



EFFECT OF SALES REPRESENTATIVES TRAINING AND MOTIVATION ON SALES PERFORMANCE OF SERVICE MARKETING FIRMS IN CALABAR, CROSS RIVER STATE, NIGERIA

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ABSTRACT

This study focused on the effect of sales representatives training and motivation on sales performance of service marketing firms in Calabar, Cross River State, Nigeria using Premium Pension Limited, Calabar, Guaranty Trust Bank, Calabar and First Bank, Calabar. The study measured the effect of training (on-the-job and off-the-job) and motivation (monetary and non monetary) on sales performance of service marketing firms in Calabar. The study adopted survey research design and a simple random sample of 24 respondents were used for the study. Four hypotheses were formulated for this study and the statistical significant of variables were tested using simple regression analysis. The findings of the study revealed that training (on-the-job: job rotation, coaching/mentoring, and off-the-job: lectures, seminars/conferences, sales demonstration) and motivation (monetary: salary, bonuses, commissions and non-monetary: promotion, recognition of sales representatives effort and job appraisal) had significant effect on sales performance of service marketing firms. Based on the findings of the study, it was recommended that management should take training of its sales representatives as a priority, that different platform for training should be put in place to equip the sales representatives with adequate knowledge and how to represent the firm in the market. Also, that payment of salaries and other monetary reward due for the sales representatives should be paid as at when due. That non-monetary reward like recognition, promotion, and job appraisal should be given due consideration and both monetary and non-monetary reward should be properly integrated.

KEY WORDS: *Sales representatives, training, motivation, sales performance, service marketing firms.*

INTRODUCTION

The success of a firm depends on the effectiveness and efficiency of the sales unit, because the sales unit is the only revenue generating unit of an organization, they generate funds for the financing of other unit, they are saddle with the responsibility of selling organization product to the customer, and organization make profit and generate revenue to finance other unit and increase production through the activities of the sales unit which is handle by the sales representatives. The sales representatives also perform functions like: gathering of useful information which enables the company to know what the consumer want and how to serve them excellently well, creating of goodwill by portraying a good image of the firm to the customers, ensuring customers satisfaction by informing the marketing department about the needs and wants of the customers and also insisting that the wishes of the

consumers must be respected by providing what they want, they also conduct marketing research about the behavior of customers such as why they accept or reject a particular product in relation to other products, which enables top management to formulate decision and marketing strategy. Therefore the role of the sales representatives in the success of an organization cannot be overemphasis.

The sales representatives consist of all the employees of a firm whose job is to persuade customers to buy their company's product. For organization to achieve their sales objectives, and for the sales representatives to perform their role effectively and efficiently the sales representatives must be equip with adequate knowledge and skills about the product and how to persuade customers to make buying decision. For this to be achieved certain factors must be put in place to create a conducive environment for them to strive

and compel them to give their best. Among these factors are training and motivation.

According to Sabir, Akhtar, Nasir, & Ahmed, (2014), training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules or attitudes and behavior to enhance the performance of employees. Training is imperative in sales performance because developing new customers, and maintaining the existing ones, persuading them to make a buying decision demands the sales representatives to be equip with adequate knowledge of the product and the necessary skills. Kotler and Keller (2009:597), explains that today's customer expect sales people to have deep product knowledge, to add ideas to improve the customers operations, and to be efficient and reliable. This demand requires companies to make higher investment in sales training.

According to Tahir, Yousatazi, Jan, Hashim (2014), training leads to improve profitability while cultivating more positive attitude towards profit orientation. For individual, training improves job knowledge while also helping in identifying with goals of the organization.

Apart from training, the sales representatives need to be motivated in order to give their best. Motivating sales people involves creating conditions on the job that persuade and inspire people to take action necessary to achieve the objective of the organization. This is imperative because sales representatives differ not only in their ability to work but also in their will to do so. To motivate mean to induces, persuade, stimulate, and even compel and employee (sales representatives) to act in a manner which fulfills the objectives of an organization. The motivation of sales representatives depends on the strength of their motives. Motives are needs, wants, drives or impulse within the individual and determine human behaviour.

Sales representatives motivation is a very vital factor in determining sales performance, management must take into cognizance the role of motivation in the activities of sale force. Sales representatives need to be compensated each time they carry out their duty effectively. Umar (2010) explains that to attract good sales people, company must have an appealing compensation plan. Ideally sales representatives should be paid in such a way that what they want to do for personal interest and gain is in the company's interest too. Most companies focus on financial motivation, but public recognition, sales contests; simple personal recognition for a job well done can be highly effective in encouraging greater sales effort.

