

## **SALESFORCE MOTIVATION AND MARKETING PERFORMANCE OF MANUFACTURING FIRMS IN NIGERIA**

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### **Abstract**

*This study explored the relationship between salesforce motivation and marketing performance of manufacturing firms in Nigeria. The study adopted the correlation survey research design. Data were collected from sales personnel of some selected registered manufacturing firms in Port Harcourt, Rivers State. A sample size of 258 respondents was used for the study. The sample size was determined using the Taro Yamen's formula. A structured questionnaire was used to elicit data from the respondents. The data collected were analyzed statistically while the Spearman Rank Order Correlation Coefficient ( $\rho$ ) was used to test the formulated hypotheses. The SPSS 22.0 version was used to correlate the data on the study variables. The result revealed that intrinsic motivation has a significant relationship with sales growth of manufacturing firms. The study also found a significant relationship between intrinsic motivation and market share growth of manufacturing firms. A significant relationship was reported between extrinsic motivation and sales growth of manufacturing firms. The study equally found a significant relationship between extrinsic motivation and market share growth of manufacturing firms. Based on the findings, it was concluded that salesforce motivation significantly enhance the marketing performance of manufacturing firms. In line with the findings and conclusion, it was recommended that manufacturing firms in Nigeria should motivate their salesforce intrinsically and extrinsically as it would surely enhance their marketing performance.*

**Keywords: *Salesforce motivation, marketing performance, intrinsic motivation, extrinsic motivation, sales growth, market share growth.***

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### **Introduction**

The issue of how to improve marketing performance has been a major concern to managers and marketing executives in business organizations particularly those in the manufacturing industry. The manufacturing industry in Nigeria is highly competitive considering the frequencies with which customers switch from one product to another. This competition has prompted the key players in the industry to intensify efforts to improve their marketing performance and survive in the face of the stiff competition. Improving marketing performance seems to be the only way for manufacturing firms to survive and sustain in their industry. A firm's marketing performance is judged by the percentage to which the company increases its sales, sales turnover and market share (Shih, 2018). Improving market performance is necessity for business to grow and survive. Every organization whether small or large strives to improve its marketing performance in order to survive. A good marketing performance is the pillar that holds an organization. Without it an organization will find it difficult to sustain in an industry. Improving marketing performance is a sure way for achieving organizational growth and survival. As Tarus, Boit & Korir (2017) rightly stated, an organization that is unable to improve its market performance will not last long in business. For this reason, manufacturing companies are intensifying their efforts to improve their marketing performance. However, in order to for manufacturing firms to improve their marketing performance, they need to adequately motivate their salesforce.

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Motivation can be defined as a state or condition of being induced to act in certain profitable ways to actualize predetermined goals or objectives (Abah and Nwokuwu, 2016). Greenberg and Baron in Abah and Nwokuwu (2016) defined motivation as a set of psychological factors that trigger the arousal, direction and persistence of individual's behaviour towards attainment of set target. Motivation can also be described as the inner drive that moves an employee towards achieving a goal. Such motivated behaviours are voluntary choices controlled by individual employee (Yusuf, Aduku and Suleiman, 2015). Overtime, salesforce motivation has taken various forms such as pay rise, promotion, personnel recognition, capacity building, staff development programmes, good working conditions, incentives such as leave, bonuses, medical benefits and allowances. These motivational packages are geared towards addressing the various needs of workers to enhance productivity (Adi, 2000).

