EFFECT OF SALES FORCE COMPENSATION ON MARKETING PERFORMANCE

(A STUDY OF SELECTED BREWRIES)

BY

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ABSTRACT

The purpose of this research is to determine the influence of sales force compensation on Marketing Performance. To build a competitive sales force and attract good salespeople, company must have an appealing compensation plan for its sales force. The study made use of a sample of 220 staff of sales reps of the selected Breweries. Survey research design was adopted, and the statistical tool employed comprises of correlation as well as regression analysis. The findings show that there is a significant positive relationship between sales force compensation variables and marketing performance. Sales force compensation through profit sharing, cash bonus, salary and commission showed a significant positive relationship with marketing Performance. The study therefore concludes that to attract good salespeople, Breweries must have an appealing compensation plan. Ideally sales representative should be paid in such a way that what they want to do for personal interest and gain is in the company's interest and implementation of sales force compensation strategies avails the organizations with the opportunity to motivate employees to perform better and also for keeping the employees ensuring their loyalty which stimulate repeat purchase. Organizations leaders should voluntarily integrate different sales force compensation plan in the organization to ensure marketing performance. This study has established that Profit Sharing motivates employees to perform more effectively and that sales force motivation through profit sharing is a veritable tool for marketing performance.

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CHAPTER ONE

INTRODUCTION

1.1 Back ground to the study

To attract and motivate good salespeople, organization must have an appealing compensation plan to actualize their organizational objectives and goals. Most organizations focus on financial motivation, but public recognition, sales contests and simple personal recognition for a job well done may be highly effective in encouraging them in greater sales effort. However some salespeople only get straight salaries and some receive a combination of salary and commissions.

An incentive mix of about 70% base salary 30% incentive seems typical: this cushions the salesperson's downside risk (of earning nothing), while limiting the risk that the commission could get out of hand from the firm's point view (Bill, 1996). Today, tying worker's pay to their performance is very popular. Indeed with emphasis on competitiveness, productivity and delivering measurable bottom line results, the trend for virtually all employers is to tie at least some portion of their workers' pay to the workers' and / the company's performance (Dessler, 2008). The problem is that doing so is easier said than done.

Many such programmes are ineffective or worse. Employees appear not to see a strong connection between pay and performance and their performance is not particularly influence by the company's incentive plan (Chu 2004). The reasons are: many employers institute and change their plans' standards arbitrarily; others ignore the fact that incentive pay is, at its heart, psychologically based. Therefore, not everyone reacts to a reward in the same way, and not all are suited to all situations. This calls for an awareness of the motivational bases of incentive plans that can motivate sales force in the organization.

1.2 Statement of Problem

The cost of doing business in Nigeria is so high and firms have observed that greater percentage of their cost is staff cost. Most firms cannot afford to spend their hard earned profits on those that are contributing little or nothing to their profit. Manufacturing firms are not charitable organizations and every staff must add value and must earn his/her pay. They must justify their continuous stay with the organization. Employees' experience, education, skill and competence are not the same and they should not be rewarded equally.

In recent times, some firms in Nigeria announced that most of its business offices are making loss and can no longer bear their current wage bill. As a result, a lot of staff were retrenched. Right sizing could demoralize other staff; expose firm's technology and security software to competition and fraudsters, this could affect the firm's image. Most firms have resorted to a system of contingent pay. A payment structure that is based on performance, contribution and competence, work is not inherently distasteful. People who contribute meaningfully to the accomplishment of the firm objectives should be fairly rewarded. Staff who are lazy, who avoid responsibilities and lack passion, ambition or creativity may need to rewrite their scripts.

1.3 Objective of the Study

The general objective of the study is to determine the influence of sales force compensation on Marketing Performance.

The specific objectives of the study are to:

1. Examine the influence of Profit Sharing on Marketing Performance.
2. Determine the effect of Cash Bonus on Marketing Performance.
3. Ascertain the effect of Salary on Marketing Performance.
4. Access the effect of Commission on Marketing Performance.

1.4 Research Questions

The following research question were formulated to guide the study

1. What is the effect of Profit Sharing on Marketing Performance?

2. To what extend does Cash Bonus affect Marketing Performance?
3. What is the effect of Salary on Marketing Performance?
4. Does Commission influence Marketing Performance?

1.5 Research Hypotheses

$H0_1$ There is no significant relationship between Profit Sharing and Marketing Performance.

$H0_2$ There is no significant relationship betweenCash Bonus and Marketing Performance.

$H0_3$ There is no significant relationship betweenSalary and Marketing Performance.

$H0_4$ There is no significant relationship betweenCommission and Marketing Performance.

1.6 Scope of the Study

The scope of the study is limited to staff of selected Breweries quoted on the Nigeria Stock exchange (NSE), located in Benin and Lagos. They include: Champion Breweries Plc. Guinness Nig. Plc. International Breweries Plc. Jos International Breweries Plc. and Nigerian Breweries Plc. The study is being carried out to determine the effectiveness of the sales representative in the Breweries as regards marketing performance. The variables of Sales force compensation includes Profit Sharing, Cash Bonus, Salary and Commission. This study covers a period of one year (June 2014 to June, 2016).

1.7 Significance of the study

Previous studies on the link between sales force compensation and Marketing Performance has been inconsistent in their findings, some found positive and negative relations, while others found no relationship. It is the aim of this study to either strengthen previous findings in adding to knowledge or come up with new findings on the topic.

Many sales force compensation programs embarked by organizations are ineffective or worse. Employees don't seem to see a strong connection between pay and performance and their performance is not particularly influence by the company's incentive plan (Chu 2004). The reasons are: many employers institute and change their plans' standards arbitrarily; others ignore that fact that incentive pay is, at its heart, psychologically based. Therefore, not everyone reacts to a reward in the same way, and not all are suited to all situations. This calls for more studies on link between sales force compensation and Marketing Performance.

1.8 Limitations of the Study

There are numbers of limitation that are identified in this research study. Respondent's attitude is a major limitation. This is where respondents may not be willing to participate in the survey because answering the questionnaire will be time consuming and does not bring any benefits to them.

Therefore, the unresponsive and inactive behavior of the respondents may affect them to provide inaccurate answer in questionnaire. Missing data and unstructured responses which cause inaccurate result in research study is another limitation. It must also be noted that the findings of this study will reflect the perceptions of the Companies or organizations involved, therefore not be assumed to be universally applicable to all companies.

Finally, the number of independent variables (sales force compensation) is another limitation of this research study, four (4) variables which are, Profit Sharing, Cash Bonus, Salary and Commission were considered. There are still other variables of sales force compensation that are not considered in this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews the related literature to this study with a view to provide insight to the various aspects of sales force compensation and marketing performance. Thus this chapter is specifically design to provide theoretical and empirical framework for the study as it relates to opinion of experts and scholars on the subject matter. Therefore this section provides the opportunity to look into the available pool of knowledge.

2.2.1 The Concept of Compensation

Management usually decides on what mix of these compensation elements that will be productive for each sales job. There are different combinations of fixed and variable compensation that gives rise to four basic types of compensation plans which are straight salary, straight commission, salary plus bonus and salary plus commission.

The down of industrialization found capitalist seeking a way to use rewards to encourage productivity.

Performance incentives of possibilities are endless according to (Kerr, 2003; Sturman and Short 2000). It because each of them has different consequences, each needs special treatment (Lawler, 1989). One way to classified them is according to the level of performance target individual, team, or total organization.

There are two basic types of “pay-for-performance” plans which are individual incentive plans and group incentive plans stated by (Luthans, 2005). Most salespeople work under an individual incentive pay plan earning for instance, 10 % commission on all sales (Hodgetts, 1997). Pay for some jobs are based entirely on individual incentives.

However, due to the risk factor, in the uncertain economy of recent years many organizations have instituted a combination payment system plan in which individual receives a guaranteed amount of money regardless of how the person performs. So a sales person might be paid 10% of all sales with minimum guarantee per month. Another popular approach is to give the person a combination salary/incentive plus 5% of all sales.

A third approach gives the person a “drawing amount” against which the individual can take money and then repay it out of commissions (Luthans, 2005).

Finally individual incentive plans may pit employees against one another that may promote healthy competition (Wiscombe, 2001). A way around these problems is to use group incentive plans.

Organizations are increasingly aware that teamwork can lead to higher productivity and better quality than do individuals working on their own. As a result, group incentive pay plans have become increasingly popular (Honeywell – Johnson and Dickinson, 1999). One of the most common forms of group pay is gain sharing plans (Collins 1998).

These plans are designed to share with the group the cost savings from productivity improvements. The logic behind these plans is that if everyone works to reduce cost and increase productivity, the organization will become more efficient and have more money to reward its personnel. First short coming, they often distribute rewards equally, even though everyone in the group may not be contributing to the same degree.

A second short coming is that these rewards may be realized decades later as in the case of an employee’s profit sharing that is placed in a retirement account. A third short coming is that if group rewards are distributed regularly, such as quarterly or annually, employees may regard the payment as part of their base salary and come to expect them every year. Standard base- pay techniques provides for minimum compensation for a particular job.

It does not reward above-average performance nor penalize below-average performance. Pay-for- performance plans correct this problem. In fact in many cases, such as those in which pay is tied directly to performance, pay-for-performance plans not only reward high performance but also punish low performance.