Financial and non-financial compensation or reward to sales representatives should be properly integrated, most sale managers concentrate more on the financial compensation such as salaries, commissions, performance bonuses and neglect that man love recognition, and non-financial compensation such as advancement promotion, recognition of achievement, job security, are very paramount in motivating sales representatives.

But most time training and motivation of sales representatives are often underestimated by management of service marketing firms; most managers concentrate on financial compensation neglecting non-financial incentives, training and retraining of their sales representatives but expect high performance from them. This often result into rude behaviour by sale people, bad approach to the customers, unethical behaviour, low morale, and high labour turnover which in turn affect sales performance.

This study seeks to x-ray or unravel the influence of training and motivation of sales representatives on sales performance of an organization. Therefore, the statement of problem for this study in specific term is: the impact of sales representatives training and motivation on firm sales performance.

OBJECTIVES OF THE STUDY

- i. To determine the effect of on-the-job training on sales performance of service marketing firms.
- ii. To ascertain the effect of off-the-job training on sales effectiveness of service marketing firms.
- iii. To assess the effect of monetary incentives on sales performance of service marketing firms
- iv. To determine the influence of non-monetary reward on sales performance of service marketing firms.

RESEARCH HYPOTHESES

- i. H_0 on-the-job training does not significantly influence sales performance of service marketing firms.
- ii. H_0 off-the-job training does not significantly affect sales performance of service marketing firms.
- iii. H_0 monetary incentives do not have any significant effect on sales performance of service marketing firms.
- i. H_0 non-monetary reward does not influence sales performance of service marketing firms.

LITERATURE REVIEW

Concept of sales representatives

The sales representatives consist of all the employees of a firm whose job is persuading customers to buy their company's products (goods and services). Sales representatives are also known as sales representatives (sales reps), they serve as a contact between the customers and the organization. Their job is to seek purchase responses from consumers persuading them to make a buying decision. This act is also known as salesmanship.

According to Ebitu (2012:239) salesmanship is the term used to designate the art or principles practiced by sellers in an attempt to influence others to buy a product, service or idea. It involves a company's offerings to prospects; trying to ensure that sales take place and helping to change all negative attitudes to positive ones about the company and its offering. Sales representative is the division of a business that is responsible for selling product or services. They are the first point of contact between the customers and the organization. The image of the firm is access through the appearance of the sales representatives. In addition Etuk (2008:227) states that one of the roles of sales representatives is to assist management implement personal selling strategy.

Personal selling according to Agbonifoh et al (2007:450) is the interpersonal face-to-face interaction for the purpose of creating, modifying, exploiting or maintaining beneficial exchange relationship. Weitz, Castleberry and Tanner (1998:4) in Esu (2012:275) defined personal selling as "an interpersonal communication during which a seller uncovers and satisfies the needs of a buyer to the mutual long-term benefit of both parties". Esu (2012) further explains that the definition points to the fact that selling is more than making a sale and getting order, that the personal selling functions are performed by sales persons.

From the above definition, it shows that the role of the sales person is more than just selling but involve creating and

maintaining a mutual relationship, for this to be achieved, all the responsibility of sales management must be carried out and one of the responsibilities of sales management is training and motivation which is the focus of this study.

Functions of sales representatives

The sales representative main or key function in the organization is to sell the company's product at a profit, but apart from this, the sales representatives perform other functions. The following are some of the functions performed by the sales representatives:

