

**ENHANCING SALES FORCE PERFORMANCE THROUGH
COMPENSATION MANAGEMENT STRATEGIES IN
NIGERIA BREWERIES INDUSTRY**

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ABSTRACT: The study focuses on the effect of compensation management strategies on sales force performance in the Nigeria Brewery Industry. This was borne out of the fact that most organizations in the world today appear to suffer high labour turnover and absenteeism, which in turn need a high cost of selection and training. This seems occasionally endorsed to the disregard of the compensation system. Hence the specific objectives of the study are to ascertain the influence of recognition on sales force performance, to find out the influence of salary on sales force performance, to determine the effect of incentive pay on sales force performance and to examine the influence of fringe benefit on sales force performance. A cross-sectional survey research design was adopted in the course of the study. The population of 500 which comprised of staff and customers from Intafact Breweries in Onitsha, Anambra State and Guinness Nigeria Plc in Benin, Edo State was used in this study. A sample size of two hundred and twenty-two (222) using Taro Yamani's formula was used for the sample size. A stratified sampling technique was used to select the respondents. The method data used was collected from primary and secondary sources, using a questionnaire as the research instrument. Findings from the questionnaire response analysis revealed that the study found that sales force recognition has a significant effect on sales force performance in brewery firms. Also, salary has an influence on sales force performance in the same firm under study. It was observed from the study that incentive pay has a significant effect on sales force performance in these firms. It was found that fringe benefit contributes significantly to sales force performance in these firms. The study concludes that Fringe benefit had a statistically significant relationship with sales force performance in these brewery firms. A fringe benefit to employees also works to attract and retain key talented persons that work towards organizational goals and objectives and added that people sometimes need an incentive to work hard and perform tasks well. The study recommends that to ensure employee commitment, breweries should deliberately integrate alternative compensation plans into the company.

Keywords: Compensation Management Strategies, Salary, Recognition, Incentive Pay, Fringe Benefit, Sales Force Performance.

Introduction

All organizations want to be successful, even in the current highly competitive environment. Therefore, companies, irrespective of size and market, strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness.

In today's businesses, for any agency to have an aggressive area admits its competitors, there should be in the vicinity an impressive repayment method to draw and encourage clients to sign up for the firm; this desire to allow firms increase her territory through an enhanced performance improving gadget using men and material resources effectively. These practices vary from staffing and coordinating most effectively performance appraisal through education, manpower planning and reward system that ensures that performance parameters are achieved (Agrawal, 2000).

Compensation is an indispensable part of human useful resource control which appears to assist in motivating the personnel and enhancing organizational effectiveness. The effect of repayment and advantages on workers' overall performance and organizational effectiveness relies upon the present repayment and overall performance control applications at a person company (Vogireddy, 2020). Typically, maximum personnel reply to will increase in pay and advantages with a wonderful and extra efficient attitude. However, the alternative is genuine as nicely. Sometimes, personnel simplest be aware rewards of a revenue boom the day the boom is communicated to them, and the day they acquire the primary paycheck that consists of the revenue boom (Nico, *et al*, 2020). Compensation control is a beneficial tool in the hand of management control to make contributions to the organisational effectiveness and may affect the behaviour and productiveness of personnel (Bustamam *et al.* 2014; Greene 2014). Compensation control determines the hiring and retention of personnel to acquire the targets of an agency and is the premise of involvement of people to enhance the overall performance of personnel (Bustamam *et al.* 2014; Shaw 2014; Terera and Ngirande 2014; Xavier 2014).

Compensation management is a useful instrument in the hand of management to contribute to organisational effectiveness and can impact positively on the behaviour and productivity of employees (Hameed, 2014). Compensation management determines the hiring and retention of employees to attain the objectives of an organisation, and it is the basis of the involvement of individuals to reinforce the performance of employees (Hameed, 2014; Rafiei, Mohammad and Navid, 2014). Therefore, compensation management is an important factor in attracting and retaining employees. A skilled and stable workforce allows organizations to successfully implement strategies to gain a competitive advantage over competing organizations (Heneman, Ledford, and Gresham, 2000).