Sometimes these plans are unfair in the sense that some jobs may be easy to do or carry very high incentives thus allowing employees to easily earn high rates of pay; whereas in other case the reverse is true. Similarly, in a group incentive arrangement in which all members are highly productive, the personnel will maximize their earnings but in groups where some individuals are poor performers, everyone in the group ends up being punished (Luthans, 2005) Organizations undergo continual changes brought about by changes in the domestic and international environments. As a result of these changes many enterprises are rethinking and redesigning their pay plans to reflect 21st century demands.

Recent attention has been given to the role that rewards systems play in both knowledge management and globalization (Bartol and Srivastava, 2002; Reynolds, 2001). What is emerging is a series of new pay approaches, which are; Commission beyond sales to Customers, Rewarding leadership effectiveness, Rewarding new goals, Skill pay, Pay for knowledge workers in teams (Luthans and Stajkavic, 1999).

2.2.2 The Compensation Plan

The focal firm under study is a highly regarded multinational Fortune 500 company that sells durable office products primarily using its own direct sales force. Each sales agent is given an "exclusive" territory; the firm traditionally does not encourage group work or team cooperation among the sales force. The firm also has an indirect sales force through "rep" firms who do not compete with the direct sales force. They are paid purely on commission, unlike the regular sales force. Our analysis focuses on Marketing Performance data from 348 sales people from the regular sales force during the three year period 1999-2001. The firm's compensation structure follows the pattern in Plan

Compensation system design

Although compensation means something different to people, organizations and groups, it is important everyone. For individuals, compensation is not only the return of benefits, but it also reflects on individuals' capabilities or achievements stated goals and objectives (Ali, 2009). Organizations views compensation as a cost or expenditure, as well as an important tool to obtain competitive advantages. Within groups, compensation not only influences wealth distribution, but also symbolizes social equity and justice. Therefore, the diversity of implications and influences of compensation are profound (Chang, 1996). A compensation system is an encouragement design whereby the contribution of employees is returned. An effective compensation system can stimulate employees to work harder, thus increasing productivity (Lin, 2000), and enhancing job performance. Henderson (1979) divided compensation into a reward system and non-reward system. In the former, enter-prises distribute the returns to employees by money and various recompenses; in the latter, enterprises provide spiritual, psychological and physical welfare activities to employees. Hu (1993) suggests that compensation has two meanings for managers: first, it is the main opera-tional expenditure of enterprises; second, it influences employees’ work behavior and attitude. Wang (1998) suggested that in order to provide a return to labor, or-ganizations should offer direct and indirect compensation to employees, including base compensation, subsidies, reward and welfare. Huang (1997) divided compensation into a base level of compensation, subsidies and rewards. Basic compensation includes salary and benefits. Subsidies include payments for rental housing, transportation, benefits to relatives, compensation for special projects, overtime, delayed food supplies and danger pay allowances (it is established by the threaten physical harm or imminent danger to the health or well-being of a majority of employees officially stationed). (Ponnu and Chuah, 2010), and Rewards include a performance reward, work reward, year-end reward, full attendance reward, proposal reward and merit reward. Hughes and Wright (1989) suggested that in the past, when organizations designed compensation systems, the managers treated compensation as a measure to reward and punish employees' behavior. In the modern environ-ment, non-management factors, such as employees' values and their awareness of equity should also be considered. In this way, the compensation strategy of the organizations can attract, keep and stimulate talent, while also meeting their own demand for market competition and the accomplishment of strategic goals. Chu (1995) suggested that compensation is not simply a return for labor service. It is an important tool that managers can use to influence and manipulate employee behavior. Therefore, when designing a compensation system, in order to satisfy multiple goals, companies should consider several basic factors, such as the health of employees, their postings, performance and skills. Following Robbins (1992), this study considers compen-sation system design as based on three factors: job-based pay, performance-based pay and skill-based pay. These three factors are described as follows:

Lai 10719 1) Job-based pay: Organizations decide on the rela-tive value of job-based pay. The criteria of pay design include internal equity, job attributes, difficulty and responsibility. The theoretical basis of job-based pay is the equity theory of organizational behavior, which focuses on internal equity. According to equity theory, employees will compare their contribution and return with that of other employees and try to even out any inequity (Robbins, 1992). 2) Skill-based pay: also referred to as knowledge-based pay, is based on the skills of employees. Basically, it means that employees are paid differently according to their skills, education and capabilities. In past years, skill-based pay has been greatly valued by managers. 3) Performance-based pay: A performance-based pay design is a flexible compensation system that considers equity and individuals' different demands, and provides proper incentive for work done. Although this design increases the cost of enterprises, the benefits are significantly more than the overall cost. When employees' needs are considered and their learning motivation is enhanced, they work harder and are more loyal to their companies. Thus, employer and employee cohesion is strengthened.

2.3 Reward System

Nelson and Peter (2005) stated "You get what you reward". According to them, a reward system is the world's greatest management principal. Rewards can be in two different types.

It can either be in a form of incentive motivation or personal growth motivation. The former is the kind that comes from within the individual, a feeling, being proud over something, feeling content and happy by something that you have done. The latter is the type that is brought to you by another person or an organization (Kaplan and Atkinson, 1998), and is the one that will hold our focus through this study. Furthermore, extrinsic rewards can be monetary or non-monetary.

The monetary is usually a variable compensation, separated from the salary it is received as a consequence for extraordinary performance or as an encouragement and it can be either individually based or group based. The conditions to obtain this reward should be set in advance and the performance needs to be measurable in the organization (Jaghult, 2005).

There exists a variety of purpose of a reward system; one very common is to motivate employees to perform better, but also for keeping the employees (Ax, Christer and Kullven, 2005). For a reward system to be ideally motivational, the reward should satisfy a number of criteria; to have value, to be large enough to have impact, to be understandable, to be timely, the effect should be durable and finally the rewards should be cost efficient (Merchant, 2007).

Every organization's reward system should focus on these major areas; compensation, benefits, recognition and appreciation (Sarvadi, 2010). Benefits such as car loans, medical covers, and company cars are ways of rewarding and employees should note the types of benefit that their organization offers.

2.3.1 Purpose of Reward System

A reward system must puts together employees' natural self-interests with the organization's objectives and then provides three types of management control benefits, informational, motivational and personnel related. Firstly, rewards should capture the employee's attention and at the same time it works as a reminder for the person in charge of what results should be completed in different working areas.

Organizations use reward systems to emphasize on which parameters their employees should exert the extra effort and including them in the reward program (Svensson, 2001). To motivate is the second control benefit. People sometimes need an incentive to perform tasks well and work hard. Last but not least we have the personnel related control benefit. Organizations give rewards for many different reasons e.g. to improve recruitment and retention by offering a compensation package that is competitive on the market (Merchant, 2007). Reward systems refer primarily to things that employee's value. A reward system can either be positive and negative rewards. The negative rewards, are punishments e.t.c.

Examples of positive rewards includes autonomy, power, salary increases, bonuses and some negative rewards would be interference in job from superiors, zero salary increase, and no promotion (Svensson, 2001).

2.3.2 Different Parts of a Reward System

While constructing a reward system there are certain criteria to consider, and commonly these are considered in most outspoken reward systems. A reward can be either an "add-on", meaning that the employee has a normal salary, and the reward. Corporations have, just as humans, different life-stages, and depending on where the corporation is at the moment it has different needs and this affects the reward system, needing to create goal congruence.

Here the incentive system becomes a tool for management control and the choice of which goals you measure is important, since these are the ones the employees will put their focus on. Sometimes a monetary reward is given based on individual or on departments' performance, although the company has losses. This can be avoided by adding a threshold requirement for the whole company, which then needs to be fulfilled before a bonus can be paid out in any departments.

Factors such as when and how the reward should be paid out and if there should be a roof (a higher limit of the reward-amount) are things that always should be specified while designing the system (Jaghult, 2005).

2.3.3 Monetary

“It is certainly not the only form of reward and it is not necessarily always the best one, but its use is so common that it deserves special mention” (Merchant, 2007). People value money and therefore making money an important form of reward.

Monetary reward systems can be classified into three main categories, performance-based salary increase, short-term incentive plans, and long-term incentive plans. The latter two rewards are common on managerial levels and are often linked to performance during a specific time period (Svensson, 2001). Each and every organization gives salary increase to employees? at all organizational levels. This is normally a small portion of an employee’s salary, but has a significant value due to its long-term perspective (Merchant, 2007). Short term incentives in some form are however commonly used in organizations.

A cash bonus is usually based on performance measured on a time period of one year or less. Why a company primarily uses a variable pay is to differentiate it among the employees, so that the most successful employees will be rewarded. By recognizing the employee's contributions to the company it makes it easier for the organization to encourage excellent performance.

The employees appreciate the possibility of receiving a reward for their performance (Svensson, 2001). Using a variable pay can also be an advantage for the company in terms of risk-sharing. This means that the expense for compensation varies more with company performance when the total compensation is partly variable, making the cost lower when no profit is made and when there is a profit this can be shared with the employees.

Rewards based on performance measures over time periods larger than one year are long-term incentive rewards. By using this, a company can reward employees for their outstanding work performance to maximize the firm's long-term value. This also works to attract and retain key talented persons (Merchant, 2007).

Types of these can be stock-option programs, restricted stock plans or by a reward that is put in a bonus-bank that changes according to result and runs over several years (Samuelsson, 1999). A stock-option program is usually when a person is allowed to buy stocks in the future, but for today's price. This is an attractive way of rewarding a manager because the manager would want the value of the stock to increase and thus work harder on the long-term goals and commitments instead of focusing on short-term profits.

