

**THE ROLE OF MOTIVATION AND ITS EFFECTS ON THE SALES
FORCE PERFORMANCE: A CASE OF MWANANCHI
COMMUNICATION COMPANY LIMITED**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS
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CERTIFICATION

The undersigned certifies that she had read and hereby recommends for acceptance by The Open University of Tanzania, dissertation titled “The Role of Motivation and Its Effects on Sales Force Performance: A Case Study of Mwananchi Communication Company Limited, Dar- es –Salaam”, in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA) of the Open University of Tanzania.

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DATE _____

DECLARATION

I, Mugasa, Bepha B. declare that, this dissertation is my own original work and that it has not been presented to any University or any other degree award.

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DEDICATION

This dissertation is dedicated to my parent Mrs. Ester Mugasa, my brother Mahendeka who assisted me in all aspects to attain my studies. It is also dedicated to Kulwa Mlalizi and Nehemia Mugasa for making me feel very special when I was pursuing my studies.

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ABSTRACT

This study was aimed to assess the role of motivation and its effects on sales force performance especially in Mwananchi Organization. The major objective of this study was to investigate the impact of motivation on sales force performance as a key factor towards improving organizational functions.

This study had used explanatory research design. The respondents of the study were taken from Dar- Es- salaam city Mwananchi employee, customers (Agents) of Mwananchi Organization. The categories of respondents covered by this study involved sales, management, employees, Mwananchi customers/Agents. All the respondents were selected on the basis of simple random sampling method. Field results indicate that the mainly suggested modes of motivation measures to mitigate organizational development mentioned were, job satisfaction, good salary, promotions, recognition, management styles, good working condition and goals satisfaction.

According to customers, production of quality products has been improved as a result it has led to increase of valuable genuine products due to motivation enforced in Mwananchi Organization.

The study recommends that there is a need to fully involve stakeholders and local communities in planning and decision making as a part of motivation to ensure sales work force performance in an organization. Different types of motivation are needed for building up a team work in working places and equality service provision within an organization so as to bring quality and reputable organization. Transparency on

the provision should be encouraged so as to establish clear policy in all matters related to motivation

LIST OF ACRONYMS AND ABBREVIATIONS

COTWU	- Communication and Transport Workers Union
MWCL	- Mwananchi Company Limited
UVP	- Unique Value Proposition.
W.I.I.F.M.	- “What’s In It For Me
CRM	- Customer Relationship Management
CR	- Continuous reinforcement Schedule
FR	- Fixed Ratio Reinforcement Schedule
FI	- Fixed Interval Reinforcement Schedule
VI	- Variable Interval
VR	- Variable Ratio
SV	- Sales Volume
SP	- Sales performance
TV	- Television
MARS	- Motivation, Abilities, Role Perception and Situation Factors Model
ERG	- Existence, Relatedness, and Growth Theory
ANT	- Acquired Needs Theory
nAch	- Need for Achievement

nAff - Need for affiliation

nPow - Need for Power

OB - Organizational Behavior

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iv
DEDICATION.....	v
AKNOWLEDGEMENTS.....	vi
ABSTRACT	vii
LIST OF ACRONYMS AND ABBREVIATIONS	ix
LIST OF TABLES	xv
LIST OF FIGURES	xvi
CHAPTER ONE	1
1.0 STUDY INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background to the Study.....	2
1.3 Statement of the Problem.....	5
1.4 Research Objectives	5
1.4.1 The Specific Objectives	5
1.5 Research questions.....	6
1.6 Research Significance	6
1.7 Research Justification.....	7
1.8 Limitation.....	7
CHAPTER TWO	9
2.0 LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Conceptual Definitions	9
2.2.1 Motivation.....	9

2.2.2 Performance	11
2.2.3 General Working Definition for Motivation.....	12
2.3 Relevancy of Sales Motivation	13
2.4 Abraham Maslow’s Theory of Hierarchical Needs	14
2.4.1. The ERG Theory.....	16
2.4.2 The Two – Factor Theory of Fredrick Herzberg	17
2.4.3 David McClelland’s Acquired - Needs Theory	20
2.4.4 Operant Conditioning or Organizational Behavior (OB) Theory.....	21
2.4.5 Expectancy Theory	23
2.4.6 Stretching and Participation Theory	25
2.4.7 McGregor’s Theory ‘X’ and Theory ‘Y’	25
2.4.8 Process Theories of Motivation	28
2.4.9 Theories on Performance	29
2.5 Relationship between Motivation and Performance	30
2.6 Performance Measurement.....	31
2.7 Types of Rewards and Motivation	32
2.7.2 Monetary Rewards	33
2.7.2 Non – Monetary Rewards	33
2.7.3 Reward Plan.....	33
2.8 Demotivating Factors	36
2.8.1 Long Working Hours	36
2.8.2 Lack of Appreciation	37
2.9 Approaches and Models of Motivation.....	38
2.10 Empirical Study.....	38
2.11 Research Gap	40

2.12 Conceptual Framework	40
2.13 Theoretical Framework Analysis	44
2.14 Components of Job Satisfaction.....	49
2.15 Underlying Assumptions.....	50
CHAPTER THREE	53
3.0 RESEARCH METHODOLOGY	53
3.1. Chapter Overview	53
3.2. Research Design.....	53
3.3 Area of Study	54
3.4 Survey Population	54
3.5 Sampling Design and Procedure	55
3.6 Methods of Data Collection	56
3.6.1 Primary Data collection	56
3.6.2 Secondary Data Collection	58
3.7 Data Validity and Reliability	59
3.7.1 Validity	60
CHAPTER FOUR.....	61
4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION	61
4.1 Introduction.....	61
4.2 Respondents' Social Characteristics	61
4.3 Contribution of Motivation in the Development and Consolidation of the Organization.....	62
4.3.1 Perceived Contributions by Employees.....	63
4.3.2 Increase of Work Performance	65
4.3.3 Bring unity	65
4.3.4 Production of Quality Products.....	67

4.4 Modes of Motivation in Organizations	67
4.4.1 Job Satisfaction	68
4.4.2 Good Salary	69
4.4.3 Promotions	69
4.4.4 Good Working Conditions, Recognition and Management Styles.....	70
CHAPTER FIVE.....	72
5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	72
5.1 Introduction.....	72
5.2 Summary of the Study.....	72
5.3 Conclusion	73
5.4 Recommendations	74
REFERENCE.....	75
APPENDICES	82

LIST OF TABLES

Table 2.1 Classification of Herzberg's two needs factors.....	19
Table 2.2 Mc Gregory's Theory X and Theory Y	27
Table 3.1 Population Mwananchi respondent sample distribution	56
Table 4.1 Social Characteristics of Households.....	61
Table 4.2 Effect of motivation in an Organization	64
Table 4.3 Results Perceived by Respondents as Motivational measures for development	68

LIST OF FIGURES

Figure 2.1 Abraham Maslow’s Hierarchy of Needs 16

Figure 2.2 Conceptual Framework..... 41

Figure 2.3 Churchill, Ford, Walker model..... 43

Figure 4.1 The response of Employees on the role of motivation in their Organization
..... 63

Figure 4.2 Employers working together at Mwananchi Organization..... 66

CHAPTER ONE

1.0 STUDY INTRODUCTION

1.1 Introduction

This study is about the Role of Motivation and its Effect on the Sales Force Performance, whereas the Mwananchi Newspaper Company is chosen as the scenario/case. Throughout the study the relationship of people at work shall be discussed and analyzed. This is a very delicate issue and people are the engines behind any company's success.

That is why dealing with people or rather considering for people is very important for organizations' achievement. There is a general understanding that people are the greatest single asset available to an enterprise. According to Cole organization is people. With this delicate assertion therefore the implication is that without people work in organizations cannot exist. This is due to the fact that human resources make the realization of organization's goal by putting other resources (Machines, materials, land and so on) into best effect. In the argument by Ngwira the human resources are the one which no organization under the sun can totally survive without. Again Cole (1997) hints to the unfortunate thing, that is, people are the only asset that can actively work against the organization's goals. This emphasizes more on the delicacy of the human resources and cannot be easily neglected.

Several initiatives must be geared toward the human resources. Among others are the processes such as retention, maintenance, and motivation. In this study motivation is singled out as the focus. Hence our study looks on what is the role of motivation on affecting the workforce especially the sales personnel's performance in achieving organizational goals.

Motivation should not be viewed as personal trait that some employees can have and others cannot. That is to say motivation is indifferent from personal innate or acquired traits. Motivation is a social aspect that is dependent on the interaction between the employees within themselves; and with the organization and its working environment. The main thing is that this interaction creates a situation in which employees may enthusiastically like their jobs; and willingly contribute their efforts towards high organizational performance.

This chapter is the starting point of the whole discussion about “the Role of Motivation and its Effect on the Sales Force Performance”. However it has been slotted and developed into sections to enable a viable and relevant development of ideas and environment. Therefore it contains the background to the study, statement of the problem, research questions, the research objectives, its significant, the justification and the limitation.

1.2 Background to the Study

According to the Bureau for African Affairs (2011, August 26), Tanzania began to liberalize its economy and made partial market-oriented economic reforms in the year

1986. Consequently the media industry in Tanzania was liberalized after this move to liberalize business and public sector to improve performance. This was prompted by significant decline in the economy. Previously ownership and management of the production and social services including media was under the Government. For instance the Government owned media include The Daily News and Sunday News the only media available by the time before liberalization. Therefore press was strictly under scrutiny of the government. From this development we find evolving of private enterprises not only in production, but also in the media.

The media is considered to be very important in the development of the society. As part of the civil society it plays an outstanding role in strengthening the society unity by expressing the value of that society. Also as a mirror of the society, reflecting from the past toward the future. It plays a role in educating the society that it can go beyond borders; and informative as it gives a picture of what is happening in other places. The media has the role of shaping the society, that is to say it directs the views of the people in the society. It acts as the watch dog of the society towards the climaxing of true democracy. The media had been conducting investigative reporting Ndambalilo,(2011), in order to unveil news and stories regarding misuse of public resources and offices. Ndambalilo (2011) continues to say, generally speaking, the media in Tanzania had played a major role to the national development.

If the media is keen enough to its role it may become a great force in building the nation. For example, the media may show how people in rural areas are affected by poverty,

famine, and other disasters such as diseases. In Tanzania the media may enhance development and ease the suffering of the people especially women and children, who are devastated and vulnerable. The media can enhance political, social and economic changes in the society. In a country like Tanzania women and men experience poverty differently. The media can promote gender equality through empowerment of women, eradicating all discriminatory strategies. Through the media people may change their way of life and come to a better understanding of how to manage their environment. For example, the Hadza people of central Tanzania used to live in the bushes, but through the media the government discovered and promoted their lives.

The media is a broad perspective which includes radio, TV, and newspapers. Currently in Tanzania there is a mushrooming of the media operators including more than ten TV stations, dozens of radio stations, and more than four hundred newspapers. Mwananchi Newspaper Company is one of the newspapers company currently with five publications.