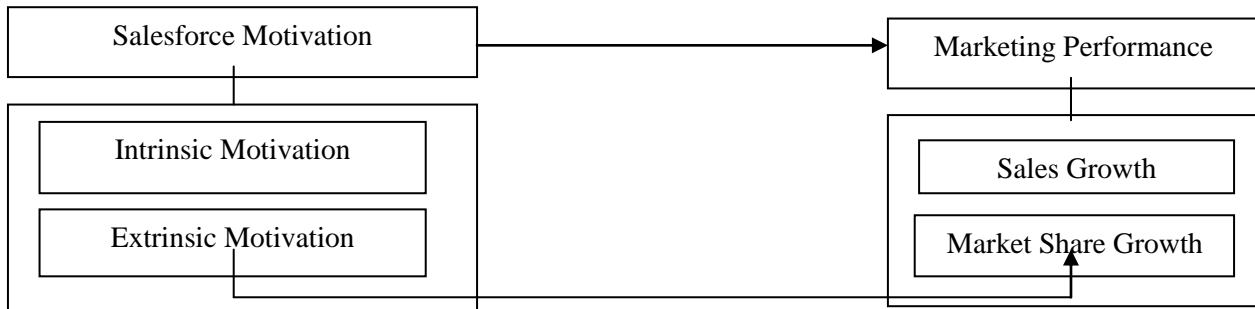
Salesforce motivation is considered as a powerful tool for inspiring salesmen to give their utmost best willingly and enthusiastically towards achieving sales goals set out by the company. It boosts salesmen commitment and energize their full participation to ensure that their company achieve its sales target. Akinfolarin and Ehinola (2014) stated that a well motivated salesman is a happy and productive worker. Such worker is willing to give his best to ensure that his organization achieve its sales target. Thus, marketing managers that want to succeed in their managerial job must incorporate the needs of salesmen into the company's agenda and make it a priority. It is important to state here that salesmen' needs change from time to time and differ considerably from others. The ability of marketing manager to apply appropriate motivational packages to meet each salesman needs will certainly go a long way to enhance their sales performance. Yusuf, Aduku and Suleiman (2015) noted that salesmen perform at optimum level when they are well motivated. On the other hand, when motivation of salesmen declines they tend to show aggression, apathy, and hostility as well as perform below expectation, resulting in poor sales and market performance of the company. It is against this backdrop that this study intends to examine the relationship between salesforce motivation and marketing performance of selected manufacturing firms in Nigeria.

### **Statement of the Problem**

In the last decades, the manufacturing industry in Nigeria has witnessed an intense competition. The major challenge confronting all manufacturing firms is how to improve their marketing performance. Many manufacturing firms have ceased from operations due to poor marketing performance, while others who are still in business are struggling to improve their marketing performance. Some manufacturing firms have intensified their marketing efforts to improve their marketing performance. While some of them have embarked on product innovation, others have engaged in extensive marketing campaign to improve their marketing performance. Despite the efforts made by these manufacturing firms, their marketing performance is yet to improve significantly. This could be due to lack of adequate motivation of the salesforce of the organization. This situation has led to poor attitude to work and low productivity as many salesmen perform their job grudgingly. It is believed that salesforce motivation can help to improve the marketing performance of manufacturing firms in Nigeria. Although there is no empirical study that justifies this claim as most of the studies conducted on employee motivation relate the concept to operational and financial performance while empirical studies that examine the relationship between salesforce motivation and marketing performance of manufacturing firms in Nigeria are absent. This has created a vacuum in empirical literature which this study attempts to fill.

### Conceptual Framework

The conceptual framework of this study is shown in figure 1.1 below:



**Fig.1.1: Conceptual Framework**

**Source:** Author's Conceptualization

### Aim and Objectives of the Study

The aim of this study is to examine the relationship between salesforce motivation and marketing performance of manufacturing firms in Nigeria. In order to achieve this broad aim, the study intends to attain the following objectives:

1. To determine the relationship between intrinsic motivation and sales growth of manufacturing firms.
2. To ascertain the relationship between intrinsic motivation and market share growth of manufacturing firms.
3. To determine the relationship between extrinsic motivation and sales growth of manufacturing firms.
4. To examine the relationship between extrinsic motivation and market share growth of manufacturing firms.

### Research Questions

In order to effectively address the objectives of the study, the following research questions are put forward:

1. To what extent does intrinsic motivation enhance sales growth of manufacturing firms?
2. To what extent does intrinsic motivation enhance market share growth of manufacturing firms?
3. To what extent does extrinsic motivation enhance sales growth of manufacturing firms?
4. To what extent does extrinsic motivation enhance market share growth of manufacturing firms?

### Research Hypotheses

The following hypotheses are formulated to guide this study:

- Ho<sub>1</sub>: There is no significant relationship between intrinsic motivation and sales growth of manufacturing firms.
- Ho<sub>2</sub>: There is no significant relationship between intrinsic motivation and market share growth of manufacturing firms.
- Ho<sub>3</sub>: There is no significant relationship between extrinsic motivation and sales growth of manufacturing firms.
- Ho<sub>4</sub>: There is no significant relationship between extrinsic motivation and market share growth of manufacturing firms.