Another advantage with this type of reward is, since the manger does not yet own the stock, he or she will still be taking risks with higher payoffs than they might had if they already owned them, however, there exist one great disadvantage though with the stock-option program, a manager does not have enough control over the value. Too many external and non-responsive factors influence the value, making it less appealing as an incentive (Kaplan and Atkinson, 1998).

A very popular type of long-term incentive is some form of a restricted stock plan. This reward is shares given as a bonus to the employee; however, they can only be sold after certain time period. After for instance one year, the employee will be able to sell one fifth of the shares, after two years he or she will be able to sell two-fifths and after three years three-fifths etc. this is a way to retain competence within the company, not to motivate employees, since if they choose to end their employment before the fifth year, they will lose the remaining parts. Some firms take this even further by withdrawing the shares you already received (Merchant, 2007).

2.3.4 Non-monetary

Be given a thank you from your manager or to receive gratitude from your co-workers are both examples of non-monetary rewards (Jagult, 2005). Monetary rewards are often accused of being too short-termed, and not creating a long-term commitment which is normally what you want from your employees. To achieve long-lasting motivation for the employees the organization must pay attention to both the financial and the non-financial motivators, in order to provide the best mix (Armstrong, 1993).

2.3.5 Designing Effective Reward Policies

A strategic rewards framework for organizations is usually challenging but necessary to survive in the competitive and changing market place. The process however cannot be copied from the organizations, but needs to be designed, developed and grown within the unique environment of the organization so that attainment of goals can be achieved (Wilson, 2003).

The challenge in developing a reward system program lies in determining what kind of rewards are effective to change, what behaviours can be changed and the cost and benefits of change (Hartman et al, 1994). Reward systems should focus on reinforcing positive behaviour. Employees could be rewarded for working overtime, taking initiative, team work, reliability, exceptional attendance, outstanding customer feedback, meeting deadlines or timeliness, productivity etc. Short term rewards can either be monthly or quarterly basis depending on level of performance of the employees.

Examples of such rewards include cash benefits or special gifts for exceptional performance. Rewarding should not only be applied to individual employees within the organization. Long-term rewards are awarded to employees who have been performing well. Such an employee will become loyal to their organization and it reduces employee turnover.

Long term rewards include being made partner, or cash benefits that mature after many years of service or at retirement. These rewards are very strategic for retaining the best human resources (Yokoyama, 2010). Employees should also be involved in designing the reward system and its administration (Jenkins, 1992).

2.4 Theoretical Framework

2.4.1 Vroom's Expectancy Theory

In deciding how much effort to put into work behaviour, individual are likely to consider three things; valence, instrumentality and expectancy. All these factors are often referred to as 'VIE' and they are considered to influence motivation in a combined manner. Managers should therefore attempt to ensure their employees that increased effort will lead to higher performance which will hence lead to valued rewards (Ryan &Pointon, 2005). The relevance of this theory to the study is that selected Breweries have put up rewards system: e.g. (cash bonuses) as compensation for their sales force that are supposed to be attractive so as to achieve a desired outcome which is marketing performance. Thus employees have to exert effort in their work that will lead to a certain level of performance that is desirable by management, which will then result to a general organizational performance.

2.4.2 Reward System or Schemes

Reward system is able to stimulate employee motivation a way, from a business point of view; the company in order to achieve organizational goals or improve employee productivity by adopting various methods can be called the incentive system. Extrinsic rewards can be divided into two: (1) the financial rewards (e.g., bonus,). (2) the non-financial rewards (such as: welfare, holidays, etc.).

Urbanski (1986), incentive system was divided into four categories, namely, money-based incentive system, travel system, the system of four prizes and commendations system. Johnston, Boles & Hair (1987), for the most detailed classification of incentive systems, sales incentive system was divided into thirteen categories. namely: a recognition system, three individual performance bonus system, travel system, commission system, education and training system, goal management, specify the quota system, business people meeting.

Werther and Davis (1996) write the kinds of incentives as follows:

i) Piecework: Piecework is an incentive system that compensates the worker for each unit output. Daily or weekly pay is determined by multiplying the output in units times the rate per unit

ii) Productions bonus: Production bonuses are incentive paid to workers for exceeding output goals.

iii) Commissions: In sales jobs, the seller may be paid a % age of the selling price or a flat amount for each unit sold. When no base compensation is paid, total earnings come from commissions

iv) Maturity Curves: Another approach is maturity curves, which are adjustments to the top of the rate range for selected jobs.

v) Merit Raise: Merit raises are pay increases given after an evaluation of performance.

These raises are usually decided by the employee's immediate supervisor, often in conjunction with superiors. Although merit raises reward above-average performance, they are seldom tied to any specific payout standard

vi) Non - monetary Incentives: Incentives usually mean money, but performance incentives also come in other forms.

For example, many companies have recognition program in which employees receive plaques, novelty items, certificate, time off, vacations and other noncash incentives for job performance

vii) Incentives Executives: Incentives-especially executive incentives needed to achieve a balance between short-them results and long term performance

viii) International Incentives: To attract, retain and motivate international executives and key employees, many global companies are setting up “foreign allowances” that are incentives for international employees.

ix) Abrantt & Smythe (1989) ,the clerk of the incentive system was divided into two categories, one is a monetary remuneration (commissions, bonuses, profit sharing and other cash compensation); the other is non-cash compensation.

x) Churchill (1990), reward system was divided into two categories: one is the "financial rewards"; the other is "non-financial rewards".

xi) Greenberg &Liebman (1997), by meeting the needs of different levels, the clerk of the incentive system will be divided into three categories:

1) the substance-based compensation

2) the social-Based compensation.

3) the activity- based compensation. In this study of Robbins (2001) was adapted

as the basis for incentive system dimensions which are the intrinsic and extrinsic rewards.

2.4.3 Equity Theory

Equity theory is concerned with the perception people have about how they are being treated as compared with others. It is not the same or synonymous with equality, which means treating everyone the same. According to the suggestion of Adams (1965), there are two forms of equity. Distributive equity which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others.

Procedural equity or Procedural justice, which is concerned with the perceptions employees have about the fairness with which company procedures in such areas as performance appraisal, promotion and discipline are being operated. Five factors that contribute to perceptions of procedural fairness have been identified by Tyler and Bies (1990).

These are: Adequate considerations of an employee viewpoint Suppression of personal bias towards the employee Applying criteria consistently across employees Providing early feedback to employees concerning the outcome of decision. Providing employees with an adequate explanation of the decision made

Reinforcement Theory According to Noe et al (2003) the law of effect states that a response followed by a reward is more likely to recur in the future.

This theory emphasis the importance of a person s actual experience of rewards since a new graduate s expectance of reward will certainly be different from an elderly person.

2.5 Profile of Selected Organization

Champion Breweries

Champion Breweries Plc was incorporated as a Private Limited Liability Company on the 31st of July, 1974 with the same South East Breweries Limited. The company is involved in the production of Beer such as, Champion Lager Beer and Champ Malta. Its production capacity went up to 150,000 hectoliters in 1974 and 500,000 hectoliters in 1979. The reactivated Brewery was officially commissioned on the 23rd of October, 2001. Champion Lager Beer is now in the market and is doing well.

Guinness Nig. Plc.

In 1982, a fourth Guinness brewery was built in Ogba, Lagos to brew Harp Premium Lager beer. In 2004, Guinness Nigeria commissioned a new brewery at Abia State. In 2011, the Benin and Ogba breweries were expanded to increase the capacity and meet the growing demand for Guinness Nigeria products which include the acclaimed brands: Guinness Foreign Extra Stout, Guinness Extra Smooth, Malta Guinness, and Harp Lager beer.

Other brands include Gordon's Spark, Smirnoff Ice, Armstrong Dark Ale, Satzenbrau Pilsner, Top Malt, Harp Lime, Dubic Extra Lager and most recently, Malta Guinness Low Sugar.

The Guinness Leadership Team is made up of a mix of Nigerian and expatriate members reflecting the best of both worlds. The team reflects a variety of personalities, experiences and perspectives and we feel this creates a stimulating and rewarding working environment.

International Breweries Plc.

International Breweries Plc started production in December 1978 with an installed capacity of 200 000 hectoliters per annum, this increased to 500 000 hl/a in December 1982. On 26 April 1994 International Breweries Plc became a public limited liability company and listed on the Nigerian Stock Exchange. International Breweries Plc has a Technical Services Agreement with Brauhaase International Management GMBH, a subsidiary of Warsteiner Group of Germany, which owned 72.03% equity.

Jos International Breweries Plc.

Jos International Breweries PLC is a Nigeria-based company primarily engaged in the brewing of lager beer. The Company was originally established in the sequence of an investment agreement with the Danish company A/S Cerekem International Limited and the Industrialization Fund for Developing Countries (IFU). The Company's brand portfolio includes three brands: Rock, Class and Malt Royale. As of 2007, Jos International Breweries PLC had two subsidiaries: Dutse Estates Management Company Limited (DEMCO), engaged in civil engineering construction and maintenance of equipment, and Pioneer Milling Company Limited (PMC), involved in the milling, processing and marketing of agricultural products.

Nigerian Breweries Plc.