The scope of the study does not deductively focus on types of motivation or singling them out. But it looks on motivation as a whole. A question that this research raises: “Can motivation to sales workers increase the sales volume of the organization” is being dealt with in depth. The study on the performance of one of the media, namely Mwananchi Newspaper Company is at paramount as the general perception of the media is concern.

1.3 Statement of the Problem

In Tanzania there has been a revamp and mushrooming of private companies/sector after the liberalization policy cited above. However cries are all over the country on what role and importance do these new, if at they are new, industries contribute to the society. This is due to the un-matched signs such as demonstration, and rioting from the workers; low productivity, low work turnover, and so on.

A short survey conducted at MWCL has shown that the management encourages their workers through different means including bonuses when they exceed the set sales target. The workers obtain this bonus annually. This research will attempt to find whether this attempt and probably others have a real impact on the sales level of the individuals and the organization at large. The study is intending to provoke whether there is any instance of intrinsic motivation among the workers and whether or not there is a need for other forms of motivation apart from financial gain as well as their impact on the attitude of the workers towards their work and impact on their sales levels.

1.4 Research Objectives

General Objective of the Study

The overall objective of this research is to investigate the impact of motivation on sales force performance as a key factor towards improving organizational functions.

1.4.1 The Specific Objectives

The study specifically intends:-

1. To explore variety of motivation encouraged in Mwananchi organization
2. To find out the relevance of motivation in Mwananchi organization.
3. To investigate the contribution of motivation in the development and consolidation of an organization

1.5 Research questions

1. What is the relevance of motivation in Mwananchi organization?
2. How do different modes of incentive affect performance of sales force in Mwananchi organization?
3. What is the impact of intrinsic motivation to achievement in Mwananchi organization?

1.6 Research Significance

This study through motivation intended to investigate the job satisfaction of the sales force at the Mwananchi Newspaper Company by focusing on incentives and motivation scheme. However the findings of this study will be significant in the following areas:-

Firstly, as there has not been any research done to this company, or at least literature is missing significantly on the attitude of the workforce; then it will be vitally appropriate for the stakeholders for improvement and learning experience.

Secondly, the study will provoke focal areas whereby necessary impetus needs to be injected for the best achievement.

Thirdly, the study will inspire the interest of the society and users for options and alternative way of improving organizational performance. Lastly not least, the study will help as an advice to the Company policy maker of focal areas, whereas the findings may be utilized in their change management program.

1.7 Research Justification

It will give the researcher an opportunity to integrate the various theories underscored during the coursework, and the practical essence of knowledge. Therefore the researcher will acquire skills and knowledge of managing and dealing with various individuals considered to be in the common market of corporate workforce. Again the study may challenge some of the theories in relation to the various significant contexts. New ideas may be developed in the course of the study.

As the study is meant for academic purpose, therefore, after the research it will complement and being assessed for the award of the Masters of Business Administration Degree with a concentration in Marketing.

1.8 Limitation

This research will focus on motivation and its impact on the sales force at MWCL management and staff. The results obtained in this research may not be representative enough to address the problem in the country and the world at large. The constraints of

time and resources have made this research to base on one company with its workers. In the future, there is a need for further researches in the same area in order to supplement the present study and other studies in the area.

Secondly, whereas the opinion will be gathered from participants, the financial constraints may pose a difficult of organizing accessing and managing the information due to voluntary willingness of participant which is being sought.

Thirdly, enquiries to the stakeholders may also have some hindrance due to company regulations whereby some information may not be for public.

Fourthly, as this is a pure academic work, the study may pose some challenges that may have no specific answers. Sometimes they may require further research for an entire intended scope. In furthering the findings, it is expected from the researcher that others may carry on more advanced and exploratory research especially for professional use.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

As it was seen in the previous chapter, management of organizational resources is very crucial not only to its existence, but also for its development and match within the competitive world of business. That is why the management of this resource with its retention is very crucial to the organization's competitive advantage.

The chapter exclusively looks unto the basics of motivation as far as sales personnel are concerned. Therefore the chapter will deal with Conceptual definition of Motivation, Relevance of Sales Motivation, Theoretical Analysis, Approaches and Models of Motivation, Crucial Components of Motivation, Empirical Analysis of Motivation, Conceptual and Theoretical Framework and lastly not least Underlying Assumptions. These will be taken later in consideration with the next chapter which deals with Research Methodology.

2.2 Conceptual Definitions

2.2.1 Motivation

The word motivation is defined as an incentive, inspiration, a drive that create enthusiasm; an impetus or stimulus; it is derived from the verb motivate and a noun motive, which mean a reason or cause, purpose or intention; (Encarta Dictionary). As the noun motivation is derived from the verb motivate which means to move or act to

satisfy a need or want; any consideration, idea or object prompting the individual to act or move to do what needs to be accomplished is what motivation is. Therefore motivation deals in changing the attitude considerably in the positive way.

Motivation may therefore be defined as a willingness to exert effort to achieve a goal or objective reward. Internal forces that affect a person's voluntary choice of behavior include the following:-

1. Direction -This is being given by goals.
2. Intensity - this is the amount of effort allocated to.
3. Persistence- is the amount of time that effort is exerted willingly.

Sociologically motivation is defined as the energizing force that stimulates behavior to satisfy a need. Because {Core et al, (2004)} consumers are the focus of the marketing concept, marketers try to arouse these needs.

Hodgetts and Luthaus (2003) define motivation as a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives. Again Hodgetts and Luthaus, (2000:379), mention three basic elements on the process as needs, drives, and goal attainment. In their words they say a person with an unsatisfied need will undertake directed behavior to satisfy that need.

As there are many types of motivation, for the sake of this study Competence Motivation is looked as viable. This is a drive to be good at something, allowing the individual to

perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles, they learn from their experience.

2.2.2 Performance

This is manner or quality of functioning, showing distinctive competence in relation to former or others. (as per Thesaurus Lexicon - This is the World list Dictionary, source book storehouse of words, terminology, treasury of words, vocabulary, world list). In other words; the word performance though is very subjective, but still is comparative. Then it is the rate of return of a considerable input given in a processor.

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

The primary test of managerial economic performance is the achievement of a high earnings rate on equity capital employed. Again Performance is simply the production of valid results.

Performance is a notion where a sense of group loyalty has developed and where all contribute in an atmosphere of openness and trust. In this, Proehl (1997) identifies the importance of mutual respect; while L Ingram, and Descombe (1999) found in their research that camaraderie was very important in getting the work done.

2.2.3 General Working Definition for Motivation

The MARS Model best defines Motivation in relation to other important aspects or factors. This model explains individual behavior as a result of internal and external factors or influence acting together. The name of the Model is an acronym of the four major factors that have an effect on Employee Performance. These are Motivation, Abilities, Role Perception and Situation factors. Individual values, personality, perceptions, attitudes, and stress form a basis on which these factors interact.

These factors are highly interrelated in Organizations. Unless all of the elements of the MARS model are satisfied, employee behavior and performance will be affected and negatively impacted. For example an enthusiastic employee with high motivation level and very skilled is able to run the work (i.e. ability), and understands the job duties perfectly well (i.e. roles perception), and will not be able to perform the job well if there is a lack of adequate and sufficient resources. (I.e. situational factors.)

Employee Ability involves aptitude, skills, or personal characteristics and the learned capabilities required to complete a task successfully. An exemplary job matching is to put the right person in the right place at the right time so as to realize maximum competitive advantages. This includes select qualified people, develop employee abilities through training, and redesign job to fit person's existing abilities.

On the other hand *Role Perception* is the behavior that required in achieving the desired results. In this case the employee is required to:

1. Understanding what tasks are to be performed
2. Understanding relative importance of those tasks; and
3. Understanding preferred behaviors to accomplish them.

Then the employer has to provide information about tasks and priorities; frequent performance feedback; and training on preferred work process. Distinctively situational factor looks upon environmental conditions that constrain or facilitate behavior. These include time, people, budget, and work facilities.

2.3 Relevancy of Sales Motivation

According to Stevenson (1999), incentives reward workers for their output, presumably causing some workers to produce more than they might under a time based system. The advantage is that certain costs do not vary with increases in output, so the overall cost per unit decreases if output increases

Shamus Brown (year not available) says sales motivation is a primary factor in a sales rep's success. The people, who do best in sales, have strong internal direction and sales motivation. The internal motivation is when a person intuitively knows and desires to do what is required without being pushed. Those who require a push are considered as externally motivated. People with internal (Brown) sales motivation tend do best in the sales profession because sales are a very emotional game. Therefore if the organization wants to sell more, it has to learn to trust its gut and develop an internal sense of sales motivation. Here motivation is looked positively not only on increasing of the selling volume, but also on qualitative sale.

Hence motivation (Boonzaier, 2001) or external stimulus as well as inspiration or internal stimulus acts as carriers of either demotivation or motivation which in turn either results into dissatisfaction or satisfaction.

2.4 Abraham Maslow's Theory of Hierarchical Needs

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

In Maslow thinking the five levels of needs descending order are as follows:

1. **Physiological Needs** - These needs are essential to sustain life include food, water, air and sleep. According to Maslow, if these needs are not met, then all the others are not met, then all other needs are not felt or be a source of motivation. In this case a motivator should primarily look unto the physiological needs so as to motivate the individual(s). An organization may therefore provide things such as luncheon or coupons so as to motivate the workers.
2. **Safety Needs** - This refers to the need to feel safe from physical and emotional harm. These needs include medical insurance, job security, and financial reserves. Thus things like provision of these needs at work place may be the second motivation level in the organization.
3. **Social Needs** - These needs are concerned with social interactions with others. The individual needs to feel a sense of belonging, affection, acceptance, and friendship. Therefore things such as greetings and sense of concern may heighten

the level of performance.

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

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

According to Maslow, only a small percentage of population reaches the level of self-actualization.

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

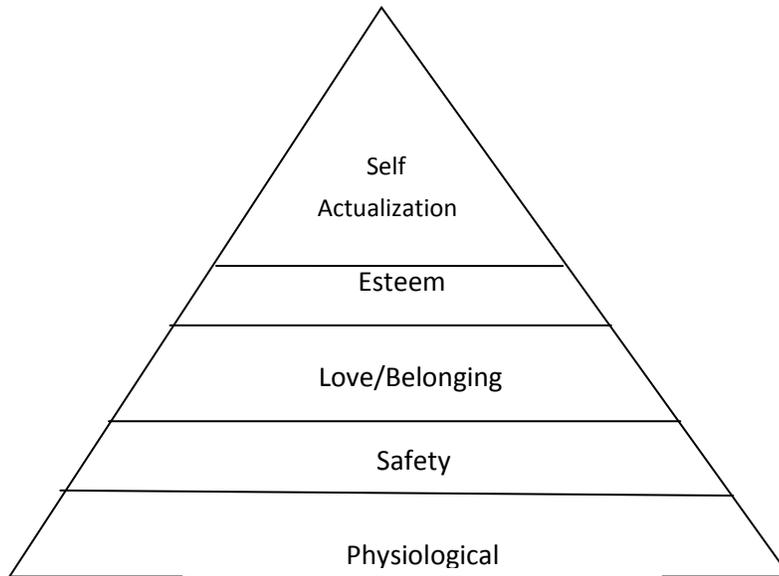


Figure 2.1 Abraham Maslow's Hierarchy of Needs

(Source: Kerin et al, 2004: 105)

2.4.1. The ERG Theory

The ERG theory, developed by Clayton Aldelfer (1969), is a modification of Maslow's hierarchy of needs. Instead of the five needs that are hierarchal organized; Aldelfer (1969) proposed that basic human needs may be grouped fewer than three categories: Existence, Relatedness, and Growth. The theory's name is an acronym based on the first letter of each need.