The design, delivery, and use of compensation management have changed significantly to address employee performance motivational aspects that help improve the performance of the organization (Heneman et al. 2000). All forms of rewards are the most obvious external rewards. It provides the carrots most people want (Amstrong, 2008) who found that discouraged employees show signs of demoralization and can have a devastating impact on the organization. Also, among the more important warning signs for dismissed employees were high absenteeism, lateness, high employee turnover, obstruction, low pride in work, and waste. He emphasized the lack of job satisfaction, endless complaints, lack of discipline, and lack of team spirit. Early awareness of the decline in motivation and the necessary steps must be taken to contain these and other issues that could lead to more serious crises within the

organization. This includes counseling discouraged employees, clearly explaining their roles, responsibilities and rewards, and ensuring that their expectations are in line with those of the organization. Satisfaction, awareness, gratitude, inspiration and rewards are key factors that determine employee motivation (Nico, *et al*, 2020). Recognizing the importance of employee motivation, organizations often implement strategies that consistently motivate employees to achieve their goals. Such strategies for motivation include compensation, employee participation, feedback, and a working environment that ensures that employee needs and requirements are met (Nico, *et al*, 2020). Therefore, this study looks at the impact of compensation management strategies on sales representatives' performance to fill this knowledge gap.

Most organizations in the world today appear to suffer high labour turnover and absenteeism, which in turn need a high cost of selection and training. This seems occasionally endorsed to the disregard of the compensation system. Every manager, at all levels, faces the challenge of building a more effective compensation system to incorporate both organizational goals and individual needs.

Compensation management has been one of the major policies used in motivating employees in the private sector. Compensation is usually narrowed to cash and as a result, employers only have a tunnelled vision when it comes to the issues of compensation for their employees. Other aspects of compensation which make up the total compensation package for the employee are not given much attention.

The absence of compensation management is feared will bring about several negative effects among the employees which may affect job satisfaction which will further bring about several negative effects such as absenteeism, less involvement and commitment in the work, poor utilisation of the resources, incomplete work and poor concentration in work. Employees themselves most often may fail to recognize the fact that their compensation is a package and not only related to cash. The by-product of the above understanding of compensation is that if it is poorly managed performance may be badly affected.

Moreover, inadequate motivation and dissatisfaction will increase the employee turnover of the organization which will further affect the satisfaction of the customers and the goodwill of the organization. Hence, breweries under study in the related organization need to analyse the extent to which the motivators influence the job satisfaction of the employees and to improve both motivators and job satisfaction to provide quality service for the customers. Therefore, the gap here is to examine the effect of compensation management strategies on sales force performance in brewery firms.

Review of Related Literature

Concept of Compensation Management

Compensation refers to all tangible and intangible compensation provided by an employee as part of an employment relationship, (Odunlade, 2012). Rewards also serve a variety of purposes such as support for recruitment, job performance, and job satisfaction. The reward can be described as the "glue" that connects workers and employers in an organized sector. It is further codified in the form of contracts or mutually binding legal documents that explains exactly how much an employee should be paid; a component of the reward package.

Compensation and benefits are also important types of compensation programs for employees (Cascio, 2003).

Furthermore, there are two purposes for designing a reward program which include direct and indirect rewards. Direct compensation is related to wage and salary aspects, while indirect compensation is the benefits that employees enjoy as a result of working in an organization. Integrating the two into a package that facilitates the achievement of an organization's goals is all about rewards (Odunlade, 2012). According to McNadimara (2006), compensation includes issues related to salary programs, job description structures, performance-based programs, bonus-based programs, and commission-based programs, but benefits are typically retirement plans related to health insurance, disability insurance, leave, employee stockholding association, etc. (Odunlade, 2012). According to Sinclair (2002), money has great motivational power as long as it symbolizes intangible goals such as security, power, fame, accomplishment and success. He also demonstrates the power of money to motivate job choices and explains that money has the power to attract, retain, and perform better.