Incorporated in 1946, is the pioneer and largest brewing company in Nigeria. Its first bottle of beer was STAR Lager Lagos brewery in June 1949. Other breweries were subsequently commissioned by the company, including Aba Brewery in 1957, Kaduna Brewery in 1963, and Ibadan Brewery in 1982. In September 1993, the company acquired its fifth brewery in Enugu state, and in October 2003, its sixth brewery, sited at Ameke in Enugu.

Ama Brewery began brewing on the 22 March 2003, it is the largest brewery in

Nigeria. Operations at Enugu brewery were discontinued in 2004, while the company acquired a malting Plant in Aba in 2008. Nigerian Breweries Plc. now has eight operational breweries from which its products are distributed to all parts of Nigeria, in addition to the malting plants in Aba and Kaduna.

2.6 Conceptual Framework

From the preceding review of the extant literature, the researcher realized that the four variables of Sales force compensation seem to be very important in affecting marketing performance of organizations. We also observed that Sales force compensation includes Profit Sharing, Cash Bonus, Salary and Commission. The researcher came out with a framework as stated in figure 2.1.

Rewards bridge the gap between organizational objectives and individual expectations and aspirations. To be effective, organizational rewards systems should provide four things: a sufficient level of rewards to fulfill basic needs, equity with the external labour market, equity within the organization and treatment of each member of the organization in terms of his or her individual needs.

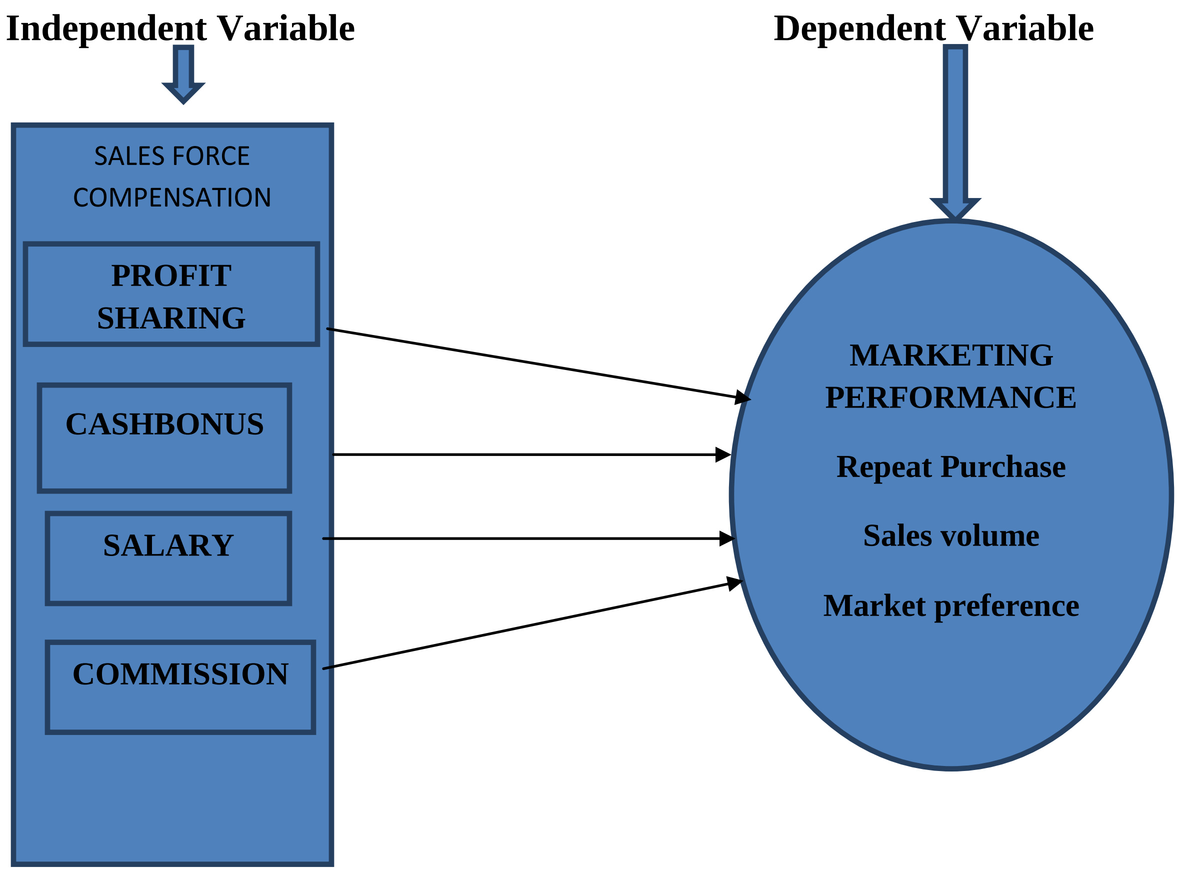

Figure 2.1 Conceptual Framework
Source: Researcher's Model

Profit Sharing

Profit sharing is an incentive compensation plan that results in the distribution of a predetermined % age of the company's profits to employees (Nwachukwu. 2009). Okolo, Victor, Uzor John, Anuforo, Obikeze, Nebo and Okafor (2015) found that profit sharing plan is used to integrate the employee's interests with those of the company. It is the payment to eligible employees of sums in the form of cash or shares related to the profits of the company during a specified period of time. Nwachukwu (2009) opines that the essence of profit sharing is to give employees a share in the company profits as recognition of their outstanding effort. Management decides on what % age of company profit to be shared by employees. To act as a motivator, profit sharing may be closely tied to productivity (Okolo, et al., 2015). The profit to be shared may come once a year and when well administered, profit sharing acts as an incentive and helps to instill the spirit of common purpose. A profit sharing plan is designed to pay out incentives when the company is most able to afford it and it may come in the form of current distribution plan, deferred plan and combined plan.

CASH BONUS

It is usually based on performance measured on a time period of one year or less. By recognizing the employee's contributions to the company it makes it easier for the organization to encourage excellent performance. Cash bonus pay has been widely used in organizations to motivate employees' performance. This implies that giving bonus to employee can reduce employee turnover. Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective which motivate employee to increase their performance level.

SALARY

Salary is a form of periodic payment from an employee to an employer which may be specified in an employment contract. Employees are often motivated by money and Salary paid to an employee can have great influence on his performance in the organization. Salary is the incentive that drives a person to work, though the level of appreciation a worker receives may have direct effect on his overall performance but research has shown that an employee satisfied with his pay is more productive and motivated; Salary also gives security and satisfaction to the employee. When the employee feels financially rewarded he puts in extra effort which leads to increase in performance.

COMMISSION

Commission beyond sales to customers is the commission paid to sales personnel which are aligned with the organizations strategy and core competencies. As a result, besides sales volume, the commission is determined by customers' satisfaction and sales team outcomes such as meeting revenue or profit goals. The manager devising a compensation plan should first remember that different people react to different pay structures in different ways.

2.7 Indicators Affecting Reward/ Incentive System

The role of indicators is straight forward. They seek to improve performance, influence behavior and create focus. These far-reaching elements can only be accomplished through communication and consistent reinforcement that promotes a company-wide mindset of employee ownership. To create a culture where employees think like owners, a best practices framework that addresses a number of issues should be in place. Key among those issues is how company growth is defined; the baseline on which contributions to the profit pool will be based; payment threshold; % age to be shared; an allocation formula; and a definition of the expected individual's performance. Companies must match incentive programs to their culture, business model and goals.

Great companies generate great results by focusing employees on achieving great goals. But to realize that end result, rewards programs should be reviewed regularly to determine whether what worked yesterday still works today. Competitive pay data should be used as a guide for establishing acceptable ranges (Pfeffer, 2006). Other factors to consider when determining appropriate pay ranges include forgone compensation, individual contribution, roles and responsibilities, knowledge, qualifications, profitability, and internal equity (Glassman, 2010; Hansen, 2009; Terpstra, 2005).

Establishing tiers is vital to a comprehensive incentive program because not everyone has an equal part in creating increased value. A business needs to define tier levels and assign participating employees. By establishing various levels, the company can assign greater potential value to those who will have the greatest impact. And in some cases, a rewards philosophy has been developed, but not properly communicated to employees. While these barriers can make or break an incentive plan, other indicators that a rewards strategy is not working are even less subtle.

The framework of an incentive program becomes compromised when the company does not view compensation as an investment, but rather as an expense. Failure can also lurk when company tradition is to build rewards plans separately for individual employees and not on an integrated team basis. And the absence of clear standards and methods to set and reset values that are consistent with employee expectations may prompt key talent to leave.

2.8 Review of Empirical Framework

Ahmed & Ali (2008) carried out a research on the “impact of reward and recognition programs on employee motivation and satisfaction”. Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. The researchers recommended that other researcher studies can be done on ‘impact of reward and recognition on motivation and satisfaction for diverse groups of people’ example gender, race and disability. Duberg & Mollen (2010) undertook a study on reward systems within the health and geriatric care sector.

The problem of the study was how reward systems designed in health and geriatric care are and whether the current reward systems affect the care quality. The thesis aimed to extend the knowledge of reward systems in health and geriatric care and know how these systems are designed and what their effects on quality of health and geriatric care are. The methodology took a qualitative approach and interviewed a sample of six leaders in both private and public organizations.

Results showed that conditions for working with reward systems in the public sector are limited due to the lack of resources and complex large organisation structures with old traditions. This must be reconsidered to be able to work with well-designed reward systems similar to those in private care organizations. The researcher recommended that further studies should be done to compare reward system and investigate its impact on an organization in relation with one that does not. Axelsson & Bokedal (2009) did a study on rewards motivating different generations at Volvo Car Corporation.