Existence: This refers to our concern with basic material existence motivators: That is Physiological and Safety needs in Maslow's such as hunger, thirst and safe condition.

Relatedness: This is when motivation has to maintain interpersonal relationships, social and external esteem needs such as involvement with family, friends, co-workers and

employers.

Growth: An intrinsic desire for personal development. Internal esteem and Self actualization need such as the desire to be creative, productive and complete meaningful tasks.

The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

2.4.2 The Two – Factor Theory of Fredrick Herzberg

The two – factor theory of motivation includes hygiene factors and motivators. The theory explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires. Herzberg (1968) labeled factors causing dissatisfaction of workers as “hygiene” factors, and factors that causing satisfaction of workers as “motivator” factors.

(1) The Hygiene Factors

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

(2) Motivator factors

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

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

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

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

In applying Herzberg's Two – factor Theory to create a high level of performance, certain measures must be adopted by management such as job enrichment or

restructuring the job to make it more interesting and challenging to the worker. This application of job enrichment is popular because it can easily be adopted by all levels of management, pay offs can be realized in a relatively short time span and it can be measured in specific terms.

These two separate needs are the need to avoid unpleasantness and discomfort and at the other end of the motivational scale, the need for personal development. A shortage of factors that positively encourage employees (the motivator's factors) will cause employees to focus on non – job related ones. Herzberg classified the two needs factors as follows in Table 1.

Table 2.1 Classification of Herzberg's Two Needs Factors

Hygiene or Maintenance factors	Motivation Factors
Extrinsic factors/Job Environment	Intrinsic factors/Job Content
Company policy and Administration	Work itself
Supervision	Achievement
Interpersonal Relations	Responsibility
Working Conditions	Growth and Advancement

Source: Hertzberg (1968)

2.4.3 David McClelland's Acquired - Needs Theory

Acquired Needs Theory is also known as the Three – Need or learned Need Theory. According to Acquired Needs Theory (ANT), individuals acquire three types of needs as a result of their life experiences. Still some needs could be learned

(1) Needs for Achievement (nAch): Achievers seek to appreciate frequent recognition of how well they are doing. They prefer working alone rather than in teams. These people show the following characteristics:-

- Avoiding low risk activities that have no chance of gain.
- Money is a weak motivator among these achievement except when it provides feed back and recognition.
- Avoiding high risks where there is a significant chance of failure.
- Setting moderate, realistic, achievable goal.

(2) Need for Affiliation (nAff): Affiliation seekers look for harmonious relationships with other people and show the following characteristics:-

- Tend to conform and shy away from standing out.
- Seek approval rather than recognition.
- Try to project a favorable image of themselves and take other steps to be liked by others.
- Support others and try to smooth out conflicts that occur in social setting.
- Try to project a favorable self – image.
- Prefer working with others rather than alone.

- Enjoy lots of social activities.
- Seek to belong, join groups and organization.

(3) Need for Power (nPow): Power seekers want power either to control other people or to achieve higher goal. Their characteristics are:-

- Seeking to move suggestions in meetings.
- Seeking to help others, such as improving society or increasing organizational effectiveness.
- Enjoy competition and winning and do not like to lose.
- Willingness to comfort others.

According to Heller and Goulet (2004), all individuals possess a contribution of these needs, and the dominant needs are thought to drive employee behavior.

2.4.4 Operant Conditioning or Organizational Behavior (OB) Theory

B. F. Skinner (1953) was another theorist in this era who contributed to our understanding of motivation, dissatisfaction, and productivity. He researched on operant conditioning and behavior modification demonstrated that people can be conditioned to behave in a certain way based on a consistent reward or punishment system. Behavior that is rewarded will be repeated, and behavior that is punished or goes unrewarded is extinguished.

Skinner's work continues to be reflected today in the way many managers view and use discipline in the work setting. Nord and Peter (1982) presented a behavior medication

perspective on marketing. That behavioral approach was stimulated by the work of Skinner. While the seminal marketing piece addressed behavior modification as it applies to consumer marketing, the same ideas have specific application to force motivation.

Four ways of modifying behavior shows vicarious occurs when individuals change behavior as the result of observing the behavior of others and outcomes of these behaviors. Ecological design refers to the development of physical environments to modify behavior. Classical or respondent conditioning is a process to develop a target response by pairing unconditioned stimuli with previously neutral stimuli. Operant conditioning refers to altering the probability of behavior by manipulating outcomes which follow a targeted behavior (Nord and Peter, 1980)

Operant conditioning accounts for changes in the probability of behavior by referring to the differential reinforcement of responses in the presence of particular stimuli (Peter and Nord 1982:103). The goal then is to increase the probability of certain behaviors. In a selling situation it would be useful to increase its probability of a certain behaviors of salespeople such as product demonstrations, prospecting and closing. Operant conditioning addresses such issues as continuous and intermittent schedules of reinforcement and immediate and delayed reinforcement and offers a theoretical application to sales force motivation. In particular, this approach offers specific policies related to the timing of rewards and salesperson compensation.

2.4.5 Expectancy Theory

Victor Vroom (1964), another motivational theorist in the human era developed an expectancy model, which looks at motivation in terms of the person's valence or preferences based on social values. In contrast to operant conditioning, which focuses on observable behaviors, expectancy model says that a person's expectations about his or her environment or a certain event will influence behavior. In other words, people look at all actions as having a cause and effect, the effect may be immediate or delayed, but reward inherent in the behavior exists to motivate, risk taking. In Vroom's expectancy model (Figure 13.2), people make conscious decisions in anticipation of reward in operant conditioning; people react in a stimulus response mode. Managers using the expectancy model must become personally involved with their employees to understand better the employees' values, reward systems, strengths and willingness to take risks.

On the other hand Oliver (1974) states generally, expectancy theory posts that the motivational force experienced by an individual to select one behavior from a larger set is some function of the perceived likelihood that behavior will result in the attainment of various outcomes weighted by the desirability (Valence), of these outcomes to the person (p.247). In essence, expectancy theory suggests that the individual selects behavioral alternatives in accordance with two concerns, valence and instrumentality. Valence refers to the level of desire for various outcomes associated with performance. Instrumentality refers to the perceived probability that performance will lead to desired outcome. If one of the instrumentalities is weak or the net preference is weak, then the

level of motivation will be low. In other words, two concerns of sales people are: (1) does the alternative offer a chance of satisfying some perceived need and, (2) what is the probability that need satisfaction will actually occur once the behavior is exhibited?

The former leads to either immediate rejection or further consideration of alternative; and the latter allows for choice between different alternative, each of which offer a probability of success Oliver (1974) incorporated expectancy theory in his study of salesmen in the insurance industry. He utilized two dependent variables: six – month production volume and a goal attainment criterion. Oliver considered job outcomes, outcome valences, compensation and incentives, expectancy, and ability. One finding was that incentive outcomes predicted performance and Oliver (1974:247) found that only perceptions regarding the incentive outcomes were effectively related to agent motivation.

However; the effects of timing of rewards were not addressed, as is generally the case in other studies involving Vroom's expectancy theory. Nevertheless, (Churchill et al, 1985) say other researchers have suggested that specific company policies and programs involved in actually delivering reward should be investigated

A primary limitation of expectation theory has been the failure to account for behavior modification theory (Peter and Nord, 1982). Specifically, expectance theory does not address the issue of reward schedules within the instrumentalities. Fedor and Ferris (1981) suggest that cognitive and behaviorist theories of work behavior typically have been discussed separately and concept as conceptualized as sharing little. They argue

that, if anything in common (Fedor and Ferris, 1981:115), hence few studies involving sales force motivation have attempted to examine schedules of reinforcement when studying expectancy theory.

2.4.6 Stretching and Participation Theory

Gellerman (1968), another humanistic motivational theorist, has identified several methods to motivate people positively. One such method stretching, involves assigning tasks that are more difficult than the person is used to doing. Stretching must not be a routine or daily activity. According to Cskszntmhalyi (1990:160) concurs arguably that people can not stand high levels of challenge all the time. Another method is participation entails actively drawing employees into decisions affecting their work. Gellerman (1968) strongly believed that motivational problems usually stem from the way the organization managers and not from the staff's unwillingness to work hard. According to Gellerman (1968) most mangers over-manage; that is they make the employee's job too narrow and fail to give the employee any decision-making power.

2.4.7 McGregor's Theory 'X' and Theory 'Y'

McGregor (1960) examined the importance of a manager's assumption about workers on the intrinsic motivation of the workers. These assumption, which McGregor labeled theory X and theory Y (see below table), led to the realization in management science that how the manager views, and thus treats the worker will have an impact on how well the organization functions.

McGregor (1960) did not consider theory Y and X theory as opposite points on the spectrum, but rather as two points on a continuum extending through all perspective of people. McGregor believed that people should not be artificially classified as always having theory X or theory Y assumptions about others, instead, most people fall on some point on the continuum. Likewise, McGregor did not promote either theory X or theory Y as being the one superior management style although many managers have interpreted theory Y as being the ultimate management model. No one style is effective in all situations, all times, and with all people.

McGregor, without making value judgments, simply stated that in any situation, the manager's assumptions about people, whether grounded in fact or not, affect motivation and productivity.

Table 2.2 Mc Gregory's Theory X and Theory Y

Theory X Employees	Theory Y Employees
Avoid work if possible	Like and enjoy work
Dislike work	Self directed
Must be directed	Seek responsibility
Have little ambition	Imaginative and creative
Avoid responsibility	Have underutilized intellectual capacity
Need threats to be motivated	Need only general supervision
Need close supervision	Are encouraged to participate in problem solving
Motivated by reward and punishment	

(Source: Marquis and Huston, 2000:289)

The work of all these theorists has added greatly to the understanding of what motivates people in and not out of the work setting. Research has revealed that motivation is extremely complex and that there is tremendous variation in what motivates different people. Therefore, managers must understand what can be done at the unit level to create a climate that allows the worker to grow, increases motivation and productivity, and eliminates dis-satisfiers that drain energy and cause frustration.