Components of Compensation

The following are a few additives of reimbursement which have been perceived both to contribute to task pride or dissatisfaction. They encompass primary pay, allowances, and painting environment.

Basic Pay

According to Armstrong (2006), the primary pay is the quantity of pay that constitutes the charge for the task. The base pay additionally serves because of the benchmarks in opposition to which bonuses and advantages are calculated. It can also add range in line with the grade of the task or the extent of talent required and is prompted through inner and outside relativities. The inner relativities can be measured through a few shapes of task assessment even as outside relativities are assessed through monitoring marketplace costs. Other times, degrees of pay can be agreed upon via collective bargaining with exchange unions or through accomplishing personal agreements. The base charge can be adjusted to mirror will increase the value of residing or marketplace costs through the organization, unilaterally or through settlement with an exchange union. The primary pay is generally utilized by personnel for ongoing consumption. Many international locations dictate the minimal base revenue defining a minimal wage, person competencies and the extent of enjoyment of personnel.

The study of De Vaney and Chen (2003), recognized primary pay as a "hygiene factor" that might purpose worker task dissatisfaction if its expectation isn't realized. They similarly located out that primary pay became one of the key factors that notably affect personnel's task pride. Mulvey et al. (2002) similarly located out that bad pay translated to low task pride, which became in flip associated with low stages of labour engagement. Comparably, studies on overall performance appraisal have found that enough information, in this situation on overall performance-appraisal criteria, will increase pride in the overall performance appraisal system.

Allowances

According to Armstrong (2006), worker allowances encompass pensions, unwell pay, coverage cover, employer automobiles and some other `perks`. Perks are used to understanding outstanding contribution, overall performance, dedication to subculture and values. Perks encompass beyond regular time off, tickets to events, trips, dinners and public recognition. They include factors of remuneration extra to the numerous types of coins pay and additionally encompass provisions for personnel that aren't strictly remunerated, including annual holidays. Some advantages are mandated through the law, for example, social security, unemployment reimbursement and employee reimbursement. Besides, advantages may be dealt with because of the price or entitlement, including coverage employment settlement, or public help program.

Benefits

Social interests can also be seen as an expression of justice in society. Dissatisfaction begins as soon as the injustice is recognized (Herman, 2005). Chiu *et al* (2002), established that compensation tends to retain people because high compensation levels lead to high job satisfaction, commitment, and loyalty. If employees feel that they are not rewarded as expected, they will be less satisfied with their work and their performance will suffer. For example, recognizing fairness in terms of the benefits received from an employer can lead to higher job satisfaction. The use of allowances and rewards varies widely by country and profession. In some countries/professions, there is room for a particular profession, project, working time, institution or location. However, in other countries, there are either holiday payments or year-end payments, and in some countries, there are both (Adams, 2005).

Working Conditions

According to the study carried out by Desslar (2003), working conditions include aspects such as employee voice, employee perception, quality of work, work-to-life balance, and talent management. Providing modern equipment and facilities, high-quality furniture, well-ventilated offices, spaced offices, and secure, spaced staff quarters are one of the requirements to prevent dissatisfaction with the work of the organization. Therefore, organizations need to allow employees to participate in decisions that influence them. Set goals and objectives, but allow employees to decide how they want to achieve those goals and objectives. Thompson (2002) argues that the work environment and personal motivation are the business principles that determine how to maximize employee productivity and increase work satisfaction. The main motivation for employees in the work environment is to treat all employees fairly, regardless of how much input a particular employee has to the organization. A working environment that is comfortable and low in psychological stress facilitates the attainment of work goals and tends to produce high levels of satisfaction among the employees.