- i. **Marketing research:** Sales persons research into many aspects of consumer behaviour. It may include the reasons, acceptance, or rejection of a particular product in relation to other products. Their conclusions and recommendations form the basis of top management decisions concerning the company's marketing strategy. (Ebitu 2012)
- ii. **Goodwill and Customers Satisfaction:** The salesperson is also an image maker and mould of the company. He positions the firm and its offering in the minds of the people thereby gaining customer loyalty and repeat purchase and also ensures customer satisfaction by informing the marketing department what the customers want and insisting that the consumer's wishes be strictly adhered to. With this the consumer has nothing to regret (Ebitu, 2012).
- iii. **Customer Service:** This involves servicing the needs of customer by providing training on how to use the product or services effectively. Handling customer's complaint, and taking care of customers, needs. These activities are best performed by sales representatives, (Esu, 2012)
- iv. **Co-ordinating corporate resources:** The sales representatives form an interface between the organization and the customers. The sales people have the responsibility for making sure that the customers are satisfied. The sales people ensure this by interacting with the other departments of the organization. Manufacturing, shipping, sales, administration, credit and billing etc. if there is a breakdown in anyone of these areas, the customer may not get the product when needed. It is the sales people who coordinate the activities of other units to see that the product is delivered.
- v. **Information gathering:** The sales people gather information concerning competitors and market factors during interaction with prospects and customers. The information is critical to the formulation or reformulation of marketing and sales strategy of the firm.
- vi. **Locating prospect:** According to Agbonifoh et al. (2007:453), this means going into the target market to identify prospective or potential customers. Being aware of the products and or service which his company can offer, the sales person also search out those whose needs can be satisfied by his offerings and communicate this fact to them.
- vii. **Maintaining customers:** Agbonifoh et al (2007) explain that it is no use to a company if its salesmen win customers only to lose them subsequently to competitors. The secret of retaining or maintaining customers is ensuring that their needs are

consistency satisfied so that their loyalty to the company can be reasonably assured. (Agbonifoh et al. 2007:453)

Concept of training

According to Sabir, et al (2014), training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, attitudes and behavior to enhance the performance of employees. Ebitu (2012:256) also explains that training is the systematic development of the knowledge, skills and attitudes by an individual to perform adequately on a given task or job. He further added it is very important in all respect and a company that ceases to train its employees is preparing for its final collapse. New problems, new techniques and strategies, new machine and equipment, new knowledge and new jobs continuously call for the training of salesperson.

Sales representatives training is the act of learning, acquiring knowledge about an organization product, getting new ideas about the product or services, acquiring and sharpening of skills on how to relate and develop new customer and maintain the existing ones, changing of attitudes and behaviour of those whose job is to sell the organization product to customer or who are the point of contact between the organization and the consumers in order to enhance performance.

Method of training

There are different methods of training but for the purpose of this study, we will group all the training method into two: on-the-job training and off-the-job training.

1. **On-the-job training method:** On-the-job training is simply learning by practice and experience. Ubong (2007) on-the-job training is the approach that offers the opportunity for learning of skills through experience at work.

This is different from off-the-job training, which offers learning's opportunity through attendance at training away from the job or work place (Levis and Trevift, 1994 in Ubong 2007). The point about on-the-job training is that learning is taking place as the job is going on, the learner do not leave its job for a training rather he learn through practice and experience on the job with the help of experience or senior colleague on the job. There is a learner and a supervisor both located in a defined place of work. Though the learner is as much an employee, as a supervisor, the former has to 'learn the ropes' from the latter who is expected to be more knowledgeable and experienced. The supervisor need not be academically more qualified than the learner. What is crucial is that the supervisor has more experience born out of a longer exposure on the job than the new person or learner (Ubong, 2007). On-the-job training allows employees to learn by actually performing a specific job or task. The employee will perform the job and learn as well. On the job training include:

a. **Coach/mentoring:**

Coaching is the process by which the more experienced supervisors or line managers assist the young ones to perform their supervisory function more effectively (Etuk, 2008). This is often done through instructions, comments, criticisms, questions, suggestions or ideas offered to motivate the subordinate officer to develop himself further. Job mentoring involves providing an employee with an experience coach to oversee his or her learning experience. The mentor or Coach provides advice and instruction, but is not performing the job with the employee. Rollins, Ruthertord, and Nickell (2014) describe mentoring as an interactive process occurring between

individuals of different levels of experience and expertise that incorporate interpersonal or psychological development, career, and/or educational development, and socialization functions into the relationship. Within the sales representatives, mentoring occurs when a more experienced sales person takes responsibility for the development and guidance of less experience salesperson.

b. Job rotation

Job rotation is a situation in which employees are made to move from one job to another for the purpose of acquiring basic skills associated with each job (Etuk, 2008). Job rotation teaches current employees how to do various jobs over time. The employee will rotate around to different jobs within the organization, performing various different task unrelated to his original job. Sales representatives job rotation occurs where a sales person move from his original job or geographical location to another geographical location to learn and acquire more knowledge about behavioral pattern of that location.

2. Off-the-job training: is employee training at a site away from the actual work environment. It often involves lectures, case study, role playing, simulation etc. (Business Dictionary, 2014.)