However, opportunities for growth are motivating for both generations. It was concluded that there exists generational differences. However, both generations considered salary as important and non-monetary rewards to be of great importance. The authors recommended research to be carried out on reward systems and how they impact on other interesting aspects like gender, life stage.

Furthermore, offering exclusively cash bonuses only seems to have very little impact on company performance, either in terms of increased customer service, or in increased profitability. The above studies have dealt with reward in organizations and its relationship with factors such as employee motivation, employee performance, employee satisfaction and effect on quality of work done. Overall the studies show reward to have a positive effect.

However, different rewards seem to have a different impact on employee attitude, satisfaction and performance. There are mixed findings when it comes to individual rewards and their effect on performance.

2.8.1Relationship between Cash Bonus and Performance

Cash bonus is a form of reward that organizations use to reward employees for exemplary performance that is if they have performed higher or exceed their set targets, this hence makes them eligible (Finkle, 2011). Nowadays, companies are rewarding performance bonuses to junior employees to increase output, unlike the past where they used to be a privilege of top executives. Performance bonuses are now on the rise in many organizations because managers want to link performance to reward (Block & Lagasse, 1997).

Companies use cash bonuses to reward their employees' performance during the year under appraisal. On the other hand, employees who receive a miserly bonus and it reflects how the company assessed their performance, might consider improving next year (Finkle, 2011).

2.8.2 Relationship between Rewards and Performance

Rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary; this will make them strive to achieve more (Maund, 2001). This is another way an organization can apply as a reward so as to improve performance. Praise could be shown in the organization newsletter or in meetings.

When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employees’ performance (Torrington & Hall, 2006).Organizations should reward employees more often. This greatly improves performance compared to having the rewards maybe only once a year. This is because frequent rewards are easily linked to the performance (Thomson &Rampton, 2003).

Another way through which organizations can use reward systems to increase output is by personalizing the reward. When rewards tend to be so general, employees do not value them. Managers should be on the look-out for employees who perform well.

CHAPTER THREE

RESEARCH METHOD

3.1 Introduction

Research methodology provides a detailed account of the methods used in collecting the data, why these methods were chosen and not others, what data were obtained and how they were analyzed. Methodology shows how specific aims will be provided. (Baridam, 2001).

From the above, this chapter is concerned with the methods by which the data were obtained, processed and analyzed. The methodology is examined under thus: Research Design, Population of the study, Sampling techniques, research instrument, questionnaire, Validation of the research instrument, Data collection method/data analysis technique.

3.2 Research Design.

This chapter attempts to provide information on general method and procedure for data collection, research design, instrument used, sampling procedure, selection, administration and method of data analysis.

Research design, articulates the tools through which the empirical data are gathered and analyzed. However, Singh (2008) defines research design as a mapping strategy and maintained that it is essentially a statement of the object of the enquiry and the strategies for collecting the evidences, analyzing them, and finally reporting the findings.

The proposed research design is descriptive survey design, which seeks to describe the existing status of what is being investigated and it will also help the researcher to know where the variable are gotten and how the objectives could be achieved. According to Anyiwe, Idahosa and Ibeh (2005), research design is a guide showing how the data or information concerning a research problem is to be collected and analyzed within the research setting and economy of time and materials. The authors also suggest that a research design refers to the approaches, framework or the overall strategy of conducting research studies. In order to achieve the objective of the study a number of design options were considered. The descriptive survey research design method will be employed. According to Granger and Newbold (2004), the descriptive survey design method is concerned with the collection and analysis of data for the purpose of describing, evaluating or contrasting current of prevailing practices, event or occurrences.

3.3 Population of the Study

According to Throne (1980) “Population is the totality of any group, persons or objects which is defined by some unique attributes”. The population of this study is total no of 490 sales reps of the selected Breweries. Since it is not possible to study the entire population of Breweries in the Brewery industry due to finance and geographical constraints, the researcher has chosen five (5) Breweries existing in the country as the sample for this study.

Table 3.1showing the population and sample spread of Sales Representative of the Breweries

S/N	Breweries	No. of Employees	Sample to each Brewery
1	Champion Breweries Plc.	98	(98/490)×245=49
2	Guinness Nig. Plc.	108	(108/490)×245=54
3	International Breweries Plc.	83	(83/490)×245=41
4	Jos International Breweries Plc.	94	(94/490)×245=47
5	Nigerian Breweries Plc.	107	(107/490)×245=54
Total		490	245

Source: Stock Exchange fact book (2014)

3.4 Sample Size and Sampling Techniques:

The sample size of any research study refers to the representation of the population from which it is being drawn according to Agbonifoh and Yomere (1999). For the purpose of this research, the appropriate number of representation of the population for this study was determined using the Taro Yamen's sample size formula thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size sought

e = level of significance

N = population size

Working reveals the desired sample size thus:

$$n = \frac{490}{1 + 490\,(0.05)^2}$$

$$n = \frac{490}{1 + 490\,(0.0025)}$$

$$n = \frac{490}{1+1}$$

$$n = \frac{490}{2}$$

Sample size n = 245

The sample techniques adopted for this research is the stratified and the simple random techniques. Here the researcher will use own judgment to determine which respondents choose to suit the purpose of the study. Olannye (2006) notes that it involves deliberate selection of the sample subjects considered as representative of the target population. The criteria to be use are usually a matter of the researcher's judgment. Therefore, the representativeness of such samples is only assumed and guided by what the researcher consider as likely to provide him with the requisite information.

3.5 Validation of Research Instrument

3.5.1 Validity

According to Olannye (2006), Validity is concerned with the question "Is one measuring what one thinks one is measuring? Validity is concerned with what the test is actually measuring. Content validity shall be used to test if the content of the questionnaire has really addressed what it is supposed to measure.

Content validity has been defined as "the degree to which elements of an assessment instrument are relevant to and representative of the targeted construct for a particular assessment purpose" (Haynes, Richards &Kubany, 1995:238). For the purpose of this study, content validity will be used by giving the questionnaire my supervisor and experts in the field of management sciences to assess the content of the questionnaire to determine whether the information gathered from the respondents will be relevant to the objective of the research collected from the literature review.

3.5.2 Reliability

The concept of reliability deals with an issue of consistency or accuracy of an instrument (Olannye, 2006). Unlike validity which is established by making value judgment, reliability can be achieved through statistical procedures using Cronbach's Alpha based text, to examine for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and accepted while a reliability coefficient of o.6 and bellow shows poor reliability (Sekaran, 2003).

3.6. Method of Data Collection

The research instrument to be used in this study is a structured questionnaire with respond format in the five point Liker scale form whereby the respondents will be asked to give answers ranging from strongly disagreed to strongly agree. it is particularly suitable at measuring or obtaining evaluative response towards an object according to Agbonifoh and Yomere, (1999), requiring intense evaluation of his attitude stating how well he agrees or disagrees with a statement; hence its usage in this study. The liker questionnaire scale format is assigned numbers that ranges from: One (1): for strongly disagreed; Two (2): for disagree; Three (3): for Undecided; four (4): for agree; and five (5): for strongly agreed.

3.7. Methods of Data Analysis

According to Grofel (2003), the method of data analysis simply means the statistical tool or techniques utilized in processing the data collected, with a view to arriving at valid conclusions. The statistical techniques adopted for this study shall be correlation and regression analysis via the use of Statistical Package for Social Sciences (SPSS). The justification for the choice of regression as the statistical tool for this work is the fact that it will produce a robust and dependable result since it is highly efficient and technically reliable (Nkonyeasua, 2011).

Correlation measure the degree of relationship between the two variables. In other words, is term that refers to the strength of a relationship between two variables or the dependent of one variable upon another. A strong or high correlation means that the two or more variables have a strong relationship with one another. While on the other hand, a weak or low correlation means that the variables are hardly related. Correlation coefficients can range from -1.00 to 1.00. When the value of the coefficient is 1.00 it represent a perfect negative correlation, while on the other hand, when it is +1.00 it represents perfectly positive correlation. When the value is 0.00, it signifies that there is no relationship between the variable tested.

The justification for choosing the Spearman rank Correlation Coefficient tool and regression analysis for this research work is that it appropriately measures the independent and dependent variables of our construct in our conceptual framework of this research. That is, the relationships between variables of Sales force compensation which includes: Profit Sharing, Cash Bonus, Salary and Commission, whether they are positively related or negatively related. Statistical package for Social Sciences (SPSS) statistics tools will be used to analyze the data to derived solution to the research work.

CHAPTER FOUR

DATA PRESENTATIONS AND ANALYSIS

4.1 Introduction

The data presented and analyzed in this study is categorized into 3dimensions; the descriptive analysis of respondents profile with % age weighting, the second is the correlation and regression analysis of the research questions with their respective variables, then the testing of hypotheses formulated for the study.

4.2 Presentation of Data

Two hundred and forty five (245) sets of questionnaire were administered, however two hundred and twenty sets of questionnaire (220) was returned, implying that 89.8% sets of questionnaire were returned and used for the study.

