations not only to accept but to seek responsibility because people are widely endowed with imagination, ingenuity and creativity in the solution of organizational problems. Thierauf and Geeding, 1977) have viewed the submission of McGregor as an attempt to bring the current findings of behavioural scientists to management awareness, and to make research information about human behaviour meaningful to management. On the application of the theories in work situations, or in summarizing the philosophy behind theory Y, Trewatha and Newport (1977) said that it is a management responsibility to establish practices that promote human growth and development, and responsible and co-operative employees. This means that if workers are lazy and indifferent, the blame may not rest on managerial; methods of organizing, directing and controlling, not on human resources. It can be management responsibility to formulate policies and practices that will generate employee commitment, self-direction and motivation to achieve organizational goals under managerial leadership, another in the directing functions of management. Managerial motivation could therefore be the application of managerial judgment and art in guiding the behaviours at work towards organizational objectives.

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:

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

$$e^2$$

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

Scale:

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

Table 1: Theoretical Basis of Salespeople Attitudes to Work in Multinational Firms

Questions	(n = 350)					Mean	Std. Dev.
	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)		
A salesperson perception about the extent to which his or her effort will result in a certain level of performance	5 (1.4)	10 (2.9)	30 (8.6)	165 (47.1)	140 (40.0)	4.21	0.83
A salesperson's perception about the extent to which performance will result in the attainment of outcomes	7 (2.0)	10 (2.9)	17 (4.9)	241 (68.9)	75 (21.4)	4.05	0.75
How desirable each of the outcomes available from a sales job of an organisation is a significant factor to a salesperson attitude	13 (3.7)	16 (4.6)	25 (7.1)	184 (52.6)	112 (32.0)	4.05	0.95

Source: Field Data, 2013

From table 1, it can be deduced that, with 5 respondents (1.4%) definitely disagreeing, 10 respondents (2.9%) generally disagreeing, 30 respondents (8.6%) somewhat agreeing, 165 respondents (47.1%) generally agreeing and 140 respondents (40.0%) definitely agreeing as well as the mean response value of 4.21, the study respondents are of the view that a salesperson perception about the extent to which his or her effort will result in a certain level of performance.

As indicated in the responses of 7 respondents (2.0%) who definitely disagreed, 10 respondents (2.9%) who generally disagreed, 17 respondents (4.9%) who somewhat agreed, 241 respondents (68.9%) who generally agreed and 75 respondents (21.4%) who definitely agreed, and represented by the mean response score of 4.05, it is the view of a salesperson's perception about the extent to which performance will result in the attainment of outcomes.

With a mean response score of 4.05 and 13 respondents (3.7%) who definitely disagree, 16 respondents (4.6%) who generally disagree, 25 respondents (7.1%) who somewhat agree, 184 respondents (52.6%) who generally agree as well as 112 respondents (32.0%) who definitely agree, the respondents agree that how desirable each of the outcomes available from a sales job of an organisation is a significant factor to a salesperson attitude.

Test of Hypothesis

A salesperson's motivation will not be high when salespeople believe that high levels of effort lead to high performance and high performance leads to the attainment of desired outcomes

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 2: GLM Between-Subjects Factors

	Value Label	N	
q73	1.00	definitely disagree	13
	2.00	generally disagree	16
	3.00	somewhat disagree	25
	4.00	generally agree	184
	5.00	definitely agree	112

Source: Field Data, 2013

Table 3: GLM Box's Test of Equality of Covariance Matrices^a

Box's M	7.337
F	1.146
df1	6
df2	20703.136
Sig.	.332

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

a. Design: Intercept + q3

Table 4: Multivariate Tests^c

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.986	12507.791 ^a	2.000	344.000	.000
	Wilks' Lambda	.014	12507.791 ^a	2.000	344.000	.000
	Hotelling's Trace	72.720	12507.791 ^a	2.000	344.000	.000
	Roy's Largest Root	72.720	12507.791 ^a	2.000	344.000	.000
q3	Pillai's Trace	1.038	92.991	8.000	690.000	.000
	Wilks' Lambda	.087	206.136 ^a	8.000	688.000	.000
	Hotelling's Trace	9.105	390.384	8.000	686.000	.000
	Roy's Largest Root	8.945	771.495 ^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 + q3