Off-the-job training is learning taking place off the job, away from the work place or the centre may near the work place. It takes the form of lecturers, discussions, demonstrations and role-playing. The lecture method is the most efficient way to present company policies, procedures, and selling concepts and principles. Lectures provide the new sales person with an introduction to the company and the subject of selling. The discussion method provides sales people with the opportunity to state their ideas and opinions on a variety of subjects related to personal selling and company policies.

Discussants can learn from the experiences of others. Demonstration involves showing rather than explaining the best way to sell a product. Sales representatives can see how their jobs may be performed instead of merely hearing explanation. Role playing places sales trainees closer to the actual sales situation by having them sell a product in a hypothetical situation. (Ebitu, 2012)

Importance of training

There are organizations that think it is really a waste of time and that sales team learns best while doing their job. There are other organizations that invest a lot of time and money to train members of the sales team. Let's examine how important it is for organizations to impact training to their sales representatives.

According to Arindam Nag (2011) the importance of sales training includes:

1.Enhance product knowledge: Information on one's own products as well as those of competitors is fundamental for sales. A new sales person needs to be well versed with the product or services that he is going to sell. A training program will give an opportunity to organizations to inform the staff about the products or services that the organization provides. Information can be pass on in an authentic way, leaving no room for ambiguity or misinformation that might arise if the staff is left to learn on their own.

2.Procedural Compliance: "Sales training imparts knowledge on the fundamentals: It includes the basic of sales procedure – prospecting, needs identification, providing solutions and closing the sales additionally, in many industries, organizations need to follow certain rules and regulations while selling a

product or a service. It is particularly true in the service sector such as the insurance industry where employees have to adhere to the norms set by the local regulatory bodies. If employees are not made aware of these rules and regulations, companies may be answerable to the regulatory authorities. Hence sales-team need to be well-versed with all the mandatory requirements.

3.Soft skills training: Selling is both an art and a science as it involves analytical skills as well as creative skills. By providing training in leadership, team-building and communication skills, employees will be better equipped to showcase companies product/services and use their persuasive skills to convince potential customer that their product/service best meets the requirements of customer. This ultimately helps in more sales and thereby more revenue for organizations.

4.Motivating sales team: Sales is a high pressure job that leads to frustrations among the sales team very easily. Sales training also provides an opportunity for managers to keep their sales team motivated with team-building activities and morale boosting workshops, managers ensures that the sales team does not lose focus of the sales targets and organizational goals. It reduces employee turnover and increase productivity.

5.For ensuring business values and Ethics: With increasing sales targets, there is a risk of employees compromising on organizational business values and ethics. For an organization to succeed in the long run, it has to ensure that its employees follow the business values it stands for and training is an appropriate platform to drive home this message to the sales representatives.

6.Ability to adapt to changes: The more skilled the workforce is, the easier it will be for the entire organization to adapt to changes that may arise in the domestic and global market place in the demand for its products and services. (Kum, Cowden and Karodia 2014)

Concept of motivation

One of the most difficult problems a sales manager faces is the motivation of the sales representatives. Motivation is the process that produces goal-directed behavior in an individual. It helps to initiate desire behaviour in an individual and direct it toward the attainment of organizational goals. Motivation consists of three elements – need, drive and goal. Satisfaction of the need in the individual cuts off the drive in him to work towards satisfaction of the need. The effectiveness of the sales representatives plays a crucial role in the success and growth of an organization.(Teau, A 2013). Motivation according to Etuk (2008) may be defined as the willingness or propensity of individuals to act in a certain way.

Ebitu (2012) defined motivation as those things, derives, cues, urges or incentives that energize or impel a person to behave in a certain direction. Ebitu further explains that motivation of sales representatives is an important part of the sales manager's role for the following reasons.

- i. A salesman needs to be motivated because of the frustration he meets most days he is not selling
- ii. A salesman works alone and does not have the immediate support of company colleagues. He may also feel the company is not supporting him if deliveries are late or invoices are incorrectly completed.
- iii. A salesman works irregular hours and is sometimes away from home. This may lead to personal tension.

- iv. Very few salesmen are self-motivating and most people like to be praised for a job well done. To keep up the morale, a sense of reward or achievement is necessary to sustain the efforts of salesmen.

Method of sales representative motivation

The sales representatives can be motivated in two ways: monetary and non- monetary.