Table 4.1 Demographic Profile of Respondents

Option	Frequency	% age
SEX		
Male	138	61.9
Female	82	36.8
Total	220	100.0
AGE		
15-20 years	62	28.1
21-30 years	52	23.6
31-40 years	76	34.7
41 years and above	30	13.6
Total	220	100.0

MARITAL STATUS		
Married	123	55.2
Single	97	43.5
Total	220	100.0
EDUCATIONAL		
QUALIFICATION	32	14.3
WAEC/GCE/NECO	33	14.8
OND/NCE	82	36.8
HND/B.Sc.	15	6.7
MBA	58	26.0
OTHERS	220	100.0
Total		

Source: Field Survey, 2016

From the result of demographic profile of respondents in Table 4.1, the respondents are made up of 138 male representing 61.9 of total response while 82 respondents are female representing 36.8% of total response.

The age distribution of respondents shows that 62 respondents representing 28.1% are between the ages of 15 and 20 years, 52 respondents representing 23.6% are within the ages of 21 and 30 years, 76 respondents representing 34.2% are in the ages of 31-40 years and 30 respondents representing 13.6% are in the age bracket of 41 years and above. The distributions of respondents according to marital status show that 123 respondent representing 55.2% are married while 97 respondents representing 43.5 % are single.

The educational qualification of respondents show that 32 respondents representing 14.3% have their WAEC, 33 respondents representing 14.8% had OND, 82 respondents representing 36.8 had HND/BSC, 58 respondents representing26.0% had others and 15 respondents representing6.7 % had MBA qualifications.

TABLE 4.2: Correlations among the Variables of Sales force compensation and Marketing Performance

VARIABLES		1	2	3	4	5
Profit Sharing	Pearson Correlation	1				
	Sig. (2-tailed)	.000				
	N	220				
Cash Bonus	Pearson Correlation	.747**	1			
	Sig. (2-tailed)	.000				
	N	220	220			
Salary	Pearson Correlation	.307**	.704**	1		
	Sig. (2-tailed)	.000	.000			
	N	220	220	220		
Commission	Pearson Correlation	.297**	.706**	.845**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	220	220	220	220	
Marketing Performance	Pearson Correlation					1
	Sig. (2-tailed)	.725**	.833**	.671**	.531**	
	N	.000	.000	.000	.000	
		220	220	220	220	220

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

Table 4.2, reveals the results of the correlation analysis involving all the indicators of Sales force compensation and Marketing Performance showed an overwhelming positive correlation and also a positive correlation among the variables. Hence, there is a positive correlation coefficient value between Sales force compensation andMarketing Performance.

4.3: Analysis of other Research Data

This section is concern with analyzing the primary data sourced from the field survey in other to determine the pattern of responses using simple % age to examine the relationship that exist among variables.

Research question 1: What is the effect of Profit Sharing on Marketing Performance?

Table 4.3: Profit Sharing and Marketing Performance

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No.	%
1	Profit Sharing can improve my morale in the work place	3	1.5	10	5	12	5.9	90	44.6	87	43.1
2	Profit Sharing is a key indicator for achieving growth in our organisational profits	6	3	10	5	-	-	96	47.5	90	44.6
3	Profit Sharing systems can motivation me and increase my performance.	2	1	8	4	-	-	97	48	95	47
4	Effective and efficient Profit Sharing has reduced the rate of sales force turnover	2	1	7	3.5	1	.5	102	50.5	90	44.6

Source: Analysis of Field Survey, 2016.

The descriptive pattern of response for the "sales force compensation through Profit Sharing" sub-scale indicated that on the first questionnaire item, 87 (43.1%) of the respondents strongly agreed to the construct, 90 (44.6%) agreed; while 3(1.5%) strongly disagreed and 10 (5%) others disagreed. 12 (5.9) were undecided. On the second item, 90 (44.6%) respondent strongly agreed, 96 (47.5%) agreed; 6(3%) respondents strongly disagreed and 10 (5%) disagreed.

On the third item on the payment sub-scale, 95 (47%) respondents agreed to the construct, 97 (48%) strongly agreed, while 2(1%) of the total sample respondents strongly disagreed and another 8 (4%) disagreed completely. On the fourth construct in the sub-scale, 90 (44.6%) agreed to the construct, 102 (50.2%) others strongly agreed to the item, 1 (.5%) respondent was undecided, while a mere 2 (1%) respondents strongly disagreed and another, 7 (3.5%) disagreed entirely.

Table 4.4: Regression Analysis of Profit Sharing on Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	11.653	.935		12.459	.000
	Profit Sharing	.320	.058	.351	5.537	.000

Dependent Variable: Marketing Performance

Source: Analysis of Field Survey, 2016

Table 4.4 shows the contribution of each facets of Profit Sharing on Marketing Performance. However, the construct of Profit Sharing are significant in determining Marketing Performance. Table 4.4 shows the regression analysis result for Profit Sharing exhibited a positive effect on Marketing Performance giving the Beta value (β =.351, $p<0.05$).

Table 4.5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.351[a]	.123	.119	1.439

Predictors: (constant), Profit Sharing

Table 4.5 shows that .119 (11.9%) variations in Marketing Performance are accounted for by changes in Profit Sharing.

Research question 2: To what extend does Cash Bonus affect Marketing Performance?

Table 4.6: Cash Bonus and Marketing Performance

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	Cash bonuses motivate me to perform better	4	2	7	3.5	6	3	95	47	90	44.6
2	Giving bonus to sales force can reduce sales force turnover	5	2.5	12	5.9	6	3	83	41.1	96	47.5
3	I am motivated to perform when paid bonus	2	1	6	3	1	.5	103	51	90	44.6
4	Bonus can motivate me to serve customers better therefore making more sales	-	-	8	4	8	4	94	46.5	92	45.5

Source: Analysis of Field Survey, 2016.

The descriptive pattern of response on the construct "Cash bonus" indicated that in the first questionnaire item, 90 (44.6%) of the respondents strongly agreed to the construct, 95 (47%) greed; 6 (3%) were undecided, 4(2%), strongly disagreed and 7 (3.5%) others disagreed. On the second item, 96 (47.5%) respondents strongly agreed to the questionnaire construct, 83 (41.1%) were in agreement; 6(3%) respondents were undecided, while 5 (2.5%) strongly disagreed and 12 (5.9%) disagreed.

On the third item on the recognition sub-scale, 90 (48%) of the sample respondents strongly agreed to the construct, 103 (47%) agreed, 1(.5%) were undecided, while, a mere 2(1%) strongly disagreed, and 6 (3%) disagreed. On the fourth construct in the sub-scale, 92 (50.2%) strongly agreed to the construct, 94 (42.1%) agreed to the item, 8 (4%) were undecided while same number of respondents (8) disagreed to the construct.

Table 4.7 Regression Analyses of Cash Bonus on Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	15.708	.632		24.874	.000
	Cash bonus	.065	.036	.119	1.775	.001

Dependent Variable: Marketing Performance

Source: Analysis of Field Survey, 2016

Table 4.7 shows the regression analysis result for Cash Bonus exhibited a positive effect on Marketing Performance giving the Beta value (β =.119, $p<0.05$).

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619[a]	.383	.367	1.961

Predictors: (constant), Cash Bonus.

Table 4.8 shows that .367 (36.7%) variations in Marketing Performance is accounted for by changes in Cash Bonus.

Research question 3: To what extent do Regular Salaries enhance workers performance?

Table 4.9: Salary and Marketing Performance

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	My performance is enhanced by pay	13	6.4	4	2	5	2.5	98	48.5	82	40.6
2	Pay motivates me to perform	2	1	13	6.4	8	4	100	49.5	79	39.1
3	salary encourages high-level performance of employees	5	2.5	14	6.9	6	3	93	46	84	41.6
4	Paying is a vital factor which affects employee's motivation	10	5	12	5.9	-	-	98	48.5	81	40.1

Source: Analysis of Field Survey, 2016.

The indication from the descriptive pattern of response for the construct "Regular Salary" sub-scale as indicated on the table 4.9, reveals that, on the first questionnaire item, 82 (40.6%) of the respondents strongly agreed to the construct, 98 (48.5%) were in agreement, 5(2.5%) were undecided, 13 (6.4%) strongly disagreed while, 4 (2%) disagreed. On the second item on the sub-scale, 79 (39.1%) respondent strongly agreed, 100 (49.5%) agreed; 8 (4%) were undecided, a mere 2(1%) of the sample respondents strongly disagreed and13 (6.4%) others strongly disagreed.

On the third item on the sub-scale, 84 (40.1%) respondents strongly agreed to the construct, 93 (46%) agreed, 6 (3%) respondents was undecided, 5 (2.5%) strongly disagreed while, 14 (6.9%) were in disagreement. On the fourth construct in the sub-scale, 81 (46.5%) strongly agreed to the construct, 98 (48.5%) agreed to the item, while 10 (5%) strongly disagreed and lastly, 12 (5.9%) disagreed.

Table 4.10 Regression Analyses of Salary on Marketing Performance

Coefficients[a]

Model		**Unstandardized Coefficients**		**Standardized Coefficients**		
		B	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	9.190	1.792		5.127	.000
	Salary	.431	.109	.421	3.962	.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	9.190	1.792		5.127	.000
	Salary	.431	.109	.421	3.962	.000

Dependent Variable: Marketing Performance

Source: Analysis of Field Survey, 2016

Table 4.10 shows the regression analysis result for Salary exhibited a positive effect on Marketing Performance, giving the Beta value (β p=.421,p<0.05)

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766[a]	.587	.553	1.611

Predictors: (constant), Regular Salary.

The result shows that Salary could result Marketing Performance. With Adjusted R Square of .553 means that 55.3% variation in Marketing Performance is accounted for by changes in Salary as shown in Table 4.11.

Research question 4: Do Commissioninfluence Marketing Performance?