2.4.8 Process Theories of Motivation

It describes how employees are motivated or how they select behaviors to meet their needs and determine whether they made the most successful choice. Process explanations of motivation suggest that motivation varies from situation to situation. Satisfaction and dissatisfaction at work nearly always arose from different factors, and were not simply opposing reactions to the same factors (Herzberg, 1959). Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction. The two feeling cannot simply be treated as opposite of another. Then opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. Herzberg often referred these hygiene factors as “KITA” factors, where KITA is an acronym for Kick In The A..., the process of providing incentives or threat of punishment to cause someone to do something. Herzberg argues that these provide only short-run success because the motivator factors that determine whether there is satisfaction or no satisfaction are intrinsic to the job itself, and do not result from carrot and stick incentives. The motivation-hygiene theory holds management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Herzberg argued that job enrichment is a required for intrinsic motivation, and that it is a continuous management process. According to Herzberg, the job should have sufficient challenges to utilize the full ability of employee. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility. If a job cannot be designed to use any

employees fully abilities, the firm should consider automating the task or replacing the employee with one who has a lower level of skill, if a person cannot be fully utilized, then there will be a motivation problem. He continues to say, we can expand ... by stating that the job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which define the job context. Herzberg theory recognizes that true motivation comes from within a person and not from KITA factors.

Hence it shows that people will strive to achieve those needs which are considered as hygienically, which implies people tend to be unhappy without them, but once these are being satisfied the effect soon wears off, which means satisfaction is temporary. From this, poorly managed organizations fail to understand that people probably are not motivated due to un-addressing hygienically needs.

According to this theory (Hezberg, 1959), some of the dissatisfiers or hygiene include, working conditions, policies and administrative practices, salary and benefits, supervision, status, job security, fellow workers, and personal life; while the motivators or satisfiers, recognition, achievement, advancement, growth, responsibility, and job challenge . Therefore a manager needs to understand how best he or she can separate the workers from the dissatisfiers.

2.4.9 Theories on Performance

Herzberg (1968) says having fewer dissatisfiers do not motivate a worker to do a good job, but only to stay in it. Worker performance clearly depends on their level of

motivation, which stimulates them to come to work regularly, work diligently, be flexible and be willing to carry out the necessary task.

The performance and quality of a sales system depend on the quality and motivation of health human resources. Therefore, sales force motivation is likely to have effects on the delivery of sales services and outcome customer service care and performance of work.

Therefore, low motivation and poor job satisfaction may have negative impact on the sales sector at MWCL, harmfully affecting job performance, sales volume, sales profit as well as customer care quality. The productivity of sales force is not just a matter of how motivated they are for the job, it is also a matter of how well trained and prepared they are for the job.

To better understand the factors influencing the motivation and performance of the sales force, we have to develop and test relevant methods of assessment, which will better help to design context – specific strategies for improvement. MWCL is using Sap system that evaluates the achievement and performance.

2.5 Relationship between Motivation and Performance

Motivation is the internal process that leads to behavior that satisfies needs. According to Carter and Shelton (2009) there is a viable relation between motivation and performance. They suggested a performance formula as follows:-

$$\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Resources} \quad (2 \times 2 \times 2 = 8)$$

$$\text{Without motivation performance is usually below potential} \quad (2 \times 0 \times 2 = 0)$$

The extent to which employees are able to produce at work depends on how well those employees are motivated in their job. Motivation is expected to have a positive effect on quality performance; the sales force who is characterized by a high level of motivation might affect the sales force negatively.

The motivation leads to a high level of initiative and creativity from the sales force and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance

2.6 Performance Measurement

Performance Appraisals (often called reviews, evaluations or assessments) are measurement of specific range of skills, knowledge and attitudes in relation to certain objective standards. The ratings are based upon observations or empirical data relationship to a set of predefined standards. Although sometimes make decisions based upon our own personal feelings or gut level instincts, appraisals must be based upon how well a person has performed to a standard.

Performance Appraisal is considered in the following equations:

$$\text{Skills} + \text{Knowledge} + \text{Attitude} = \text{Observable Behaviour.}$$

$$\text{Observable Behavior} = \text{Performance Appraisal Rating.}$$

Performance appraisal is normally given at annual or semi-annual time periods. They need to provide specific feedback to individual as to what competencies need improvement.

- Skills – what areas do I need to train
- Knowledge – what areas do I need to learn more about
- Are my inner drives coinciding with the organization goals
- Rewards – what am I doing right so I can do more of it (we all like pats on the back).

Performance appraisals do not take place of daily feedback mechanisms. If an individual is shocked or surprised by evaluation that he or she has received then, you as a leader have not performed your job. An evaluation is overall scorecard that sums up a person's performance over the rating period, while daily one - on one's meetings and other feedback devices are tools that leaders use to motivate their employees on higher performance Method Rating.

2.7 Types of Rewards and Motivation

2.7.1 Types of Rewards

Boeuf (1988) says, you get more of the behavior you reward. You don't get what you hope for, wish for or beg for. You get what you reward.

Rewarding system is much more than just bonus plan and stock options. It is a process that reinforces behavior to hit the target and meet the standards. Rewarding performance should be an ongoing managerial activity, not just an annual ritual.

2.7.2 Monetary Rewards

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

2.7.2 Non – Monetary Rewards

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

2.7.3 Reward Plan

(1) Salary Plan

A straight salary plan consists of providing a fixed sum of remuneration at regular intervals. It would be tempting to classify a salary plan as an example of fixed interval reinforcement schedule. Since it offers a given reward on fixed schedule; weekly

monthly, etc. However, it should not be so classified since there is no direct relationship between performance and received rewards.

The amount paid to a salesperson is a function of the amount of time worked rather than any specific performance (Churchill et al, 1985: 464). That is when a salesperson employed he is granted a periodic salary and accompanying fringe benefits before the first sale is made. In order to continue to receive his periodic compensation, the salesperson must avoid being terminated. Hence, salary plan may be considered a form of avoidance conditioning (Mawhinney and Mawhinney 1982) rather than a reinforcement reward.

Avoidance conditioning has proven to be successful in the laboratory (Bushardt et al, 1988). It is important to note, however, that the use of avoidance learning promotes only minimum levels of behavior necessary to avoid job termination. A salary plan, in and of itself, is likely to motivate individuals to perform up minimum standards but provides no incentive to perform at high levels. While salary plans are easy to administer and may be useful for new sales personnel, it is important to realize that their, financial rewards are not tied directly to any specific aspect of job performance (Churchill, et al, 1985:465) and therefore provide no incentive for individuals to perform at their potential.

(2) Commissions Plan

A straight commission plan is used to increase sales performance levels beyond some minimum acceptable standard. As such, commission systems conform to continuous schedule of reinforcement discussed in this study (see 2:6.1, Theoretical Framework).

Research in other areas suggests that sales performance might increase upon the institution of a commission compensation plan, but with performance leveling off rather quickly (Fester and Skimmer 1957; Skimmer 1969; Yukl et al, 1972; Yukl et al, (1976); Burger et al, 1975).

(3) Bonus Plan

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

(4) Contests Plan

Sales contest, as a motivational tool, are being used to a greater extent than ever before (Anderson et al, 1988). In some selling organizations sales representative participate in one contest after another throughout the year. The increase use of sales contests attests to their use as motivational tools. As stated by Dalrymple (1988:433), sales estimate their chance of winning something in a contest then combine this probability with their desire for the prizes, the result being more effort expected to reach the planned goals of the prizes are considered worthwhile. In individual performance typically, sales contests are of one or two types; winners and multiple winners. However each of these types has different impacts on motivation. Furthermore, contest tend to emphasize the award itself (the size of the award) and ignore the timing of the award. Any and all sales representatives attaining a predefined sales goal are awarded prizes in a multiple winner formats. These kinds of contests usually consist of a tandem schedule of reinforcement,

the fixed ratio is represented by a reward occurring after some fixed number of sales as determined by the goal. The fixed interval is represented by the time period of contests. The resulting behavioral pattern would tend to be characterized by wide-swings in individual performance.

The single winner format of sales contest of sales contests of no predetermined sales goal. The salesperson with the highest performance record, for some fixed time interval, receives an award. This type of contest utilizes a fixed interval schedule and dynamic fixed ratio schedule of reinforcement.

2.8 Demotivating Factors

According to Clavren (2004), the role of the sales force is associated to customer care professionals and forced by supervisor's, managers, and administrative which increase work overload and conflicting demands and stresses. Role conflict of this kind may be most obvious when dealing with customers. Stress generally detracts from the quality of sales force. Stress may contribute to some forms of physical malady, with particular reference to musculoskeletal problems, stress and depression, shortages overwork and unequal pay, poor working environment can lead to resentment and low morale at the working place. This in turn undermines the quality of the service of the sales force.

2.8.1 Long Working Hours

Again Clavren (2004) says, work patterns of long working hours can also affect the sales force social life. As the sales force has less time to be spent with loved ones. This can

lead to impaired relationships. Lack of quality interaction with friends and family also increases the risk of isolation and loneliness. Long working hours has effect on family and social life of the sales force.

2.8.2 Lack of Appreciation

Appreciation is an acquisition of a positive feedback. It is the innate feeling that the work of employees is valued and makes a difference to their performance. The sales force need to feel that their, profession should be seen as important to the workings of the whole team and the effort they do is appreciated. Lack of appreciation has negative effect on stress and job satisfaction and could adversely influence staff turnover.

According to Smith (1994) the answer for why we need motivation is simply survival. This rapidly changing globe of work needs motivated employees. These may help organizations to survive. Motivated employees are considered more productive. Motivation can be considered in terms of roles people perform. However what motivates employees keeps on changing constantly (Bowen and Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987).

In his research Kovach (1987), did not find pay as the first rank motivator; but the second. Again full appreciation of work done was not ranked as one of the most important motivational factors as discovered by Harpaz (1990), but was ranked second and the finding shared by Kovach (1987). This arguably supports the idea that what

motivates employees differs depending on the context in which the human resources operates. However (Kovach,1987) employees rank interesting work as the most important motivational factor.

Respect from Supervisor and other staff by acknowledging their contribution, recognition of their skills, and inspection of their work may hasten the consideration for appreciation. Being part of a team and the sense of belonging is another way makes the sales force feel more valued. According to Clavrenl (2004), the appreciation could be simple thank you from managers, a respect from a co-worker, or recognition from supervisor

2.9 Approaches and Models of Motivation

The MARS model of Individual behavior which has been stated in 2:2.5, under the General Working Definition is an excellent medium for creating the win – win relationship between the employer and employees.

Most approaches have significant objectives to accomplish. Example someone (anonymous) has said that it culminates from a desire to approach problems involving challenge and effort; and to produce joy in success when overcoming obstacles.

2.10 Empirical Study

Integration of sales force an empirical examination by Anderson and Schmittlein (1984), found that a model of integration of marketing functions and personal selling. As expected integration was associated with increasing levels of asset specificity, difficulty

of performance evaluation and the combination of these two factors contrary to the transaction cost model, neither frequency of transactions nor interactions of specific and environment uncertainty is significantly related to integration.

However, Orville et al (1977) argue that the current knowledge of determination performance in industrial selling is usefully inadequate. As a first step toward improving this situation, the author offers conceptual model which identifies a set of individual, interpersonal, organizational, and environmental variables that may influence a salesman's motivation and job performance.