1. Financial incentive or reward include salaries, commission and a combination of salaries and commission

a. Salaries: is a direct monetary reward paid to sales person for performing certain duties over a period of time (Ebitu, 2012). A straight salary pay provides sales representatives with a fixed amount of income regardless of sales performance. It gives management maximum control over the sales representative activities or routine tasks. According to Esu, (2012), this method is used where the role of the sales person involves many consideration other than actual orders received. He further identified the following as advantages of fixed salary: Since payment is fixed, it provides financial security and the salesperson may take other sales tasks, since he/she is not assessed by the amount of sales made during the period. Agbonifoh et al (2007) also added that it ensures that non-selling activities are also performed, and it is easy to administer.

The disadvantage of fixed salary is that sales persons may be dissatisfied if higher performing sales persons are not being paid more than low achieving one (Esu, 2012). It may fail to produce a balanced sales mix if sales people concentrate on the products that are easy to sell (Agbonifoh, 2007) salary provides only routine motivation and this may lead to limited individual initiative and drive.

b. Commission: is a payment tied directly to the profit or sales generated by an individual salesperson (Agbonifoh et al, 2007). A straight commission is a direct opposite of the salary method. Here sales persons are motivated to work hard because their commission is related to the amount of sales. A salesman may be paid 5% of net sales, 10% of gross profit or ₦15 for each ₦100 of sales. Some organizations may give the salesperson as much as 25% of the gross profit or even total sales. Straight commission plans are often used by firms in industries such as industrial products, furniture and fixtures and insurance (Ebitu, 2012).

Furthermore, the advantages of commission method of motivation according to Ebitu is that it offers direct motivation on the sales representatives, there is no ceiling on the sales person's commission earnings, there is no freedom of operation and there is no room for complain since salesmen earn what they deserve.

The disadvantages of this method of motivation according to Agbonifoh et al (2007:460) is that: if the commission is on volume of sales rather than on profit accruing from sales, it could place emphases on volume without due regard to the need to cut down on selling expenses. Coverage of sales territories by sales persons would neither be intensive nor extensive as the temptation would be for them to concentrate on the few prospects from whom they are likely to get most volume. Managerial success could be adversely affected as salesperson that are adjudged competent might be very reluctant to move into managerial positions which entail the loss of the high earnings from commissions on sales. Such sales person could simply leave the company.

c. Combination of salary and commission (Combination plan method):

This method according to Esu (2012) is a combination of the basic salary (usually 70% of income) plus commission and bonuses or both. The advantages of this plan according to Ebitu are that it offers participants the advantages of both salary and commission, ensures a steady income base. Agbonifoh et al added that it affords the salesperson greater economic security and, consequently, the self-confidence required for superior performance, and it provides greater scope for reward to superior performance.

This method has the disadvantage of being complex and difficult to understand, sometimes too costly to administer. However, the type of compensation plan adopted by a firm is influence by the following factors. Nature of the product, nature of the market and channel of distribution, caliber of salespersons, financial condition of the company, types of customer.

2. Non-financial motivation: Non-financial method of sales representative motivation includes but not limited to: promotion, recognition of achievement, and job security. The non-financial method of sales representative motivation involves creating a conducive working environment for the sales representatives to strive. These various methods of non-financial motivation can be summarized thus according to Ebitu (2012):

- a. Visit salesmen personally, talk with them and encourage them with personal direction so that they would feel they have not been forgotten.
- b. Arrange sales meetings with salesmen using participatory approach, this will give them a sense of belonging and identify with the company.
- c. Arrange for progress reports on good performance to be circulated. Keep the salesmen informed on new developments as touching plans and changes in policy and how they are affected by them.
- d. Encourage feedback and suggestions for improving performance. Open up channels for free flow of information. Telephone, letters, sales conferences, newsletters, personal interaction can be used for this.
- e. Keep administrative procedure to a minimum. Instead they should be provided with opportunity for personal growth and advancement through training and promotion.
- f. Praise and reward outstanding performance, give recognition to their abilities, and increase their feelings of importance and prestige. This can be done through awards for the best candidate based on the sales contests or designating the best representatives and salesmen of the year. Such sales contest will encourage healthy competition and achievement among salesmen.
- g. Given them free hand to operate in their territories and show confidence and trust in their technical competence and ability to achieve high sales volume. Let them know that they are worthwhile, capable, needed and useful.