Table 4.12: Commission and Marketing Performance

S/N	Questionnaire Items	SD		D		U		A		SA	
		No	%	No	%	No	%	No	%	No	%
1	Commission encourages my performance	11	5.4	16	7.9	10	5	82	40.6	83	41.1
2	Commission motivates me to perform effectively.	2	1	17	8.4	6	3	99	49	78	38.6
3	Commission encourages my commitment to the organization	8	4	18	8.9	11	5.4	90	44.6	75	37.1
4	Commission influencesmy performance.	14	6.9	14	6.9	10	5	104	51.5	60	29.7

Source: Analysis of Field Survey 2016.

The descriptive pattern of response for the Commission sub-scale indicated that on the first questionnaire item, 83 (41.1%) of the respondents strongly agreed to the construct, 82 (45%) agreed; 10 (5%) were undecided, while11 (5.4%) strongly disagreed and 16 (7.9%) others disagreed. On the second item, 78 (38.6%) strongly agreed, 99 (49%) agreed; 6 (3%) were undecided 2(1%) respondents strongly disagreed and 17 (3%) disagreed.

On the third item on the sub-scale, 75 (37.1%) respondents strongly agreed to the construct, 90 (44.6%) agreed, 11(5.4%) were undecided, while 8(4%) of the total sample respondents strongly disagreed and another 18(8.9%) disagreed entirely. On the fourth construct in the sub-scale, 60 (47%) strongly agreed to the construct, 104 (46%) others agreed to the item, 10(3%) were undecided, 14 (6.9%) apiece strongly disagreed as well as disagreed to the questionnaire item.

Table 4.13: Regression Analyses of Commission on Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.265	.411		.646	.520
	Commission	.985	.025	.977	39.173	.000

Dependent Variable: Marketing Performance
Source: Analysis of Field Survey, 2016

Table 4.13 shows the regression analysis result for Commission exhibited a positive effect on Marketing Performance, giving the Beta value ($\beta = .977$, $p<0.05$)

Table 4.14:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660[a]	.436	.419	1.682

Predictors: (constant), Commission.

The result shows that Commission to the sales rep by organizations could foster positive Marketing Performance. With Adjusted-square of .419 meaning that 41.9% variation in Commission is accounted for by changes in educational support as shown in table 4.14.

Table 4.15: Marketing Performance

S/N	Questionnaire Items	SD		D		U		A		SA	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1	Increase in repeat purchase have resulted to sales growth in the past 3 years in myorganisation	8	4	10	5	10	5	78	38.6	96	47.5
2	Sales force performance has led to increase in market shareof my organisationfor the past 3 years.	2	1	6	3	5	2.5	92	45.5	97	48
3	There is increase in sales volume of my organisation.	5	2.5	6	3	7	3.5	97	48	87	43.1
4	Generally, there is increase in marketing performance in my organisationover the past 3 years	7	3,5	4	2	4	2	102	50.5	85	42.1

Source: Analysis of Field Survey, 2016.

The descriptive pattern of response for the Marketing Performance sub-scale indicated that on the first questionnaire item, 96 (47.5%) of the respondents strongly agreed to the construct, 78 (38.6%) agreed; 10 (5%) were undecided, while 8(%) strongly disagreed and 10 (5%) others disagreed. On the second item, 97 (48%) strongly agreed, 92 (45.5%) agreed; 5 (2.5%) while a mere 2 (1%) respondents strongly disagreed to the item and lastly, 6(3%) other respondents disagreed.

On the third item on the sub-scale, 87 (43.1%) respondents strongly agreed to the construct, 97 (48%) agreed, 7 (3.5%) were undecided, while

5(2.5%) of the total sample respondents strongly disagreed and another 6 (3%) disagreed entirely. On the fourth construct in the sub-scale, 85 (42.1%) strongly agreed to the construct, 102 (50.5%) others agreed to the item, 4 (2%) were undecided, 7 (3.5%) strongly agreed, and 4 (2%) other respondents disagreed.

4.4 Test of Hypotheses

Hypothesis one (Ho_1): There is no significant positive relationshipbetween Profit Sharing and Marketing Performance.

Table 4.4 shows the contribution of each facets of Profit Sharing on Marketing Performance. However, the construct of Profit Sharing are significant in determining Marketing Performance. The table 4.4 shows the regression analysis result for Profit Sharing exhibited a positive relationship with Marketing Performance.

Also as indicated in the table 4.4, since the p-value calculated is less than the critical level of significance (.001 < 0.05), we reject the null hypothesis and accept the alternative implying that There is significant positive relationship between Profit Sharing and Marketing Performance.

Test of Hypothesis Two

Hypothesis two (Ho_2): There is no significant positive relationship between sales forces compensation through Cash Bonus and Marketing Performance.

Table 4.7 shows the regression analysis result for Cash Bonus exhibited a positive relationship with MarketingPerformance as indicated in table 4.7, since the p-value calculated is less than the critical level of significance (.001< 0.05), we reject the null hypothesis and accept the alternative implying that There is significant positive relationship between cash bonus and Marketing performance.

Test of Hypothesis Three

Hypothesis Three Ho_3: There is no significant positive relationship between Salary and Marketing Performance.

Table 4.10 shows the regression analysis result for regular Salary exhibited a positive relationship with Marketing Performance.

Since the p-value calculated is less than the critical level of significance (.000 < 0.05) as shown in table 4.10, we reject the null hypothesis and accept the alternative implying that There is significant relationship between Salary and Marketing Performance.

Test of Hypothesis Four

Hypothesis Four Ho_4: There is no significant positiverelationship between Commission and Marketing Performance with respect to sales force compensation activities.

Table 4.13 shows the regression analysis result for Commission exhibited a positive relationship with Marketing Performance.

Table 4.13 reviewed that the p-value calculated is less than the critical level of significance (.000 < 0.05) we reject the null hypothesis and accept the alternative implying that there is significant positive relationship between Commission and Marketing Performance.

4.5 Discussion of Findings

In accordance with the data analysis conducted and the review of the related literature in Chapter two, the discussion of findings of this research study is presented below:

Profit Sharing and Marketing Performance

The table 4.4 shows the regression analysis result for Profit Sharing exhibited a positive effect with Marketing Performance giving the Beta value (β =.351,p<0.05).

Also as indicated in the table 4.4, since the p-value calculated is less than the critical level of significance (.001 < 0.05), we reject the null hypothesis and accept the alternative implying that There is significant positive relationship between Profit Sharing and Marketing Performance.

This is in consonance with Okolo, et al., (2015) and (Nwachukwu. 2009) that profit sharing plan is used to integrate the employee's interests with those of the company and it motivate employees to perform more effectively. Implying that sales force motivation through profit sharing is a veritable tool for marketing performance.

Cash Bonus and Marketing Performance

Table 4.7 shows the regression analysis result for Cash Bonus exhibited a positive effect with Marketing Performance giving the Beta value (β =.119, $p<0.05$).

Also as indicated in the table 4.7, since the p-value calculated is less than the critical level of significance ($.001 < 0.05$), we reject the null hypothesis and accept the alternative implying that There is significant positive relationship between Cash Bonus and Marketing Performance.

The finding is in alignment with Finkle, (2011) Cash bonus is a reward that organizations use to reward employees for exemplary performance when they have performed higher or exceed their set targets which makes them eligible to perform more and achieve their objectives.

Regular Salary and Marketing Performance

Table 4.10 shows the regression analysis result for Salary exhibited a positive effect with Marketing Performance, giving the Beta value (β p=.421, $p<0.05$)

Since the p-value calculated is less than the critical level of significance (.000 < 0.05) as shown in table 4.10, we reject the null hypothesis and accept the alternative implying that there is significant positive relationship between Salary and Marketing Performance. This view is supported by Merchant (2007) who opined that regular salary is normal but has significant values due to its long-term perspective in motivating employees. The employees appreciate the possibility of receiving regular salary for their performance (Svensson, 2001) and that using a variable like regular salary payment can also be an advantage for the company.

Commission and Marketing Performance

Table 4.13 shows the regression analysis result for Commission exhibited a positive effect with Marketing Performance, giving the Beta value ($\beta = .977$, $p<0.05$).

Table 4.13 reviewed that the p-value calculated is less than the critical level of significance (.000 < 0.05) we reject the null hypothesis and accept the alternative implying that there is significant positive relationship between Commission and Marketing Performance.

This finding is in accord with (Merchant, 2007) that Commission giving 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 perform tasks well and work hard.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study examines the effect of sales force compensation activities on Marketing Performance. This chapter focuses on the summary of findings from the analysis of data in chapter four, drawing conclusion on the basis of the findings and making appropriate recommendations. The chapter also provided room for contributions to knowledge and suggestions for further studies.

5.2 Summary

Sales force compensation is to motivate sales representatives to perform effectively. There is need for this topic which seek to address the issue of low rate of motivation and reward of sales representatives in our organisation

The general objective of the study is to determine the influence of sales force compensation on Marketing Performance. Firms have observed that greater percentage of their pay goes to staff of the company and cannot afford to spend its hard earned profits on those that contribute little or nothing to the firm's profit. Most firms therefore have resorted to payment structure that is based on performance; contribution and competence in order to render rewards appropriately to staff that indeed deserve it.

Based on the analyses conducted in chapter four of this study, the following findings were made.