According to Hartfield (2012), what managers at work often ignore or forget is to give individual employees gratitude for the actual work they have done at the company. Praise and awards have been shown to dramatically increase productivity. He further states that maintaining a motivated workforce is not always the easiest task, but it benefits organizations, customers, and employees. Bringing all employees together to hold a meeting creates a working environment for the team (Heartfield, 2012). For example, according to

Padilla (1993), adverse working conditions within an organization are associated with high employee turnover, which indicates job dissatisfaction.

In this case, employees of these organizations will continue to work longer than if they only care about achieving the goals of the organization without paying attention to their progress and well-being. Similarly, Armstrong (2006), pointed out that working conditions that are compatible with the physical well-being of employees, make it easier to do a good job and contribute to job satisfaction. He further explains that temperature, humidity, ventilation, lighting, working hours, workplace cleanliness, and the right tools and equipment are the characteristics that affect work satisfaction.

Objectives of Compensation Management

The main goal of the reward function is to create a reward system that is fair and acceptable to both parties in the employment relationship. The result of the compensation is an employee who is interested in the job and is motivated to do a good job for the employer. The studies of Ivancevich (2004) and Nickelsetal (1999), emphasized the purpose of compensation as follows:

- Attract: Attract a sufficient number of appropriate types of people in terms of the qualifications and experience required by the organization,
- Fairness: Each person must be treated fairly according to the effort, abilities, skills, and amount paid for education,
- Balance: Payments, benefits, and other rewards must provide an appropriate overall reward package,
- Security: Provides employees with a sense of financial security through insurance and pension plans,
- Cheap: Considering what the organization can pay, it should not be overpaid,
- Providing incentives: Salaries need to provide incentives to motivate people to work effectively, efficiently and productively,
- Retention: Salaries should be able to discourage important employees from going to or starting a competitor and;
- Competitiveness: Wages need to maintain their competitive advantage in the market by keeping costs down with high productivity and a happy workforce.

Types of Compensation

One of the key aspects of organizational management is compensation management. This is a process in which employees are rewarded for their efforts in the workplace (Khan *et al.*, 2011). Rewards vary by type and are divided into (i) Financial compensation, (ii) Non-monetary compensation, and (iii) individual rewards.

Financial compensation

Monetary rewards are also known as rewards that deal with financial terms, including monetary rewards and monetary incentives. According to Armstrong (2003), "Monetary rewards provide people with a monetary awareness of performance in the form of achieving or exceeding performance goals, or achieving a certain level of ability or ability, while

monetary incentives aims to motivate people to reach their goals. Focusing on specific goals and priorities improves the performance of goals and improves their abilities and skills.

Sales Force Performance

Field service performance can be defined as the efficiency with which associations can achieve their goals. This means a sales force with the desired impact, or a lean and productive organization (Ogunbajo, 2012). Salesperson performance is about doing everything each individual can do and doing it well. In other words, organizational efficiency is the ability of an organization to achieve the desired results with minimal investment in energy, time, money, and human and physical resources. The desired effect depends on your organization's goals. For example, you can make a profit by manufacturing and selling a product. If your organization works efficiently, you can produce lean products. If your organization is both effective and efficient, you will achieve your goal of making a profit by manufacturing and selling lean products. In the economic and business world, this can be called profit maximization. A key indicator of a company's sales force performance is generally expressed in terms of how well its net profitability is compared to its target profitability. Additional measurements may include growth data and the results of customer satisfaction surveys. A highly effective organization has strengths in five areas: leadership, decision and structure, people, work processes and systems, and culture. For an organization to succeed and be successful in the long run, it needs to adapt to its dynamic environment. Assessing and improving the effectiveness and efficiency of an organization is a strategy used to ensure the continued growth and development of the organization. Measuring salesperson performance can be an inaccurate science because each entity has a different list of criteria and priorities that are weighted and addressed through self-assessment. Understanding the effectiveness of a company's organization is important for several reasons: it acts as a check to see how well the internal process is in line with the initial vision, investors, and funding. It provides people or employees with ideas for the strengths of the company and is the focus of improvement. In many cases, the success or failure of a company cannot be measured by its financial performance. Even today's profitable companies can be ineffective unless they realize the core values of their mission statement, attract and retain their talents, and plan next-generation projects.