Theory of motivation

Several theories have been formulated to explain human motivation and need satisfaction. One of such need is Abraham Maslow hierarchy of need. According to Mogaba (2006:76) Maslow identified a hierarchy of five levels of needs arranged

in the order in which a person seeks to gratify them. Maslow contended that people remain at one level until all their needs at that level are satisfied. Then new needs emerge on the next higher level.

The basic human needs identified by Maslow in an ascending order of importance are as follows according to Mogaba (2006).

Physiological needs: In the hierarchy-of-needs theory, the first and most basic level of needs is the physiological. These needs which are required to sustain biological life, include food, water, air, shelter, clothing, sex are all the biogenic needs, in fact they were listed as primary needs earlier.

Safety needs: After the first level of needs is satisfied, safety and security needs become the driving force behind and individual's behavior. They include order, stability, routine, familiarity, control over one's life and environment, and certainly the knowledge Health is also a safety concern. Saving account, insurance policies, education, and vocational training are all means by which individuals satisfy the need for security.

Social needs: The third level of Maslow's hierarchy includes such needs as love, affection, belonging, and acceptance.

Egoistic needs: When social needs are more or less satisfied, the fourth level of Maslow's hierarchy becomes operative. This need includes self-acceptance, self-esteem, success, independence, personal satisfaction with a job well done; prestige, reputation, status, recognition from others.

Self-actualization: (Self-fulfillment), this need refers to an individual's desire to fulfill his or her potential to become everything he or she is capable of becoming.

The concept of service marketing Service marketing refers to the marketing of services, as opposed to tangible products. Service marketing is marketing based on relationship and value. In service marketing, buyers purchase intangible services, maybe based on the reputation of an individual, buyers cannot return the services (Anyadighibe, Sunday & Awara, 2015). Service marketing characteristics include: intangibility, inseparability, perishability and heterogeneity.

The concept of sales performance Sales performance is the assessment of sales activity against the goals outlined in an organization's sales plan. Sales performance is achieved through training and motivating employees in an organization.

Empirical evidence

On-the-job training and sales performance

A study conducted by Jagero, Komba, and Mlingi (2012) on the job training. The objective of the study was to examine the existing on-the-job training program in courier companies in Dar-es-Salaam and to assess employee's performance. Correlation survey methodology was used and questionnaires were used as a research instrument. A sample population of 150 employees' was adopted. The findings showed that there was a significant relationship between on-the-job training and employee performance.

Monetary incentives and sales performance

Osa, (2014) conducted research on monetary incentive and organizational performance. The aim of the research was to ascertain the relationship between monetary incentives and its impact on employee performance. The study reveals that monetary incentives (salary, wages and condition of service.) alone are not sufficient to motivate employee; that a

maximum of both monetary and non-monetary incentive should be applied.

Non-monetary rewards and sales performance:

A study conducted by Emerole (2015) on non-monetary reward and productivity of employees. The main objective of the study was to analyze the effect of non-monetary rewards (social recognition, praise and genuine appreciation) on the productivity of employees. The study employed descriptive statistics; multiple regression and the Pearson's correlation coefficient were adopted to test the data. The study reveals that higher productivity and efficiency of employees is possible with effective exploitation of human resources through non-monetary reward.

RESEARCH METHODOLOGY

Research design

The cross-sectional survey research design was used for this study. This design was used because it sought to unravel and describe the element of training and motivation and how it affects sales performance of service marketing firms.

Sample design and size

The simple random sampling technique was adopted. The simple random sample was adopted because it gives all element of the population equal chance of participation in the research work. So all the sales representative of Premium Pension Limited, Calabar, Guaranty Trust Bank, Calabar and First Bank, Calabar were given equal opportunity to participate. Taro Yamane formula was adopted to determine the sample size.

Source of data and data collection method

This study adopted both the primary and secondary data collection method. The primary data were sourced through structured questionnaire and personal interview. Source of secondary data were textbooks, journal and the internet.

Data analysis

The SPSS was used in capturing the data. The data collected for this study were analyzed using descriptive statistics and regression analysis.

RESULT AND DISCUSSION

H_{01} : On-the-job training does not significantly influence sales performance of service marketing firms.

Findings of regression analysis carried out to test H_{01} shows that on-the-job training significantly influence sales performance of service marketing firms ($B = 1.441$, $P < 0.05$) H_{01} was rejected. H_{01} was therefore rejected. Table 1, 2 and 3 report a significant F and t statistic, indicating the model's strong prediction strength ($F = 63.946$, $t = 7.997$, $R^2 = 76.2\%$, $p = .05$).