- There is significant relationshipbetween Profit sharing and Marketing Performance.
- There is significant relationship between Cash Bonus and Marketing Performance.
- There is significant relationship between Regular Salary and Marketing Performance.
- There is significant relationship between Commission and Marketing Performance.

5.3 Conclusion

The purpose of this research is to gain a better understanding of how the sales force compensation activities affects Marketing Performance. The study therefore concludes that to attract good salespeople, company must have an appealing compensation plan. Ideally sales representative should be paid in such a way that what they want to do for personal interest and gain is in the company's interest. The enforcement of Sales force compensation plans avails the organizations with the opportunity to motivate employees to perform better and also to keep the employees ensuring their loyalty. This is the very essence of compensation.

Profit Sharing had a statistical significant relationship with Marketing Performanceas profit sharing plan is used to integrate the employee's interests with those of the company and it motivates employees to perform more effectively. Implying that sales force motivation through profit sharing is a veritable tool for marketing performance.

Cash Bonus had a statistical significant relationship with Marketing Performance for Cash bonus is a reward that organizations use to reward employees for exemplary performance when they have performed higher or exceed their set targets which makes them eligible to perform more and achieve their objectives.

Salary had a statistical significant relationship with Marketing Performance. The reason is that regular salary is normal but has significant values 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.

Commission had a statistical significant relationship with Marketing Performance. Commission giving 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.

5.4 Contribution to Knowledge

The study made the following contributions to knowledge:

1. This study has established that Profit Sharing motivates employees in the Breweries to perform more effectively and that sales force motivation through profit sharing is a veritable tool for marketing performance.

2. The study affirmed that Cash bonus is a reward that organizations should use to reward employees in the Breweriesin other to makes them eligible to perform more and achieve their objectives.

3. The study has provided that regular salary is normal and has significant values due to its long-term perspective in motivating employees can also be an advantage for the company.

4. The study has pointed out that paying Commission to sales force in the Breweriesmotivates them to works harder into attracting and retaining key customers therefore achieving organizational goals and objectives.

5.5 Recommendations

Based on the findings of this study, it is therefore recommended as follows:

1. Organizations leaders should voluntarily integrate different sales force compensation plan in the organization to ensure marketing performance.

2. Firms should adopt Cash Bonus strategy as a way of motivating sales force so as to spur them to increase their salesvolume and meet their target always.

3. Organizations should ensure regular payment of sales force salary to ensure commitment of employees

5.6 Suggestion for Further Studies

The sample size used in this study is 220; further study should use a larger sample size to ease generalization. This study is domiciled in the Brewery industry located in Lagos, thus, the findings may not be generalized to the firms outside Brewery industry. Therefore, future research would need to extend the research to other companies in other geographical areas of Nigeria and abroad. Consequently, it is important that other interested researchers should continue with the topic on Sales force compensation and Marketing Performance because, much is still left to be explored and described. Further research should increase the variable used and further research may also attempt to explore the effect of compensation on Marketing Performance in other industries.

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APPENDIX

STRUCTURED QUESTIONNAIRE

Department of Business Administration & Marketing
Faculty of Management Science
Delta State University
Asaba Campus

Dear Respondents,

Structured Questionnaire

I am a post graduate student in the Department Business Administration & Marketing, Faculty of Management Sciences, Delta State University, Asaba Campus.

I am conducting a research on the "Effect of Sales Force Compensation on Marketing Performance", as a part of the requirements for the award of Master of Science degree in Marketing.

Please kindly respond objectively to the set of questions contained in this structured questionnaire. This exercise is strictly academic and whatever may be your views will be treated with utmost confidence.

Thank you for your assistance.

Dr. A. P. Olannye (Project Supervisor)

Oyibo Magdalene (Researcher)

SECTION A
RESPONDENTS PROFILE

INSTRUCTIONS: The questions in the sub-section of the questionnaire are designed to elicit information about the Effect of Sales Force compensation on Marketing Performance. Please answer by ticking (√) in the blank space provided.

1. **Sex**: (a) Male[ ] (b) Female [ ]
2. **Age**: (a) Below 15 years [ ] (b) 15-20 years [ ] (c) 21-30 years [ ] (d) 31-40 years [ ] (e) 41-50years [ ]
3. **Marital Status:** (a) Married [ ] (b) Single [ ]
4. **Educational qualification:** (a) WAEC/GCE/NECO [ ] (b) OND/NCE [ ] (c) HND/B.Sc. [ ] (d) MBA [ ] (e) Others [ ]

SECTION B

Kindly read through the following statement, use the scale below as your guide:

SA = Strongly Agreed
A = Agreed
U = Undecided
D = Decided
SD = Strongly Disagree

To what extend does Cash Bonus affect Marketing Performance?

S/N	STATEMENT	SA	A	U	D	SD
5.	Cash bonuses motivate me to perform better					
6.	Giving bonus to sales force can reduce sales force turnover					
7.	I am motivated to perform when paid bonus					
8.	Bonus can motivate me to serve customers better therefore making more sales					

To what extent does regular salary enhance workers performance?

S/N	STATEMENT	SA	A	U	D	SD
9.	My performance is enhanced by pay					
10.	Pay motivator me to performance					
11.	salary encourage high-level performances of employees					
12	Paying is a vital factor which affects employees' motivation					

Does Commission influence Marketing Performance?

S/N	STATEMENT	SA	A	U	D	SD
13.	Commission encourages my performance					
14.	Commission motivates me					
15.	Commission encourages my commitment to the organization					
16.	Commission influencesmy performance.					

Do profit sharing influence Marketing Performance?

S/N	STATEMENT	SA	A	U	D	SD
17	Profit Sharing can improve my morale in the work place					
18	Profit Sharing is a key indicator for achieving growth in our organizational profits					
19	Profit Sharing systems can motivation me and increase my performance.					
20	Effective and efficient Profit Sharing has reduced the rate of sales force turnover					

Marketing Performance

S/N	STATEMENT	SA	A	U	D	SD
21.	Increase in repeat purchase have resulted to sales growth in the past 3 years in our organization					
22.	Sales force performance has led to increase in market share of my organization for the past 3 years.					
23.	There is increase in sales volume of my organisation.					
24.	Generally, there is increase in marketing performance in my organization over the past 3 years					

APPENDIX 2

Correlations
[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Profit Sharing	3.95	.815	220
Cash Bonus	3.90	.784	220
Salary	3.88	.745	220
Commission	3.90	.743	220
Marketing Performance	3.82	.752	220

Correlation

VARIABLES		Profit Sharing	Cash Bonus	Salary	Commission	Marketing Performance
Profit Sharing	Pearson Correlation	1	.747**	.307**	.297	.725**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	220	220	220	220	220
Cash Bonus	Pearson Correlation	.747**	1	.704**	.706**	.833**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	220	220	220	220	220
Salary	Pearson Correlation	.307**	.704**	1	.671**	.671**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	220	220	220	220	220
Commission	Pearson Correlation	.297**	.706**	.845**	1	.531**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	220	220	220	220	220
Marketing Performance	Pearson Correlation	.725**	.833**	.671**	.531**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	220	220	220	220	220

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

Regression
[DataSet1]

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	**Profit Sharing**[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Marketing Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.351[a]	.123	.119	1.439

a. Predictors: (Constant), Marketing Performance

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	**Regression**	29.763	1	63.444	30.657	.000[b]
	Residual	491.147	218	2.069		
	Total	520.909	219			

a. Predictors: (Constant), Profit Sharing

b. Dependent Variable: Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.653	.935		12.459	.000
	Profit Sharing	.320	.058	.351	5.537	.000

a. Dependent Variable: Marketing Performance

Regression
[DataSet1]

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Marketing Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.166[a]	.087	.083	1.611

a. Predictors: (Constant), Marketing Performance

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	**Regression**	53.991	1	53.991	20.802	.000[b]
	Residual	565.809	218	2.595		

Total	619.800	219			

a. Predictors: (Constant), Salary

b. Dependent Variable: Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.866	.935		12.697	.000
	Salary	.252	.055	.295	4.561	.000

a. Dependent Variable: Marketing Performance

Regression
[DataSet1]

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Cash Bonus.[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Marketing Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619[a]	.381	.363	1.961

a. Predictors: (Constant), Cash Bonus.

ANOVA[b]

Model		Sum of Squares	/df	Mean Square	F	Sig.
1	**Regression**	12.121	1	12.121	3.151	.077 [b]
	Residual	838.474	218	3.846		
	Total	850.595	219			

a. Predictors: (Constant), Cash Bonus.

b. Dependent Variable: Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.708	.632		24.874	.000
	Cash Bonus.	.065	.036	.119	1.775	.077

a. Dependent Variable: Marketing Performance

Regression

[DataSet1]

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Commission	.	Enter

a. All requested variables entered.

b. Dependent Variable: Marketing Performance

Model Summary

Adjusted R Square	R	R Square	Adjusted R Square	Std. Error of the Estimate
.419	.066[a]	.955	.954	1.682

Predictors: (constant), Commission.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	291.799	1	2.701	.954	.330[b]
	Residual	617.881	73	2.831		
	Total	619.680	74			

a. Predictors: (Constant), Commission

b. Dependent Variable: Marketing Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.265	.411		.646	.520
	Commission	.985	.025	.977	39.173	.000

Dependent Variable: Marketing Performance
Source: Analysis of Field Survey, 2016

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.265	.411		.646	.520
	Commission	.985	.025	.977	39.173	.000

Dependent Variable: Marketing Performance
Source: Analysis of Field Survey, 2016