One particularly crucial aspect of sales management that has received little attention from marketing scholars is the motivation of salesman and the determinants of sales performance. In the marketing and sales management literature, the sales motivations to expand effort on the job and the resulting performance usually are viewed as functions of one or several independent variables considered separately. Most of this literature focuses on four sets of predictor variables (1) the aptitude or ability of the salesman, (2) financial compensation and incentives (3) psychological incentives and (4) Organizational and Managerial factors.

Orville et al (1977) pointed out in their position paper and argues that current knowledge of determinants of motivation and performance in industrial selling is woefully inadequate. As a first step toward improving this situation, the authors offer a conceptual model which identifies a set of individual interpersonal, organizational, environmental variables that may influence a salesman's motivation and job performance, the model

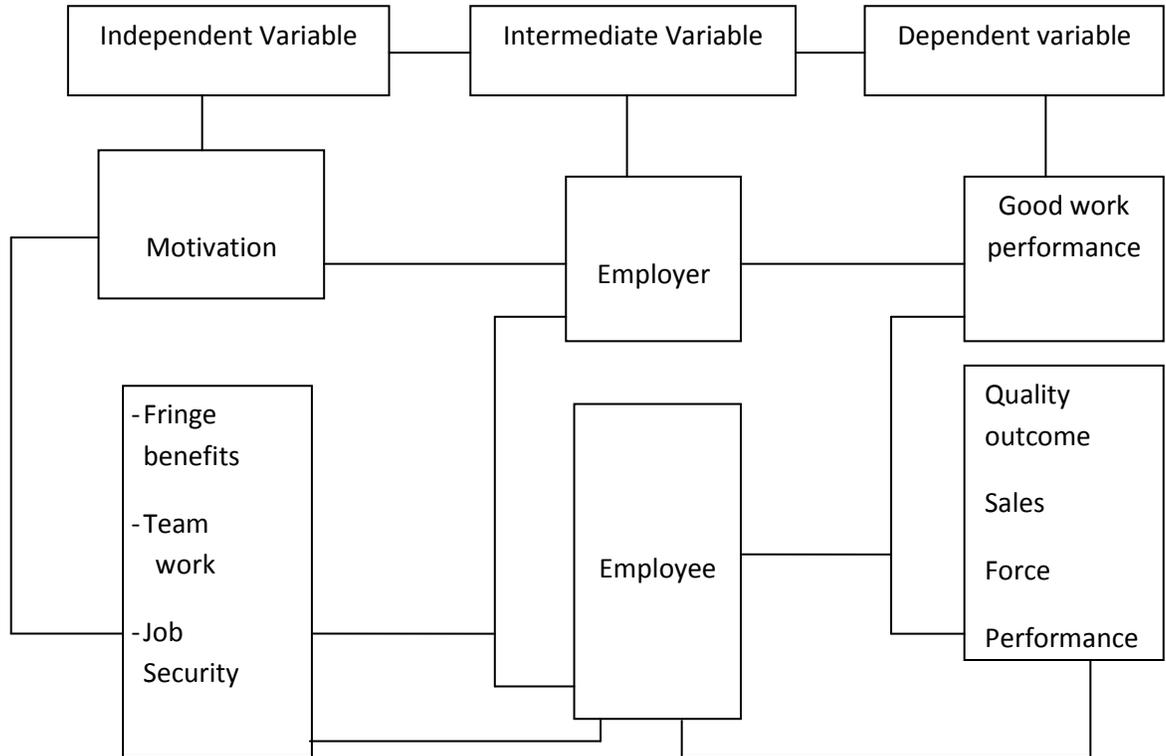
incorporates many constructs and research findings from industrial psychology and other disciplines, but its primary purpose is to provide a conceptual frame work and some specific hypotheses to help guide future empirical research in sales management.

2.11 Research Gap

The literature on the study is concerning motivation as well as empirical studies indicated that there is no documented research study that has been done and published about the role of motivation and its effects on the sales force performance.

2.12 Conceptual Framework

There is a strong relationship between impact of motivation of employees by employer and sales work performance in an organization. Therefore, conceptual frame work for this study gives the independent variables, intermediate variables dependent variables to show the connection between the aspects thus impacts of motivation in an organization and sales work performance.

Figure 2.2 Conceptual Framework**Source: Field Work**

In this case, it is assumed that, given the independent variable, motivation (fringe benefits team work and job security) together with intermediate variable (employers and employee working environment) such as good salaries, allowances, payment in time, cooperative decision making, results to positive change in an organization toward quality outcome in the lineated field/products(sales work force performance). This can be adopted by leaders (employer) in the organization to create excellent environment in terms of increasing products, compacting relationship in working place, and widening

markets hence creation of human capital, social capital, physical capital and fiscal capital which attributes to human livelihoods.

The motivation being of a vital importance in relation to sales work performance it has motivated the researcher to explore its impacts of it when it is effected on an organization on the employee which will result the researcher to come out with appropriate adoptive strategies towards solving the problem of poor sales work performance in the organization.

The success of any organization depends on its ability to provide a motivating environment to its employees. The challenge for managers today is to keep the staff motivated and performing well in the workplace. The manager has to know behavior of the workforce including each sales personnel and what might motivate each one individually. By understanding the sales force needs, managers can understand what kind of rewards to use to motivate them. This enhance the productivity as it may be seen

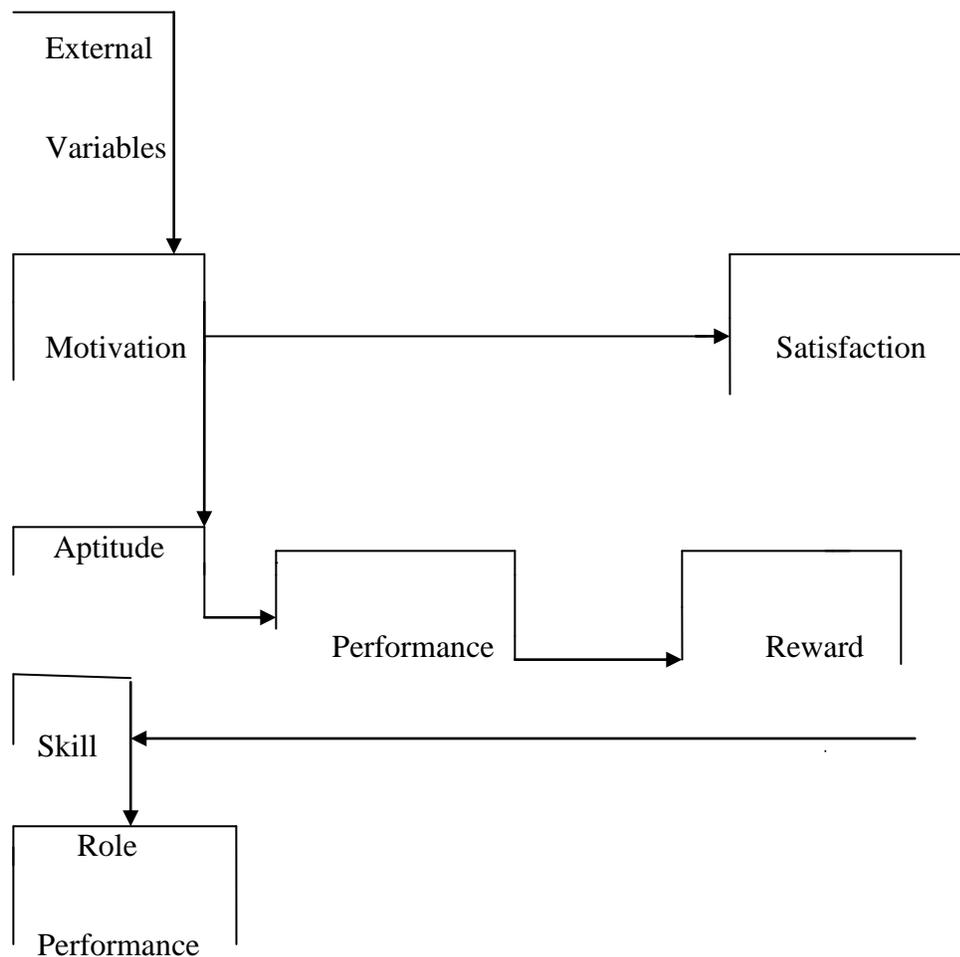
The goal of most companies is to benefit from positive employee behavior in the work place by promote win- win situation for both the company and workers. That is to say the organizational and personal or individual goals must match together. Motivation is therefore looked as a bridge between these two entities.

Specifically, sales motivation is a vital link in unveiling the mystery of salesperson performance. For example, motivation is a key in the work of Churchill et al (1985) model of salesperson performance. As presented in figure 2, the basic performance model indicates that motivation is directly linked with performance. Performance in turn

affects rewards which influence satisfaction, and the connection is completed as satisfaction affects the level of effort exerted regarding future performance.

Therefore, motivation can be used as reasonable predictor of performance but not as the only predictor. As stated by Churchill et al (1985:109), researcher's interest in motivation as a predictor of salespeople's performance is relatively recent. Results suggest that, on average, motivation is a better predictor of performance than aptitude, but not as good a predictor as skill level.

Figure 2.3 Churchill, Ford, Walker model



2.13 Theoretical Framework Analysis

In any social science theories are very important and act as venue for processing and implementation. These are pre-conceived ideas. Thus theories in social science about people in relation to their output at the working places are to be examined. Several research studies on motivation have been undertaken by industrial psychologists and behavioral Scientists. As a result, some theories about motivation and human behavior have been developed by researchers.

Theories of motivation explore sources of pressure that people experience when they maintain equilibrium and preserve homeostasis by avoiding pain and over situation. The dynamic process of change in and of itself has important implications for employees in modern organizations. In particular, it affects their basic need to know who they are as a secure anchor amid incessant change. Frequent changes in organizations and in technology influence the power structure, the skills needed to excel on the job, an organization's values, and its managerial philosophy.

Work motivation research began, as did the psychology of motivation in general, as a branch of individual psychology. However, more than theories of personality and human abilities, theories of work motivation traditionally, have encompassed both individual and situational characteristics.

The researcher is looking into various motivation theories on how variables interact and what have been the results, in performance measurement and rewarding schemes/motions.

Expectancy theory does not explicitly consider the timing of rewards, yet the timing of rewards is a crucial element of operant conditioning. Ferster and Skinner (1957) and Skinner (1969), for example, suggest that the timing of the reward has stronger impact on behavior than the size of the reward. However sales force motivation studies typically focus on the size of the rewards. Four specific schedule of reward allocation have been identified, fixed ratio schedule, fixed interval schedule, variable interval schedule and variable ratio schedule (Organs and Hammer, 1982; Luthans and Kreitner 1975; Ferster and Skinner 1957).

(1) Fixed Ratio Reinforcement Schedule

A fixed ratio reinforcement schedule (FR) dictates that every (N) the response is reinforced or rewarded. That is reinforcement is applied only if fixed number of desired responses has occurred. An example would be reward a salesperson after every 10th product demonstration.