Recognition and Sales Force Performance

Another frequently used device to encourage personnel is reputation. Indeed, it could be an efficient reinforcer that impacts peoples' overall performance. The employee at this level no longer desires to understand how nicely he finished, but respects additional goals when appreciated and praised through recognition in an overall performance that is described as acknowledgement appraisal (Luthans & Stajkovic, 2000)

Personality is probably a crucial issue that creates human beings' possibilities approximately the shape of reputation. Some human beings can be proud to be commemorated in a front of the extensive public, while others are probably sincerely embarrassed. Hence it is better to have your personnel professionally corrected than any open embarrassment capable of demoralizing their reputation and affecting overall performance. In summary, reputation may be an effective device used to encourage personnel. It is a unique way of triggering personnel positively and appreciably that will increase their overall performance. Some authors (Luthans & Stajkovic, 1999) recommend that social reinforcers along with reputation might

also additionally affect personnel` overall performance to the identical degree as pay. Thus we hypothesize that:

H₁: *There is a significant relationship between recognition and sales force performance.*

Incentive Pay and Sales Force Performance

A basic salary is a wage that represents the wage of a job. The base salary also serves as a benchmark for calculating bonuses and benefits. It depends on the level of work and the level of skill required and is influenced by the internal and external theory of relativity. Internal relativity can be measured through some form of work evaluation, and external relativity is evaluated by tracking market rates. In other cases, wage levels can be agreed upon through collective bargaining with the union or individual agreements. Base rates can be adjusted unilaterally by the organization or by agreement with the union to reflect rising living or market rates. The base salary is usually used by employees for their current consumption. Many countries require a minimum wage, a minimum base salary that defines an individual's skills, and an employee's level of experience.

The study of De Vaney and Chen (2003), further identified basic salary as a "hygienic factor" that could create dissatisfaction with employees' work if expectations were not met. They also found that basic salary was one of the key factors that significantly affected employee job satisfaction. Mulvey *et al.* (2002) Furthermore, it was further discovered that low wages led to lower job satisfaction, which was associated with lower levels of work involvement. Similarly, performance valuation surveys have shown that sufficient information (in this case, information about performance evaluation criteria) enhances the satisfaction of the performance evaluation system. Therefore, assume the following:

H₂: *There is a significant relationship between incentive pay and sales force performance.*

Salary and Sales Force Performance

The study of Nwachukwu (2009), opines that the essence of salary is to give employees a share in the company's profits as recognition of their outstanding effort. Management decides on what percentage age of company profit to be shared by employees. To act as a motivator, earnings sharing can be intently tied to productivity (Okojie, 2009). The earnings to be shared may also come as soon as a year and while nicely administered, earnings sharing acts as an incentive and enables to instill the spirit of not unusual place purpose. Salary is the shape of a periodic fee from a worker to an enterprise which can be laid out in an employment contract.

Employees are frequently encouraged via way of means of cash and the Salary paid to a worker may have an incredible effect on his overall performance within the organization. Salary is the inducement that drives someone to work, even though the extent of appreciation an employee gets may also have a direct impact on his usual overall performance however studies have proven that a worker happy together along with his pay is extra efficient and encouraged; Salary additionally offers safety and pride to the worker. When the worker feels financially rewarded he places in a greater attempt which ends up in a boom in overall performance. Thus we hypothesize that:

H₃: *There is a significant relationship between salary and sales force performance.*

Fringe Benefits and Sales Force Performance

Fringe benefits are an integral part of the total compensation. According to Milkovich and Newman (2011) and Marticchio (2004) income protection is put in place against the future in respect of unemployment, medical purpose, retirement programmes, and life assurance. For example, in Nigeria, it is expected of the employers to pay medical bills and contribute towards the retirement of their employees as well as take up a compulsory life assurance policy that has a sum assured of five times the employees' gross salary.