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## **Review of Related Literature**

### **Theoretical Framework**

This study is anchored on the hierarchy of need theory which was developed by Abraham Maslow in 1943. This theory is one of the most popular theories used to study motivation in organizations. Maslow's hierarchy of need theory states that human beings have needs and that these needs are arranged in an order of hierarchy of importance. Maslow identifies five basic needs which include psychological, safety, social, ego or esteem, and self-actualization needs. According to Maslow in Peretomode (1991), psychological needs include the need for food, water, air, sexual gratification and other primary needs such as shelter, clothing, and so on. Safety needs include security, protection against danger and accidents, threat, deprivation, and protection from physical or psychological harm, economic disaster, job security, as well as the desire for stability and absence from pain and illness (Peretomode, 1991). Social needs include "need to feel needed" – the need for affection, belongingness, association, love, affection, friendship, interaction and acceptance (Maslow in Peretomode, 1991). Ego needs as the needs that have two folds: a need to feel important and receive recognition from others which support this feeling (of importance). Self-actualization is the desire of a person to become everything he is capable of becoming. It involves the need to maximize the use of one's skills, abilities and realize one's potentialities for continued self-development, for being creative in the broadest sense of the term (Peretomode, 1991).

The Maslow's hierarchy of need theory is very relevant in explaining the importance of salesforce motivation in improving marketing performance of manufacturing firms. The theory will help manufacturing firms to know those needs desired by their salesforce and how to provide these needs in order to motivate them towards higher productivity. This implies that when salesmen's needs are met by management, their morale will be boosted and the level of their productivity will be increased. Maslow's hierarchy of need theory was considered suitable for this study because it explains how salesforce needs are arranged in order of importance and how the fulfillment of these needs motivate them to increase their productivity and overall marketing performance of their firm.

### **Concept of Salesforce Motivation**

Salesforce motivation is the process of inspiring salesmen to actions to achieve their goals. It cuts across various drives, desires, needs, wishes and other forces. Upev, Chorun and Idachaba (2015) defined salesforce motivation as a dynamic force setting a sales person into motion or action. Armstrong in Yusuf, Aduka and Suleiman (2015) defined salesforce motivation as the force that energizes, directs and sustains behaviour of sales people in an organization. He further stated that motivation is concerned with the strength and direction of behaviour, and the factors that affect sales people to act in certain ways. Yaya, Uzohue and Akintayo (2016) described salesforce motivation as those factors which drive sales people in putting real effort and energy into what they do.

Motivation plays a vital role in determining the performance of salesforce in any organization (Yaya, Uzohue and Akintayo, 2015). According to Upev and his colleagues, motivation and workers productivity are tied to human behaviour. This is why Likert in Upev, Uzohue and Akintayo (2015) described human resources as the most important factor upon which all results depend and on how well it is done. Sabuttey, Nkuah and Awal (2013) stated that employees are the driving force for any organization's success and if they are well motivated and taken good care of, productivity, growth and efficiency in the organization could increase. Burgis in Sabuttey, Nkuah and Awal (2013) posited that employers need to design employee-driven motivation programmes to motivate their staff so as to enhance their productivity. In the same vein, Yusuf, Aduka and Suleiman (2015) stated that motivation is the key to a powerful manner, which creates productivity and helps the organization to survive. Ezeali and Eziagu in Olusadum and Anulika (2018) added that motivation is not only restricted to physical and tangible things like money or promotion but also intangibles like psychological factors. Some of these psychological factors

include cordial working environment, challenging work and responsibility, personnel accomplishment, recognition for such accomplishment and an opportunity for growth and advancement, job design, creating flexibility, promotion, training, and performance management (Yusuf, Aduku and Suleiman, 2015).

Understanding people's motivation is a complex business in which several inter-related factors are at work (Upev, Chorun and Idachaba, 2015). Upev and his colleagues further explain that what may be a motivator for a person may certainly not be for the other. According to them, some staff are motivated by challenges, others by financial incentives while others could be by work environment. Therefore, understanding the factors that motivate employees to efficiently perform in any organization is important as employers always want their entity to grow and employees also want their welfare to be catered for through improved conditions (Hall, Bowers & Martin, in Sabuttey, Nkuah and Awal, 2013). Hall, Bowers & Martin in Sabuttey, Nkuah and Awal (2013) further stated that understanding of these factors will bring about mutual satisfaction of all players. The question frequently asked by executives and managers is "how can I motivate my employees?" Answer to this question as we have seen is very difficult since each employee is motivated by a variety of different incentives. Hence, a manager needs to find out what is of value for each employee in an organization (Hall, Bowers & Martin in Sabuttey, Nkuah and Awal, 2013).

### **Dimensions of Salesforce Motivation**

Salesforce motivation can take various forms. However, all the forms of motivation has been broadly categorized into two namely; intrinsic and extrinsic motivation (Yusuf, Aduku & Suleiman, 2015; Yaya, Uzohue and Akintayo, 2016).