One extreme is the ratio of 1 to 1 where every desired response is reinforced and can best be described as continuous reinforcement (CR), when a (CR) schedule is first introduced, the desired behavior increase rapidly up to a certain level, at which point it tends to become constant.

Once this plateau is reached the reinforcement schedule is usually modified so that the desired behavior must occur some fixed number of times before the reward is provided, i.e. it becomes a true fixed ratio than CR special case. As the FR is expanded, to require a longer number of behavioral actions to responses the behavioral pattern is

characterized by time delay after reinforcement before the desired behavior reflects any intensity.

(2) Fixed Interval Reinforcement Schedule

In fixed interval reinforcement schedule (FI) the first behavioral response after a designated time interval is followed by reward. Rewards are not contingent on the number of behavior but rather on a single behavioral response which must occur after some interval.

An example of FI would be the situation where sales persons receive praise concerning completed sales once at the end of each month. The resulting behavioral pattern is one where the desired behavior occurs with great intensity at the end of the time interval and occurs infrequently, if all during the early of the time period.

(3) Variable Interval Reinforcement Schedule

In variable interval reinforcement schedule (VI) the first desired behavioral response after a randomly assigned time period is followed by a reward. In essence, the intervals between rewarding responses vary in random time order.

An example of VI would be the situation where a Sales Manager praises individual sales persons in some random, occasional manner. The resulting behavioral pattern is one where the desired behavioral response occurs at a fairly constant rate with low level of interval.

(4) Variable Ratio Reinforcement Schedule

In Variable Ratio reinforcement Schedule (VR) rewards are assigned after a given number of desired responses, where the number of desired responses varies from reward to rewards. That is, desired behavior is rewarded after some randomly varying number of desired behavioral responses. The number of the desired response in relation to some ratio over and reward sequence is unpredictable by receiver. The classic example of VR is the schedule pay off but knowing that any given play will most likely result to loss.

Then fairly frequent small.

Payoffs reinforce the behavior and the less frequent large payoffs prove that a big win is possible. The machines are set to payoff on variable schedule so that players cannot predicate the intensity of their play on known proximity of a favorable reward being given. Therefore for resulting behavioral pattern is characterized by fairly constant rate at high levels of intensity.

From the different schedules, reinforcement has varying effects on behavioral patterns. However, the variable rate reinforcement schedule appears to yield the highest sustainable behavior (Beatty and Schemer 1975; Fester and Skinner 1957; Skinner 1969). It might, therefore be applied in sales force compensation plans to promote an overall higher level of performance. Unfortunately, the number of studies examining reinforcement schedule applied settings is limited, so that the favorable effect of VR schedule cannot be assumed with certainty. However, the extensive laboratory studies of Fester and Skimmer (1975) provide a foundation that suggests such an effect but which

have not been adequately recognized as long ago as 1969 (e.g. Nord, 1969), but not yet recognized. In fact, some authors have suggested that study of operant conditioning to the external it deserves in the study of operant conditioning which has not been recognized to the extent it deserves in the business discipline (Nord 1969), let alone specific personal selling literature. This observation appears to be true today as well. Yet operant conditioning research may offer keen insights into organizational and individual behavior.

Any and all sales representatives attaining a predefined sales goal are awarded prizes in a multiple winner format. These kinds of contests usually consist of a tandem schedule of reinforcement. The fixed ratio is represented by a reward occurring after some fixed number of Sales as determined by the goal. The fixed interval is represented by the time period of contests. The resulting behavioral pattern would tend to be characterized by wide-swings in individual performance. The single winner format of sales contests of no predetermine sales goal. The sales person with the highest performance record, for some fixed time interval, receives an award. This type of contest utilizes a fixed interval schedule and dynamic fixed ratio schedule of reinforcement Bushardt et al (1988). The FI is represented by the length of time of contest. The reward is not given on a fixed ratio where a predetermined number of behaviors is rewarded, but is rewarded on having a ratio is changed over time, creating a series of FR Schedules over the contest period. The resulting behavioral pattern would tend to be characterized by wide swings in individual performance for a limited number of participants. For the majority of participants the contest is irrelevant if they perceive little likelihood of winning.

2.14 Components of Job Satisfaction

Typically, researchers (e.g. churchhill et al, 1974; Locke, 1968, churchhill and Pecotich, 1981) have defined the domain of job satisfaction consisting of dimensions related to: (1) the job itself; (2) fellow workers; (3) supervision; (4) sales training; (5) top management; (6) customers; (7) promotion and advancement; (8) pay and company benefits (Churchill et al, 1974).

However, this does not consider the timing of rewards, only the rewards themselves such as salary, bonuses, benefits, promotion, or advancement and other rewards. As previously discussed, operant conditioning considerations suggest that the timing of reinforcement schedules is important to motivation. Consequently the timing of rewards (compensation) may well affect satisfaction.

The study of expectancy theory should consider the timing of rewards. Valence or anticipated satisfaction (Churchill and Pecotich, 1981) may be related to timing of the reward. Locke (1968:322) has concluded that there is a distinction between the degree to which a person values some particular amount of an element and amount of the element he/she prefers. In the same vein, anticipated satisfaction with the timing of rewards of sales representatives may well interact with the amount of the reward to influence motivation.

Finding the right combination of motivator is a difficult task of sales managers (Churchill et al, 1985). However this task is an obvious crucial component to sales force motivation and performance while typical studies of sales force motivation and

performance is still underway. Typical studies of sales force motivation concerning expectancy theory and satisfaction do not explicitly account for timing of rewards. Operant conditioning research suggests that it should be considered. Very little performance variance has been explained in past studies (Churchill et al, 1985). Unfortunately an integrative application to the process of sales force, management has not been well explored (Fedor and Ferris, 1981).

Through future research, seeking answers to the questions raised guidelines might be developed that would assist sales managers in implementing compensation plans that serve to induce constant, high levels of performance in sales forces. Included in those guidelines should be information regarding the reward mix that is the relative use of salary, commissions business and contests and the timing of the payment of reward; that is to say variable versus fixed interval and immediate versus fixed interval and immediate versus delayed.

2.15 Underlying Assumptions

Theories explain work motivation in terms of what arouses, energizes or initiates employee behaviour as initiated, redirected and halted by what most research in international human resource management has been content-oriented because these theories examine motivation in more general terms and are more useful in creating composite picture of employee motivation in particular country or region. This study assumes that some theories are more sophisticated and tend to focus on individual behavior in specific setting. Thus they have less value to the study of employee

motivation in other settings such as the Mwananchi Newspaper Company Limited (MWCL) under study.

Therefore it is also assumed that motivation is closely related to performance of human resources in modern organization, or when motivation is applied to international management. That is to say if motivation is lacking in an organization, its performance is likely to be hampered.

It is also assumed that even if motivation can be the same across cultures, content of what motivates people often is culturally based. Example what motivates people in the Asia may not be effective when we think of motivation in African setting. Still in Africa the motivation in South Africa may have less effect to Tanzanians. Deductively we may find the motivation for Arusha based organization in Tanzania may find difficulties to bring the same results in Dar Es Salaam. Yet Mwananchi Newspaper Company Limited can be contrasted with Nyati Floor Mill due to different products though all are in Dar Es Salaam.

The general assumption is that in the presence of motivation, that is intrinsic or extrinsic, performance is transformed. In the words of Green (1995), motivation is a reason for engaging in a particular behavior especially human behavior. The reasons may be simple such as basic needs (e.g. food water, shelter) or an object, goal, state of being, or complicated ideal that desirable which may not be viewed as positive or tangible. Again assumed that intervention for behavior may be attribute to less apparent reasons such as, altruism or morality. Hence motivation which refers to the ignition, direction, intensity

and persistence of human behavior its absence will hinder greatly to the employees performance.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1. Chapter Overview

According to Kothari (2004), research methodology refers to a systematic way applied to solve the research problem. This chapter is looking into the research design, whereas strategies are outlined. Again it gives forward the sampling procedures to be used in this research. It goes at length to the predicted survey population and the study area at large. Also the sampling procedures and data collection instruments to be used are stated. The chapter shows how the data were analysed, and verification of the validity of content for the items on the instruments and their reliability which concerns the issue of stability and consistence. In conclusion the chapter summary is given at the end.

3.2. Research Design

The study employed qualitative research approach. This approach is concerned with subjective assessment of attitudes, opinions and behavior as a function of researchers in sight and impressions. Qualitative research is important in behavioral science where the aim is to discover the underlying motives of human behavior. Through such research one can analyse the various factors which motivate people to behave in a particular manner or which make people like or dislike a particular subjective, Kothari (2004).

3.3 Area of Study

Mwananchi Newspaper Company limited with its subsidy and holdings have been chosen for the study as it holds a viable segment in the newspaper industry. The newspaper industry plays a vital role in the social and economical development of the society as have been hinted in the literature review. MWCL is among the big five in the newspaper industry. MWCL produces five brands of newspapers which include The Citizen an independent English paper in Tanzania, The Citizen on Sunday (which goes out on Sundays), Mwananchi, Mwanasport—a weekly sports and entertainment newspaper both offering a Swahili flavor together with Mwananchi - Jumapili –(an equivalent Swahili Sunday edition)

This company is situated in Dar Es Salaam along Nelson Mandela Road about some few kilometers from the city center. Its headquarters are on Plot NO. 34/35;at Tabata industrial area, in Dar Es Salaam, Tanzania. It is part of the Nation Media Group, a publicly listed Company, quoted on the Nairobi Stock Exchange which has 7,500 shareholders. Its Principal share holder is the Aga Khan Fund Economic Development, an agency of the Aga Khan Development Network.

3.4 Survey Population

According to Smith (1987), population is defined as the set of individuals, events or group of people, which is the object of research and about which researcher want to determine some characteristics. In order to achieve the research target, the population

was constituted and selected in Mwananchi Organization employees- Sales force, Management and Mwananchi Agents, Customers in Dar- Es Salaam Region.

3.5 Sampling Design and Procedure

Sampling design and procedures due to limited time and resources constraints, it was difficult to study the entire population of all employees, management/agents, customers of Mwananchi Organization, However according to Gresswell (1994), the basic purpose behind and kind of sampling is that a sample as cross section of a group bears characteristics of the entire population as a whole. Sampling of the study population allows the researcher to have manageable area that can as much as possible maintain the objectivity of the study within a specified time, Kothari (1990). Combinations of simple random and stratified sampling technique were employed in order to acquire the requisite number of respondents.

Number of sales force selected were 20 employee of Mwananchi Organization, 5 management and 5 agents. Therefore the study constituted 30 respondents in Dar Es Salaam. Study area sample distribution by respondents at Mwananchi Organization and Agents.