This pays attention to the usage of benefits, benefit satisfaction, and the effects of different benefit schemes. Concentration has been on how elements like firm objectives, cost, unionisation, employee attitudes, wages, and anticipated benefits affect the use of different benefits and schemes (for example, flexible schemes, pension scheme types, employees' compensation, health insurance, disability retirement, and early retirement schemes). Effects of benefits and benefit schemes (pension brand, health insurance, breaks, paid time off, early retirement, etc.) are associated with retirement wealth, economic wage pressures, employee movement, search activity, productivity, organizations performance and turnover (Weibel, Rost & Osterloh, 2010). Therefore, make the following hypothesis.

H₄: There is a significant correlation between benefits and sales force performance.

Theoretical Review

McClelland's Achievement Motivational Theory

The study was anchored on McClelland's (1988) Achievement Theory which focused on the relationship between hunger needs and the extent to which food images dominate the thinking process, identifying socially evolved motives based on four major awakenings; motivation for achievement, motivation for force, affiliation motives, and motivation for avoidance. The first three motivations address Maslow's self-fulfilment, self-esteem, and love needs. Their relative strength is personal and varies between different professions. McClelland considered performance requirements (nArch) to be paramount to a country's success and growth, recognizing that management's performance is more important than affiliation. Hence sales forces are attracted to McClelland's position in enhancing their performance metrics. Additionally, by using Thematic Apperception Test (TAT) and subjective judgment, he identified four performance requirements;

1. Medium task difficulty preference
2. Personal accountability for achievement
3. The need for feedback
4. Innovativeness.

The above motivates high performance and makes people with low motivation achieve. The theory suggested that the rest would not be genetic, but would result from environmental influences and could train people to develop greater motivations for achievement. 4 steps to motivate: Ask for performance feedback, Development of a performance model that tries to imitate a person with good performance, Change your image and try to see yourself in need of challenge and success and control your fantasies and think more positively about yourself (Mullin, 2005).

Methodology

A cross-sectional survey design method was adopted for this study. This study design allows the collection of original or primary data intended to describe a large population, including individuals, as a unit of analysis. The population is employees and customers of Intafact Breweries in Onitsha, Anambra and Guinness Nigeria Plc in Benin, Edo, with 500 inhabitants selected through a stratified sampling technique for the respondents in this survey. A sample size of 222 was used for the study and was determined using the Taro Yamen formula (TYF). The probability sampling method used is the stratified random method. This is because researchers have divided the population into upper, middle, and lower layers. The 5-point Likert scale is used for closed-end questions. 5 = fully agree (SA), 4 = fully agree (A), 3 = undecided (U), 2 = disagree (D), 1 = completely disagree (SD) for data collection. Reliability measurements of the model were evaluated using Cronbach's alpha (CA) based tests. CA provides estimates of the cross-correlation of indicators (Henseler, *et al.*, 2009 Sekaran, 2003). The acceptable measurement for CA is 0.7 or higher (Nunnally and Bernstein, 1994).

Table 1 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.730	5

From table 1 above, the calculated CA is 0.731 and is higher than the recommended acceptable measure of CA of 0.7 which makes the measurement of the model reliability acceptable.

Results and Discussion

Table 2 Correlation matrix between studied variables

		1	2	3	4	5
recognition	Pearson Correlation	1	.355**	.463**	.367**	.237**
	Sig. (2-tailed)		.000	.000	.000	.001
	N	180	180	180	180	180
Salary	Pearson Correlation	.355**	1	.373**	.229**	.444**
	Sig. (2-tailed)	.000		.000	.002	.000
	N	180	180	180	180	180
incentive pay	Pearson Correlation	.463**	.373**	1	.572**	.347**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	180	180	180	180	180
fringe benefit	Pearson Correlation	.367**	.229**	.572**	1	.252**
	Sig. (2-tailed)	.000	.002	.000		.001
	N	180	180	180	180	180
sales force performance	Pearson Correlation	.237**	.444**	.347**	.252**	1
	Sig. (2-tailed)	.001	.000	.000	.001	
	N	180	180	180	180	180

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

The result in table 2 shows that the tested variables showed an overwhelmingly positive correlation ranging from (.229 to .572) Implying that, there is a significant positive

association between the variables of compensation management strategies and sales force performance

Table 3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.221	1.8052

a. Predictors: (Constant), fringe benefit, incentive pay, salary, recognition

Source: Field Survey (2022).