The research finding is in consonance with the findings in a study conducted by Jagero, Komba, and Mlingi, (2012) that there is a big relationship between on-the-job training and employee performance. This further explains the fact that mentoring, coaching supervising the sales representatives by a more experienced sales personnel, and also moving them from one job position to another help build their confidence enhance their moral and also increase their knowledge of the product to be able to face and overcome objections in the market.

H_{02} : Off-the-job training does not significantly affect sales performance of service marketing firms.

Findings of regression analysis carried out to test H_{02} shows that off-the-job training significantly affect sales performance

of service marketing firms (B= 1.097, P < 0.05) H₀₂ was rejected.

H₀₂ was therefore rejected. Table 4, 5 and 6 report a significant F and t statistic, indicating the model's strong prediction strength (F = 31.486, t = 5.611, R² = 61.2%, p = .05).

Finding from the result of the second hypothesis tested reveals that off-the-job training have effect on the sales effectiveness, Also the data presentation, analysis and interpretation affirms that off-the-job training have effect on the sales performance. The implication here is that organizing seminars, workshops, conferences, lectures for sales representatives, increases their knowledge of the product and make them ever ready to overcomes customers objections, and also fill motivated.

H₀₃: Monetary incentives do not have any significant effect on sales performance of service marketing firms.

Findings of regression analysis carried out to test H₀₃ shows that monetary incentives significantly affect sales performance of service marketing firms (B= 0.949, P < 0.05) H₀₂ was rejected. H₀₃ was therefore rejected. Table 7, 8 and 9 report a significant F and t statistic, indicating the model's strong prediction strength (F =29.746, t = 5.454, R² = 60%, p = .05).

Another finding, from the test of hypothesis three indicates that monetary incentives have a great effect on sales performance. This relate to the findings in a study conducted by Elumen and Ojafo (2014), that financial incentives and reward motivate employees to positive attitude at work, lead to job satisfaction and improve productivity and performance. The implication here is that when sales representatives have adequate reward for a job well done, it stimulate them, make them fill fulfill and more motivated to gives their best. That is

prompt payment of salaries as at when due, bonuses, commission's paid to sales rep each time they meet their target or for a job well done serve as a stimulator, and stimulate them to do more for the firm.

H₀₄: Non-monetary reward does not influence sales performance of service marketing firms.

Findings of regression analysis carried out to test H₀₄ shows that non-monetary reward significantly affect sales performance of service marketing firms (B = 1.042, P < 0.05) H₀₄ was rejected. Table 10, 11 and 12 report a significant F and t statistic, indicating the model's strong prediction strength (F =52.874 , t = 7.271, R² =72.6% , p = .05).

Findings from the test of hypothesis four indicate that non-monetary reward also influence sales performance. This research work is in support with the study carried out by Osa (2014) that monetary incentives alone are not sufficient to motivate employees, that a maximum of both monetary and non-monetary incentive should be applied. The result of this study also relate to the findings in a study carried out by Emerole (2015), that higher productivity and efficiency of employees is possible with effective exploitation of human resources through non-monetary reward. This means that, other than monetary reward like salaries, commissions, bonuses, paid to sales representative, non- monetary reward like recognition of achievement, appraisal, courtesy, promotion, respect and consideration of the opinion of sales rep in formulating sales policies, and even paying attention to their personal problems also serve as a stimulator, it motivate them to do more, it makes them fill recognize, and gives them a sense of belonging'

Test of hypothesis one

H₀₁ on-the-job training does not significantly influence sales performance of service marketing firms.

Table 1: Model Summary showing the effect of on-the-job training on sales performance of service marketing firms.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873 ^a	.762	.750	1.30662

a. Predictors: (Constant), On-the-job training

Table 2: ANOVA^a showing the effect of on-the-job training on sales performance of service marketing firms.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	109.173	1	109.173	63.946	.000 ^b
Residual	34.145	20	1.707		
Total	143.318	21			

a. b. Dependent Variable: Sales performance

b. Predictors: (Constant), On-the-job training

Table 3: Coefficients^a showing the effect of on-the-job training on sales performance of service firm.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.379	1.799		1.879	.075
	On-the-job training	1.441	.180	.873	7.997	.000

a. Dependent Variable: Sales performance

Test of hypothesis two

H₀ off-the-job training does not significantly affect sales performance of service