Table 3.1 Population Mwananchi respondent sample distribution

Employee and agents of Mwananchi	NO of respondents
Sales force	20
Management	5
Agents	5
Total number of respondents	30

Source: Field study

3.6 Methods of Data Collection

3.6.1 Primary Data collection

Primary source of data was through questionnaire with both structured and open ended questions .Questionnaires were formulated based on the research topic so as to capture the actual role of motivation and its effects on sales force performance. Questionnaires were administered to the sales force, management and agents of Mwananchi Organization in Dar Es Salaam. Data collected in the field were used tables, charts, figures are used. Other methods were questionnaire for sales force, Agents and interviews for management of Mwananchi Organization. For the questionnaire the researcher got a lot of information from the sales force, and Agents whether they are satisfied with the incentives they are provided. For customers interview whether they are satisfied with the service they are provided. For Management the overall view about the

incentive policy they provide compared to the performance of the sales force. Also the study used quantitative research approach for data analysis. The questionnaire method is easy to administer, you can get a large amount of information in a short time, it allows the employee participation, does not require trained interviewee, relatively less expensive. The study was a qualitative in nature for data analysis as the researcher dealt with various issues such as job satisfaction, quality production, motivation recognition, promotion and performance, tables diagrams which were established in the field of study'. Therefore the qualitative method was used in investigating the set objectives found under the study. The first objective was measured by investigating a variety of motivations rendered by Mwananchi Organization to its employees. The second objective was met by looking at on the relevance of motivation to Mwananchi organization employees. That is by investigating if motivation has any importance to boost morale of high performance of workers. Lastly the researcher investigated the contribution of motivation in the development and consolidation of Mwananchi Organization by looking at the response of the respondents on the sales performance.

During data Collection questionnaires were administered to different respondents, the respective gathered data were helpful in assisting the researcher in understanding if the respondents were really satisfied with the existing motivational strategies in their Organization. This study provides clear picture of the motivation and its effects on the performance of sales force in Mwananchi . As there have been a lot of questions on performance of the sales force, initially results shows that the sales force are not well motivated in their career.

The procedure of data analysis was based on the data collected from the respondents of the questions in the questionnaires and interviews. The researcher used qualitative technique for data analysis. This technique method involved description of responses given in both questionnaires and interviews. This study where it was needed also used quantitative technique in analyzing the data. Quantitative data are by nature quantifiable variables of the study. These range from simple counts from frequencies to test scores. A variety of methods exist to analyse such data. These range from creating simple tables or diagrams through establishing statistical relationships between variables to complex statistical modeling using computer software such as Excel, Lotus 123, SPSS. The researcher used SPSS method numbers and figures, tables and diagrams to present the findings, of the data obtained at the field to measure the relevance of motivation at the study area, the effects of incentives on the sales force performance and the impacts of intrinsic inducement factors to achievement of the organization.

The quality of information collected may not relate to the quality of questionnaire, must have high school reading and writing ability to complete one, often needs to follow up interview or observation, the questionnaire may be difficult to construct, may have low response rate, the response may be incomplete, the response may be difficult to interpret (open ended).

3.6.2 Secondary Data Collection

The Secondary data of the study were collected and obtained through library research, various documents, books journal articles, internet and reports related to performance,

training manuals both published and unpublished were thoroughly reviewed and analysed.

3.7 Data Validity and Reliability

According to Sekeran (2003), the study is said to be reliable only if another researcher, using the same procedure; the same tools and studying the same phenomenon, arrives at similar, or comparable, findings. In order to ensure high level of reliability during this study the researcher maintained a comprehensive protocol of his study, this focuses to ensure if others may be interested in checking its reliability. Since in this study, conclusions were drawn mainly on the basis of questionnaire and interview data, measures were taken to ensure that respondents were not biased and always in the mood to answer the questions with high degree of interest. Selection of respondents were done very careful so as to ensure that they are, indeed, willing participants in the study and willing to answer the questions with the minimum degree of bias.

Furthermore when in-putting the questionnaire data were through red through respondents to ensure that they are no logical flaws and that the responses given by any one respondent are not contradictory. In addition, and to better ensure reliability, interviews was scheduled at the respondent's convenience and further, when distributing questionnaires, participants were given several days to answer. All this geared at least to minimize the chances that the interview be rushed and questionnaires blindly answered.

3.7.1 Validity

Sounders et al (2000) contends that the research is valid only if it actually studies what it set to study and only if the findings are verifiable. In this study validity was done by establishing a chain of evidence throughout the data collection process by verifying key information through the use of multiple source of information and presented respondents with draft of the study review.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents research results and discussions. The chapter is organised into six subsections namely; the social-economic profiles of respondents, the relevance of motivation at the study area, the effects of incentives on sales force performance, Impacts of intrinsic inducement factors to achievement of the organization.

4.2 Respondents' Social Characteristics

According to field data, on average 55% were females while 45% were males (See Table 1)

Table 4.1 Social Characteristics of Households

Villages	Sex %		Marital status %				Education Level			
	M	F	SN	MD	DV	WD	IE	PE	S E	ASE
Respondents	55	45	13	65.3	12.2	9.5	10.1	10.2	14.3	65.4

Source: Field Data 2012

M=Male F= Female SN=Single MD=Married; WD= Widow; DV= Divorced; IE= Informal Education; PE= Primary Education; SE= Secondary Education; ASE= Above Secondary Education; N= Sample Size

In case of education results at Mwananchi organization varied from one person to another in various departments. In administrative department had the highest level of literacy followed by department of accountancy and letter cleaner and security officers. These departments had highest number of respondents with secondary education. The reason for administration department to have high literacy level than other department could not be established. However, nature of the work and presence of more learning institutions in the vicinity could be one of the reasons, that many people in the area are aware on the importance of education. Some of learning institutions include Universities colleges. The other possible reason could be the nature of the area where they grew up.

The level of education plays the major role in the development of a society, socially, economically and politically. The level of understanding and planning horizon is relatively with education. Proper education to the people/community help the society to participate more in various projects of which has impact in improving their livelihood.

4.3 Contribution of Motivation in the Development and Consolidation of the Organization

Households, government officials and Mwananchi organization leaders were asked on whether motivation has any contribution to workforce performance in the organization or not. They were further probed to mention the roles, in other words the perceived contributions as detailed below.

4.3.1 Perceived Contributions by Employees

Results (See Figure 4.1) indicate that about 98% of the households revealed that motivation has contributions on workforce performance in organization and gears on uplifting their livelihood where 2% couldn't see any effect of motivation on their working performance.

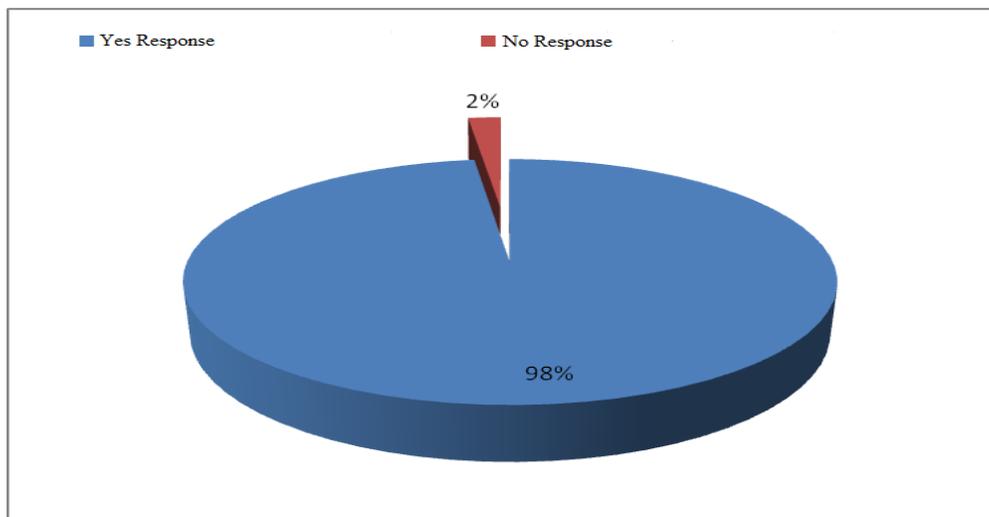


Figure 4.1 The response of Employees on the role of motivation in their Organization

Source: Field data 2012

The noted contributions of motivation on sales performance and consolidation of Mwananchi organization (the study area) were increase work performance, unity, production of quality products, retain employee, promote confidentiality and punctuality (see Table 4.2). This is in line with Arvind (2005) who observed that, motivation in an

organization resulted to increase of work performance, Unity, production of quality products, retain employee .

Table 4.2 Effect of Motivation in an Organization

Effects	Categories of Respondents				
	Employees %	Employers	Other stakeholders %	Customers %	Average %
Increase work Performance	25.6	40.0	30.1	14.3	27.5
Bring unity	35.0	20.2	34.0	13.1	25.57
Production of Quality products	7.9	10.2	16.0	20.1	13.55
Retain of Workers	10.0	13.0	10.5	30.5	26
Promote Confidentiality	10.2	6.6	2.6	12.0	7.85
Punctuality	10.3	10	14.0	10.0	11.07

Source: Field Data, 2012

Results indicate that the effects of motivation in an organization varied from one category of respondents to another. For example, in **Employers** category the most effect

perceived was Increase production due to high work performance. In employees and other stakeholders' categories, they observed motivation as a tool for unity in the organization. Therefore the two categories noted it as a critical effect of motivation in an organization where in customers they noticed retain of workers as a critical effect.

4.3.2 Increase of Work Performance

Increase of Work Performance, the employer (40%) argued that the frequency of work performance such as high productivity, and hardworking among workers could be a result of motivation in Mwananchi organization. They further argued that motivation in organizations and high performance at work place, such as working tirelessly, self discipline and respect to each other among the workers are critical impacts in initiating development and expansion of an organization in the area hence enormous impacts on livelihood of people in their localities. Also it was revealed that high work performance was not the first choice for the employees in Mwananchi organization during 1960s to 1980s due to the lack of motivation to employees. However, in these days it is now a common impact. The study conducted in Kilimanjaro Region at Coffee organization which is among the business areas in the country show motivation as a key factor toward development of an organization (DFID, 1999).

4.3.3 Bring unity

Respondents argued that, unity among workers in the organization has been increasing due to motivation. This has made them to work together and formed a team work spirit in the organization. The impact was mentioned by all respondent categories but it was mostly mentioned by employees by (35%) and other stakeholder by (34 %) (See Table 4.2).



Figure 4.2 Employers working together at Mwananchi Organization

Photo by Laurent Joseph - research assistance, Date: May 2012

Due to motivation of Mwananchi organization community and the surrounding communities have been uniting and working together as a team work, political stability

has been stabilized due to the motivation is built by the organization in and out of the organisation.

4.3.4 Production of Quality Products

According to customer respondents, production of quality products has been influenced (20%) and as a result has led to increase of valuable and genuine products due to motivation enforced in Mwananchi organisation. Other impacts of motivation explained are retaining workers (30%) at customer category and promote confidentiality (12%) and punctuality in the organization (10%).

4.4 Modes of Motivation in Organizations

Field results indicate that the mainly suggested modes of motivation measures to mitigate organizational development mentioned were Job satisfaction 25%, good salary 15%, promotions 15%, recognitions 10%, management style 07% and good working conditions 11%, and satisfying goals 10% working hours 07% (See Table 4.3).