Table 5: Levene's Test of Equality of Error Variances^a

	F	df1	df2	Sig.
q1	51.218	4	345	.000
q2	271.639	4	345	.000

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

a. Design: Intercept + q3

Table 6: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	q1	204.603 ^a	4	51.151	514.098	.000
	q2	159.167 ^b	4	39.792	392.148	.000
Intercept	q1	1491.781	1	1491.781	14993.410	.000
	q2	1435.920	1	1435.920	14151.014	.000
q3	q1	204.603	4	51.151	514.098	.000
	q2	159.167	4	39.792	392.148	.000
Error	q1	34.326	345	.099		
	q2	35.008	345	.101		
Total	q1	6455.000	350			
	q2	5931.000	350			
Corrected Total	q1	238.929	349			
	q2	194.174	349			

a. R Squared = .856 (Adjusted R Squared = .855)

b. R Squared = .820 (Adjusted R Squared = .818)

The results shown in tables 4, 5 and 6 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 0.820, a very strong relationship is established between question 3 of the research instrument and questions 1 and 2. Having adjusted r-squared values that are at least 0.818, it is determined that at least 81.8% of change is caused by the independent variable. Based on this, the null hypothesis is rejected. Hence, a salesperson's motivation will be high when salespeople believe that high levels of effort lead to high performance and high performance leads to the attainment of desired outcomes.

Discussion of Research Findings

In discussing the finding of this study, much is drawn from Vroom's Expectancy Theory (Vroom, 1964). The theory states that performance can be thought of as a multiplicative function of motivation and ability, ie, $P = F(M \times A)$. Motivation in turn varies with the valence (V) or attractiveness of outcomes upon the performance of that task, and the instrumentality (I) of performance for attaining the outcome. The major outcomes he identifies are money (salary), fringe benefits, promotion, supportiveness behaviour (the leadership style of the supervisor or boss – fairness, honesty, conscientious etc), group acceptance (the attitude of other people towards hard work) and the joy derived in doing the work itself (internalized motivation). His model is as follows:

$$V = V_e + V_m I_{pm} + V_f I_{pf} + V_p I_{pp} + V_g I_{pg}$$

Where:

V = Valence

V_e = Valence due to ego involvement

V_m = Valence of money (salary)

V_f = Valence of fringe benefits

V_p = Valence of promotion

V_s = Valence of supportiveness behaviour

V_g = Valence of group acceptance

And I_p, m, f, p, s, g are respectively perceived instrumentality (I_p) of money, fringe benefits, promotion, supportiveness behaviour and group acceptance. The equation looks formidable. But we consider it very informative, for in the equation we find the answer to the much about poor attitude to work, and the ill-motivation of the salespeople in multinational firms in Nigeria. Vroom is simply saying in precise mathematical language that motivation depends not just on the outcome desired by the salespeople, but also on the instrumentality of efforts (hard work, honesty, loyalty, putting one's self last), and the desired outcomes (promotion, praise, medal, salary, increments, and recognition in the company). Now, building on the Vroom model, four critical variables could be identified in salesforce motivation for a desired work attitudes.

- The ability of the salesperson (Ability)
- The attractiveness of the rewards of working (Valence)
- The causal relationship between effort and rewards (Instrumentality)
- The existence of infrastructural support (Tools)

We shall use the Mnemonic, AVIT, to stand for these critical variables.

Thus, Motivation (M) = f (A, V, I, T).