The P-value of 0.000 (Less than 0.05) implies that the model of fringe benefit, incentive pay, salary, and recognition are significant at the 5% level of significance. As illustrated in the table, the significance value is 0.000 which is less than 0.05 thus the model is statistical significance.

Compensation management strategies accounted for the change in sales force performance as indicated by the adjusted R Squared value which showed that 22.1% (0.221) of the change in sales force performance is brought about by compensation management strategies.

Table: 4. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.917	4	44.729	13.726	.000 ^b
	Residual	570.283	175	3.259		
	Total	749.200	179			

a. Dependent Variable: sales force performance

b. Predictors: (Constant), fringe benefit, incentive pay, salary, recognition

Table 5: Multiple Regressions

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.722	1.648		3.471	.821
	Recognition	.400	.085	.326	2.145	.004
	Salary	.400	.080	.364	4.990	.000
	incentive pay	.375	.091	.269	2.931	.002
	fringe benefit	.370	.080	.271	2.874	.003

a. Dependent Variable: sales force performance

The result from the regression analysis in table 5 showed that recognition exhibit positive effects on sales force performance ($\beta = 0.326$, $P > 0.05$). Salary exhibit positive effects on

sales force performance ($\beta = 0.364$, $P > 0.05$), incentive pay exhibit positive effects on sales force performance ($\beta = 0.269$, $P > 0.05$), fringe benefit exhibit positive effects on sales force performance ($\beta = 0.271$, $P > 0.05$).

Hypotheses Testing

The Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses are rejected and vice versa.

Hypothesis One

H₀₁: Recognition has no significant influence on sales force performance

Since the p-value established is at 0.05 (5%) i.e. the level of significance which is the tolerable error in estimation is greater than the critical level of significance ($0.004 < 0.05$), the null hypothesis is rejected while the alternate is accepted implying that Recognition has a significant influence on sales force performance.

Hypothesis Two

H₀₂: Salary has no significant influence on sales force performance.

From Table 5 above, the critical level of significance of 0.000 is less than the value established ($0.000 < 0.05$), therefore the null hypothesis is rejected to accept the alternate thereby implying that Salary has a significant influence on sales force performance.

Hypothesis Three

H₀₃: There is no significant effect between incentive pay and sales force performance.

Table 5 above shows that the calculated critical level of significance is less than the value of 0.05 (5%) i.e. ($.002 < 0.05$) and this means that the level of confidence between the two factors is 100%. Similarly, the null hypothesis is rejected to say that there is a significant relationship between incentive pay and sales force performance.

Hypothesis Four

H₀₄: Fringe benefit has no significant influence on sales force performance.

The level of significance that was calculated in Table 5 above is lesser than the established pvalue ($.003 < 0.05$), therefore the null hypothesis is again rejected to accept the alternate hypothesis which states that Fringe benefit has a significant influence on sales force performance.

Discussion of Findings

Recognition and Sales Force Performance

From the results of data analyzed in table 2, it was reported that the overall positive correlation coefficient among the variables shows that they were appropriate indicators and dimensions of recognition. Table 5 showed that the ($\beta=0.326, 0.01$) indicates that recognition has a significant relationship and accounted for variance in sales force performance. In Table 3, it is reported that recognition explained 0.174 (17.4%) of changes in sales reps' performance. In addition, the results of the hypotheses tested in Table 2 show that there is a significant positive relationship between perception and salesperson performance. This is consistent with Link *et al.*, (2008) who have found that the structure of the board of directors tends to reflect the company's performance, the need to monitor activities given available growth opportunities, and the transparency of the company's interests. He also supports Luthans and Stajkovic, 1999, which state that social enhancers such as awareness can affect employee performance at the same level as wages.