Table 4.3 Results Perceived by Respondents as Motivational measures for development

Modes of Motivation	
	Percentages of respondents %
Job satisfaction	25
Good salary	15
Promotions	15
Recognition	10
Management styles	07
Satisfying goals	10
Good working conditions	11
Working hours	07

Source: Field Data 2012

4.4.1 Job Satisfaction

Field data suggest that, Job Satisfaction is among the main modes of motivation mechanism can improve sales and work force performance in the organization. As it is

indicated by the data collected (See Table 4.3) where 25 % of the respondents mentioned Job satisfaction, as the most important motivational mode which can enhance sales performance towards organizational development and consolidation. This was also revealed by Herzberg (2006) stating that, Job satisfaction is an intrinsic factor which make employee become motivated and hence performs higher.

4.4.2 Good Salary

mode to sales and work force performance in the organization; it was revealed that good salary not only influence hard working in the organization but also it retains employee and motivates team work spirit among workers(See table 5 above). This was also revealed Good Salary was also perceived to 25% by the respondents that, it is the best motivational by Adams (1965) on his part suggests that people are motivated to seek social equity in the rewards they receive for high performance. According to him the outcome from job includes; pay, recognition, promotion, social relationship and intrinsic reward .to get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high.

4.4.3 Promotions

Promotion was identified by the (15% see Table 4.3) as a motivational strategy towards improving sales performance in the Organization. Possibly this is due to the importance

of promotion in the development and consolidation of the organization. Promotions play a great role in the development and expansion of the organization as it helps to protect working spirit of a worker, maintain discipline and remove biasness in working environment. It also regulates movement of employee in and out of the organization (*labour mobility*). Therefore, this should be an integrated motivational strategy beyond local vicinity since its role impacts different organizations.

4.4.4 Good Working Conditions, Recognition and Management Styles

The other motivational factors mentioned by respondents are recognition, organization management styles were considered to be the top most important motivational factors that influence organizational development and expansion as they were revealed by 11%, 10% and 07% respectively (see table 4.3). It is interesting that Oketch (2005) observe the factors; who stated that the undisputed ranking of “good working conditions, recognition and management styles, as the most important factor respondents clearly shows that managers and organizations by no means should underestimate its importance. The factor were observed by Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay’s resulting to performance. This also was noted by Wiley (1997) concluded that, women placed greater importance on appreciation of work done, interesting work and more importance on good working conditions, whereas, males on the other hand placed more emphasis on interesting work.

When responses of men and women was analysed in this study the results showed that no significant differences were found in the ranking of factors or preferences of the two groups. For example both men and women ranked job satisfaction, good working conditions, promotions/expectations as the three top motivational factors. This could be explained by an equal opportunity for both men and women in Tanzania.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study and provides the conclusion discussion. It further gives the key recommendations and points out the important areas which require further studies.

5.2 Summary of the Study

This study aimed at assessing the impacts of motivation on Mwananchi organization and local communities` livelihood in Dar es Salaam district. The study has revealed that motivation has an impact on the work force performance in the positive way. The research has shown that motivations increase work performance, unity among the workers and employers, production of quality products, retain employees. Motivations also promote confidentiality and punctuality.

As it has been observed by the study motivations are very necessary in any organization as shown in the study. Without motivation workers cannot feel part and parcel of the organization which can hinder quality production. The study has shown that motivations promote confidentiality and punctuality among the workers as they feel as one.

The study has shown that there are various modes of motivations such as job satisfaction, good salaries, promotions at the right time, recognitions by the

administrations, good management style, good and safe working conditions and satisfying goals.

5.3 Conclusion

The study found Job Satisfaction” to be the foremost important motivational factor and that the motivational value placed on a factor may vary from one person to another. Such findings enhances our understanding of employee motivation and provides a starting point for organizations that may see it fit to design or redesign the employees work or even the organization as a whole. We may acknowledge that making work interesting is not an easy task for any organization, but using survey results like this one may guide the organization in the right direction, which could make a whole lot of difference for both the employer and employee.

The study shows that the work force can be improved if the workers are motivated. The study has revealed that wherever there is motivation and incentives workers feel part and parcel of the company which makes them to work hard and diligently hence increase production which also leads to promotion of sales as it has been demonstrated by Mwananchi organization. This study report contribute to existing body of knowledge on employees motivation specifically the sales force, agents and other stakeholders in media Profession. It will also help to address the gap between employee ability and willingness for getting best of work performance .The study report recommends the best

way to manipulate motivation factors among the sales force as increase performance, productivity reduce cost of operations, and improving overall efficiency.

5.4 Recommendations

There is a need to fully involve stakeholders and the Sales force/employee in planning and Decision making as part of motivation to ensure sales workforce performance in organization to enhance development and expansion of an organization.

Different types of motivation are needed for building up a team work in working places and equally service provision within an organization so as to bring quality and reputable organization. Transparency on the provision of motivation should be encouraged as to establish a clear policy in all matters related on motivation.

The study was basically looking on motivation and its effects on sales force performance. Different motivation incentives types such as Job satisfaction, bonus, commissions, employee recognition, promotions, work environment were recommended by employee to be not enough in order to motivate them to boost work moral. There is need for other researchers to do more research on motivation and its effects on the sales force performance as to find out other types of motivation/ incentives which can boost the moral of sales force, in order to work efficiently and effectively towards the fulfilment of the organization objectives. That is increase of sales volume, profit maximisation and custom.

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Less than one year ()

1 Year to 2 ()

3 Year to 4 ()

5 Years ()

6 Year to 10 ()

10 years + ()

Qn. 4 How many hours do you work a week?

Under 10 hours to 0 ()

10 hours to 20 ()

0 hours to 50 + ()

Qn. 5 What is your current job title?

.....

Qn. 6 How would you rate the social environment in the office?

Poor () Good () Better () Best ()

If Poor or Best give reasons to your answer

.....

.....
.....

Qn. 7 In which age categories are you?

Below 18 ()

18 - 20 ()

20 - 30 ()

30 - 40 ()

40 - 50 ()

50 + ()

Qn. 8 What types of social activities are organized within the workplace?

Picnics

Lunch time meetings

Other parties (Please specify)

.....
.....

Qn. 9 Do you have reasonable workload?

Too much loaded ()

Moderate ()

Under loaded ()

Qn. 10. Do you have to work over your contracted hours?

Yes () No ()

Qn. 11 How many different tasks do you complete per day?

1 to 2 ()

3 to 4 ()

4 to 5 ()

6+ ()

Qn. 12. How many magazines do you sell per day?

.....
.....

Qn. 13 Please Rate the following N = 100

Excellent = 60%, Good =15%, Fair =20%, Poor =5%

Salary Excellent () Good () Fair () Poor ()

Motivational Policy Excellent () Good () Fair () Poor ()

Incentives Excellent () Good () Fair () Poor ()

Rewards Excellent () Good () Fair () Poor ()

Qn. 14 (Please answer Yes or No to the following question)

Are the motivation and Incentive Scheme implemented as planned?

Yes () No () (Please specify)

.....
.....

Qn. 15 What can you say about the job you are performing in comparison to motivation

, incentive or rewards you are given? (Please put a tick)

Very satisfied () Satisfied () Dissatisfied ()

Qn. 16 What do you expect your employer to do for you to boost your morale in order

to improve the sales volume (SV) , Sales performance (SP)?

.....
.....

Qn. 17 What is the role of motivation in organization development? (Fill in the gaps)

.....
.....

Qn. 18 How does motivation put human resources into action?

.....
.....

Qn. 19 How does motivation improve the level of efficiency of employees?

.....
.....;

Qn. 20 In what ways does motivation lead to achievement of organizational goals?

.....
.....

Qn. 21. How does motivation build friendly relationship?

.....
.....

Qn. 22. Does motivation lead to stability of work force? Give your views.

.....
.....
.....

SECTION B

Please tick () Y for YES U for UNCERTAIN and N for NO

S/N.	ASPECT	Y	U	N
23	Do incentive increase work performance?			
24.	Are you satisfied with incentives offered by management?			
25.	Are the incentive programs effective ?			

SECTION C

What is your perception about the level of each of the following. (Please indicate on the a scale of 1 to 5, with 1 = Strongly Agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = Strongly Disagree: Tick () the appropriate number you have chosen.

S/N	ASPECT	1	2	3	4	5
26.	Do intrinsic inducement factors affect the level of employees' achievement in Mwananchi organization?					
27.	Does the level of employee's empowerment affect the level of employee's satisfaction?					
28.	Does the level of employee's satisfaction affect the level of company performance?					
30.	Can you improve the job performance when your organization decides to motivate you according to the Job performed?					

QUESTIONNAIRE FOR ADMINISTRATORS

Please put a tick in the block provided ()

Gender M () F ()

In which Department are you are working? Management () Sales ()

Agent () other employees

(Please fill in them space provided)

1. How long you have been working with MWCL

Less than one year ()

1 Year to 2 ()

3 Year to 4 ()

5 Years ()

6 Year to 10 ()

10 years + ()

What is your current job title?

2. How many workers are found in your company? They are -----
3. How do you determine the salary of each worker? As each produces / according to the level of education
4. The dates under which workers are paid their salary range from----- to -----
---each month.
5. When the salary payment is late, the production/sales remain the same/ increase / decrease.?
6. When workers are given incentives, do they work hard? YES/NO
7. State some kind of incentives which are provided to the worker

AGENT QUESTIONNAIRE

1. Name

2. Address.....

.....

3. Phone No.....;

4. Who is your business partner.....

5. How long have you been working together.....

6. What were your annual sales for 2009 ?.....
2008.....2007.....

7. What is your profit margin for year 09..... 08
07.....

8. Are you satisfied with customer service of Mwananchi Company? (Tick the following)

Very Dissatisfied

Dissatisfied

Neither Dissatisfied or Satisfied

Very Satisfied

9. How satisfied are you with the product quality of Mwananchi Company?

Very Dissatisfied

Dissatisfied

Neither Dissatisfied or satisfied

Satisfied

10. What changes, if any can Mwananchi Company make to Improve Customer Service?

.....

.....

APPENDIX II**RESEARCH BUDGET**

S/N.	REQUIREMENT	UNIT MEASUREMENT	QUANTITY FREQUENCY	UNIT COST SHS.	AMOUNT SHS.
1.	Field work Preparation of questionnaire secretarial	Page	80	800	64000/=
2.	Stationery Photocopy paper Pen, File, Note Book	Ream Piece	1 4	45,000	45,000/=
3.	Transport Local & Return Arusha/ DSM	Fare	2 Trips x 4 7 weeks	30,000 1,400	120,000/= 9,800/=
4.	Accommodation	Days	56 weeks	20,000	1,120,000/=
5.	Meals	Days	56 weeks	5,000	280,000/=
	Field Assistant	Lunch meals	56 weeks		280,000/
	TOTAL				1,918,800/=

NB:

7 Weeks 35 working days.

56 Weeks 280 working days.