Table 4 : Model Summary showing the significant effect of off-the-job training on sales performance of service marketing firms.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.592	1.66842

a. Predictors: (Constant), Off-the-job training

Table 5: ANOVA^a showing the effect of off-the-job training on sales performance of service marketing firms.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	87.645	1	87.645	31.486	.000 ^b
Residual	55.673	20	2.784		
Total	143.318	21			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Off-the-job training

Table 6: Coefficients^a showing the effect of off-the-job training on sales performance of service marketing firms.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.170	2.242		2.306	.032
Off-the-job training	1.097	.196	.782	5.611	.000

a. Dependent Variable: Sales effectiveness

Test of hypothesis three

H₀ monetary incentives do not have any significant effect on sales performance of service marketing firms.

Table 7: Model Summary showing the effect of monetary incentives on sales performance of service marketing firms

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.60	.578	1.69734

a. Predictors: (Constant), Monetary incentives

Table 8: ANOVA^a Summary showing the effect of monetary incentives on sales performance of service marketing firms

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	85.699	1	85.699	29.746	.000 ^b
Residual	57.620	20	2.881		
Total	143.318	21			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Monetary incentives

Table 9: Coefficients^a showing the effect of monetary incentives on sales performance of service marketing firms.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.752	1.840		4.214	.000
Monetary Incentives	.949	.174	.773	5.454	.000

a. Dependent Variable: Sales performance

Test of hypothesis four

H₀ non-monetary reward does not influence sales performance of service marketing firms.

Table 10: Model Summary showing the effect of non-monetary reward on sales performance of service marketing firms.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 ^a	.726	.712	1.40237

a. Predictors: (Constant), Non-monetary reward

Table 11: ANOVA^a showing the effect of non-monetary reward on sales performance of service marketing firms.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	103.985	1	103.985	52.874	.000 ^b
Residual	39.333	20	1.967		
Total	143.318	21			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), Non-monetary reward

Table 12: Coefficients^a showing the effect of non-monetary reward on sales performance of service marketing firms.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.037	1.617		3.734	.001
Nonmonetary Incentives	1.042	.143	.852	7.271	.000

a. Dependent Variable: Sales performance

CONCLUSION

Sales representatives training and motivation are hub to sales performance of service marketing firms. The training of sales representatives should not be under estimated, because it plays an indispensable role in equipping the sales representatives with more knowledge, it gives them confidence, and continue to stimulate them to gives their very best. Training through on- the- job (job rotation, coaching/mentoring) and off-the-job (lectures, seminars/conferences, sales demonstration) has tremendous significant effect on sales performance of firms.

Moreso, motivating the sales representative through monetary reward (salary, bonuses, commissions) and non-monetary reward (promotion, recognition of sales representatives effort and job appraisal) posses significant effect on sales performance of service marketing firms., Sales representatives involve in gathering of market intelligent, maintaining customers, creating awareness, given out information to the customers and provide the firm feedback on the responses and demand of the customers. In achieving this, sales representatives must be welled trained and motivated through different forms of monetary and non- monetary rewards.

RECOMMENDATIONS

1. Management should take training of its sales representatives as a priority for success, different methods of training, should be put in place to equip the sales force with adequate knowledge, and also how to represent the firm in an ethical manner. Seminars and conferences should be organized annually to equip the sales representatives with more knowledge. Direct supervision and coaching of sales representatives by a more experience personnel should not be underestimated, because the new sales representatives or the less experience

sales rep has an opportunity of learning from the experience of this person. Management should understand that people have different learning styles, some learn by reading, others by experience, so they should adjust a new employee orientation programme so that it appeals and benefits all types of individual.

2. Management should ensure that salaries and other monetary reward due for the sales representatives are paid as at when due, this is important because when sales representatives work and are not paid as at when due, it exposes them to some form of unethical practices, and also discourage them from given their best. Management should put in place an appealing compensation plan that will motivate the sales representatives to give their very best.
3. Non-monetary rewards, such as job appraisal, recognition of achievement, promotion, consideration of sales representatives view and opinion in formulating sales policy, should be a priority, management should not focus on the monetary reward alone, because human being love recognition, and when a sales representatives effort is recognize by management, it give him some levels of confidence, and management should try to integrate both the monetary and non-monetary motivation of sales representatives.
4. Lastly, management should have a policy that guide training and retraining of sales representatives, and proper motivation of the sales representatives.

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