Salary and Sales Force Performance

Table 2 reported that all salary variables had an overwhelmingly positive correlation coefficient value, suggesting that all of these items are good indicators of salary. Table 5 shows that β values ($\beta = 0.364, 0.01$) have a positive relationship between salesperson salaries and performance, and salaries can also explain changes in salesperson performance. Therefore, Table 3 shows 0.221 (22.1%) changes in sales reps' performance. Therefore, the results of Hypothesis 4 tested in Table 5 show that salary affects salesperson performance. This is Okolo, *et al.*, (2015) further support. A salary is a form of regular payment by an employee to an employer that may be specified in an employment contract. Employees are often motivated by money, and the salaries paid to them can have a significant impact on the performance of the organization. The values of the incentive variables indicate that they are the appropriate indicators and dimensions of the incentive.

Table 5 shows how performance bonuses contribute to changes in sales reps' performance ($\beta = 0.269, P < 0.01$). This shows that there is a significant positive correlation between performance bonuses and Salesforce performance. In addition, Table 3 shows that 0.221 (22.1%) of salesperson performance changes are explained by performance bonuses. In addition, the results of the hypotheses tested in Table 5 show that there is a significant positive relationship between performance bonuses and salesperson performance. This result is in agreement with the result of Mulvey *et al.* (2002) Furthermore, it was further discovered that low wages led to lower job satisfaction, which was associated with lower levels of work involvement.

Fringe Benefits and Salesforce Performance

From the analysis of the data in Table 2, an overwhelmingly positive correlation was observed between the variables. This suggests that the overwhelming positive correlations between variables indicate that they are appropriate indicators and dimensions of ancillary usefulness. Table 5 shows that β values ($\beta = 0.271, 0.01$) affect the performance of ancillary services and sales reps this shows how much the fringe benefits were involved in the change in sales force performance. Table 3 reports that benefits are causing 0.221 (22.1%) of

salesperson performance variability. In addition, the results of the hypothesis test in Table 5 show that there is a significant positive relationship between benefits and sales force performance.

This is consistent with Weibel, Rost, and Osterloh (2010), who are working on the use of profits, satisfaction with profits, and the impact of various profit systems. The focus is on how factors such as company goals, costs, unionization, employee attitudes, wages, and expected benefits affect the use of different benefits and schemes (such as early retirement schemes).

Conclusions

It is concluded that recognition influenced sales force performance. Recognition results in a team of employees that does their work with a lot of excitement and interest. Salary had a statistically significant relationship with sales force performance. The reason is that a regular salary is normal but has significant value due to its long-term perspective in motivating employees. The employees appreciate regular salary payment which motivates them towards optimum performance; regular salary payment can also be an advantage for the company. Incentive pay has a positive influence on sales force performance. It will aid in encouraging the employee to put more effort into their commitment to their job tasks. Fringe benefit had a statistically significant relationship with sales force performance. A fringe benefit to employees also works to attract and retain key talented persons that work towards organizational goals and objectives and added that people sometimes need an incentive to work hard and perform tasks well.

Recommendations

In line with the findings and the conclusion of the study, the following recommendations are made.

1. Management should reward employees with rewards and gifts in a way to inspire them to work hard towards the organization's objectives and goals.
2. Management should be able to recognize active employees and devise measures to recognize and reward their efforts in the workplace.
3. To ensure employee commitment, management should ensure that staff are paid regularly.
4. To ensure employee commitment, Nigeria Breweries should deliberately integrate alternative compensation plans into the company.
5. Breweries should use a cash bonus approach to motivate employees to improve sales volume and accomplish targets consistently.

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