Regarding the effects of these variables on motivation, we first of all observe that each of them has a direct relationship with motivation. Holding other things constant, the greater the ability of the salesperson, the higher his motivation. In addition, the more intimate the causal relationship between effort and rewards; and the more adequate the infrastructural support, the higher the motivation of the salesperson. Secondly, we emphasize that all the four variables must be working positively if the salesperson is to be motivated to put a desired work behaviour. In other words, greater ability must be goaded on by attractive rewards, an intimate causal relationship between effort and rewards and backed up by adequate infrastructural support if the salesperson is to be motivated to work. But on the other hand, an able salesperson will not be motivated if he does not perceive that there is an intimate relationship between his effort and his reward, and/or if he does not desire the reward emanating from the effort, and/or if there is inadequate infrastructural support. It is, however, the cardinal finding of this study, that the major cause of the low motivation of the salespeople in the multinational firm in Nigeria is that the salesperson does not perceive his work effort to decisively instrumental in the attainment of the rewards to work. Instrumentality is therefore the missing link in the motivational effort in the multinational firms in Nigeria. Take the reward of promotion in some of these firms, for example. On its own, an intense desire for promotion (a very important reward) will not motivate any salesperson to greater effort. The major determinant of his motivation is his generalized experience. He will ask questions like, "Did hard work earn me promotion in the past, in this company?", "Now, is it likely to earn me promotion in the future in this company?" "Have I been hearing from other salespersons in this company that hard work ensure salespeople to advancement?" Now, if the answer is yes, he will learn to be motivated to work harder. But if no, he will not. In salesforce motivation, as in many other aspects of life, experience is the best teacher. As Skinner propounded in his theory of operant conditioning, behaviour that is rewarded tend to be repeated, while those that are not tend to be extinguished. Therefore a cornerstone of this study finding, is that performance is a multiplicative function of salesforce motivation and ability. Salesforce work behaviour, in turn varies with the attractiveness of the outcome, valence, and the perceive instrumentality of effort towards the achievement of outcomes. Given adequate salesperson ability and infrastructural support, it follows that for the effort to call forth the desired reward, the following four conditions must be met:

- The multinational firms in Nigeria, must grant rewards desired by the salesperson.
- The salesperson must perceive that the desired reward can be obtained through the exertion by greater effort on his part.
- The reward must be achievable, and as immediately as possible.
- The salesperson must be mentally and physically able to strive for the reward

Now, the first, third and fourth conditions above are usually met by the multinational firms in Nigeria. But the second condition above is controversial. Does the salesperson perceive that he can only attain the desired outcome through the exertion of greater effort? This is very descriptive as we trace it through the summary of the various motivation theories. Now let us halt and ask what motivation is for. It is for effecting performance. The problem is that, when all these notions about motivation are considered, one is uncertain how to set out applying them to achieve performance. For example, Uduji and Onwumere (2013) have done something more or less indicative or how to apply these salesforce motivation notions. The authors summarized the output of the various theories of motivation from the traditional, through to the Human Resources Model by Maslow, Vroom, McGregor etc. They summarize the assumption of each model with the management policies and expectation that can emerge in the application by management of the various groups of theories. Briefly presented, the assumptions of the traditional model or theory are that salespeople inherently detest work, show more concern to what they earn than to the work they do. Only a few want to be involved in the sales work that require creativity, self-direction and self-control. Management policies that go with these are that work assigned to the salesperson should be broken down to simply repetitive tasks with detailed procedures which are enforced firmly and fairly. From these again, salespeople will tolerate work if the pay is good and the sales manager is fair. Under this, the work behaviour of the salespeople will be high in the company.

The assumptions of the Human Relations Model are that people feel useful and important and desire to belong and be organized. The supply of these needs gives them more satisfaction than money would do. The sales management policies from these assumptions should be to make the salespeople feel useful, give them adequate information and listen to their views against plans, then allow them to exercise self-direction-and-self-control over routine matters. The outcomes of these would be salespeople's satisfaction of their basic need to

belong and feel important, which will improve morale and reduce resistance to formal authority and make for better co-operation. The assumptions of the Human Relations Model are that work is not distasteful and people would want to contribute meaningful towards the goals they have helped to established. They will exercise more creativeness, responsibility, self-direction, and self-control. Sales management policies from these should be to make use of untapped human resources, create an environment in which all salespeople will contribute to the limits of their ability. The sales manager should practice participative salesforce management broaden salespeoples' self direction and self-control. These would lead to direct improvement in operative efficiency and make for work satisfaction. This analysis gives the different points of view from which the sales manager or the interested party observes the salesperson to be motivated. It gives the observer fundamental base for reaction towards salesperson in getting him to perform the expected work behaviour. But it tends to side tract the motivating factors themselves and does not give clear guide the way the sales manager goes in order to actuate the salesperson. So, the findings and analysis of this study will be very helpful to the sales managers as to how they would get about the salespeople to perform the expected work behaviour in the organizations.

Conclusion and Recommendations:

This study has try to synthesis the findings along side the various theories because, seeing them in this individual firms, they could sometimes appear contradictory and confusing, and may not give help to practicing salesforce managers to easily perceive what they actually do to motivate their salespeople for appropriate work behaviour, organizational performance, and for the salespeople's own satisfaction. This study strongly suggests that a universal theory of salesforce motivation will be more practical and understanding for meaningful use by the salesforce managers. Basically, the efforts at synthesis take the findings of this study and the theories of Maslow and McGregor as they are of the motivation theories to form the Maslow-McGregor-Uduji models. This study has also try to tie these together with Vroom's and other related theories. Otherwise, there is nothing significant that is added. But, however one tries to synthesize or universalize the theories, the fact remains that the area of salesforce motivation theories is a yet not an explicit one. Take for example what the findings of this study indicates: it suggests that salesforce motivation is not the only influence on a salesperson's performance level, and that there are other two factors influencing performance levels. These are the salesperson's ability to perform, which may be acquired through training for skill and knowledge, the salesperson's perception or understanding of his role, that is, what behaviours are necessary in order to achieve high performance, and then motivation. If anyone of the three has low value, salesperson work behaviour and performance, may likely be low, even if the other two are high.

But the point is that the first two of the three factors are related to and belong to the managerial function of organizing. If the sales manager does not use the knowledge about them in staffing and placement, he is not effective in the organizing function of sales management. So the two factors are not in directing but are in the organizing factor. But according to Uduji and Onwumere (2013), some factors in organizing affect motivation in the direct function of sales management. Now, using Maslow's need structure, this shows how these individual differences can be shown up in organizations, that indicates that some salespeople have need for achievement, some for affiliation, and others for power. These salesperson's have strong need for achievement will seek and assume high degrees of personal responsibility, take calculated risks, set challenging but realistic goals for themselves, and plan for their achievement, use concrete and measurable feedback to help them achieve the goals. Where as salespersons with affiliation need will seek social belonging and friendship in work situations. They enjoy sales jobs that have interactions with other salespeople. The salesperson who seek power will also want position of power or influence. They would enjoy sales jobs with high authority, power and commanding status. Some behavioural scientists state that effective motivation of salesforce has to reflect these differences. Where as for organizational effectiveness they are better taken care of in placement and transfers in the organizing functions of sales management. Put simply, this study would seem to be suggesting that the salesforce manager will make motivation effective for a desired work behaviour, if he takes cognizance of the individuals characteristics in terms of his needs, creates sales jobs that are challenging to the salespeople according to their abilities; all to provide job satisfaction to organization's salesforce. To make sales jobs more challenging, sales managers should continually seek ways of generating motivation through sales job design (job enrichment) and make sales job to:

- Have a clear meaning and purpose in relation to the sales objectives of the organization.
- Be as self-contained as possible, so that the salesperson will be doing a complete and satisfactory job.
- Provide opportunities for purposeful two-way communication for possible participation in decisions which affect his work and targets (for example in deciding the methods for doing the work). In this respect, a decentralization of authority through the salesforce is likely to encourage salespeople motivation and work behaviour.

- Provide a regular feed back of information to the salesperson about his or her work behaviour, and performance in the organization.

From this study, we could see that the confusion faced by sales managers on the question of work attitudes, motivation and performance is the mix-up by the behavioural scientist of managerial organizing factors with those of salesforce motivation. It is this that seems to create the difficulty for salesforce managers in multinational firms in Nigeria, in clearly determining what to do in their motivation efforts. Perhaps it is the inexplicitly of all these that seems to cause Nigerians to think that the theories developed in the Western World are not applicable to Nigerian environment. Managers in Nigerian environment can promote high levels of salesforce motivation in their organizations by taking steps to ensure that expectancy is high (ie salespeople think that if they try, they can perform at a high level, they will receive certain outcomes), and valence is high (salespeople desire these outcomes). It is therefore recommended that salesforce managers should:

- Let the salespeople know that their managers think they are terrific and expect them to succeed (if that is true)
- Distribute outcomes base on important inputs, work behaviours, and performance levels, ensure that the salespeople know that this is the formular for the assessment rewards.
- Determines which outcomes the salespeople desire and try to gain control over as many as possible (ie having the authority to distribute or withhold outcomes).
- Let the salespeople know which imputes are most valuable for them to contribute to their sales jobs and the organizations to receive desired outcomes.

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