#### **Intrinsic Motivation**

Intrinsic motivation consists of those in-built factors of an individual worker that energize him or her to carry out a given task in the organization (Yaya, Uzohue and Akintayo, 2016). They include positive recognition, personal skills and experience, higher degrees acquired to enhance effective service delivery, among others (Yaya, Uzohue and Akintayo, 2016). Other examples of intrinsic motivation are acceptance, curiosity, honour, independence, power and order (Obajemu, Dekpen & Ojo, in Yusuf, Aduka and Suleiman, 2015). Yusuf, Aduka and Suleiman (2015) stated that intrinsic motivation causes people to respond to job challenges and work harder in order to prove their self worth and integrity and at the same time deliver their personal commitment and desire for personal accomplishment. McCormick and Tiffin in Yaya, Uzohue and Akintayo (2016) argued that intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. They are those rewards that can be termed "psychological motivations" and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner (Ajila, in Yaya, Uzohue and Akintayo, 2016).

#### **Extrinsic Motivation**

Extrinsic motivation entails those factors or facilities provided by the employer that enable workers in the organization to exert their energy in performing a given task. These include: job security, training and career development, job status, job enrichment, reasonable salaries and wages, conducive work environment, fair employee treatment, good leadership styles, good working condition, among others (Yaya, Uzohue and Akintayo, 2016). Ajila in Yaya, Uzohue and Akintayo (2016) stated that an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job, while an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. He further argued that for an individual to be motivated in a work situation there must be a need which the individual would have to perceive a possibility of satisfaction through some reward.

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### **Concept of Marketing Performance**

Marketing performance is a crucial concept in marketing research and it is often used as a dependent variable. According to Raza (2014), marketing performance is frequently investigated in most marketing research while other strategic issues in marketing are correlated to it. The term "marketing performance" refers to the marketing outcomes of a firm which can be measured through sales growth, market share, competitive advantage, customer satisfaction and loyalty (Jayapal & Omar, 2017). It can also be defined as the behaviour of a valuable asset in the marketplace (Jayapal & Omar, 2017). Sarker, Echambadi & Harrison (2001) defined a firm's marketing performance in terms of sales growth, market share, market development and product development. Similarly, Ritala (2012) posited that a firm's marketing performance is the rate at which a firm's products or services are patronized by customers in the market (sales) and the portion of the market which the firm has been able to capture (market share).

A firm can use its marketing performance to ascertain how consumers react to its products offerings. A higher sales is an indicator that the consumers are satisfied with the products/service rendered and vice versa. Hence, every company wants to increase their marketing performance since it is the only way to improve financial performance and achieve their desired goals of the organization (Ogunnaike, Ibidunni, & Adetowubo-King, 2014). Therefore, measuring a firm's market performance is crucial to the growth and survival of an organization. When an organization is doing well consistently in terms of increasing sales and market share from year to year, the company will be able to make more profit and expand its operations. But when the market performance of the company is poor in all ramifications (sales and market share), the company will find it difficult to grow and sustain in its industry (Samwel, 2018). For this reason, shareholders and business owners are interested in knowing how well their product is doing in the market. If an organization experienced massive increase in sales (sales growth) and market share, the company is said to have a good market performance in the period under review (Niazi, 2011).

### **Measures of Marketing Performance**

The marketing performance of a firm can be measured using various indices. Previous studies have consistently used sales growth, market share, profitability, competitive advantage, customer satisfaction and loyalty (e.g. Sarker, Echambadi & Harrison, 2001; Jayapal & Omar, 2017). However, in this paper, marketing performance is measured using sales growth and market share growth.

### **Sales Growth**

A sale is the act of selling a product or service in return for money or other compensation (Kotler and Armstrong, 2004). Santos & Brito (2012) defined sales as the process of convincing customers to purchase goods usually one on one interaction. Sales growth is defined as a company's annual and quarterly rate of increase in sales revenues (Kotler & Armstrong, 2004). The Business Dictionary defines sales growth as the amount by which the average sales volume of a company's products or services has grown, typically from year to year. Sales growth helps to increase the profit margin of a company. As Reibstein et al (2006) stated, an increase in sales means a corresponding increase in revenue for the company and this lead to increase in shareholders' dividend. By selling more products from year to year, company increases its profit margin and expands its operations. Sales growth helps to increase the general health of a company; it indicates whether or not a company is meeting its target (McKinsey, Baungartner & Hatami, 2016).

### **Market Share Growth**

Market share is the percentage or proportion of the total available market or market segment that is being served by a company. It is determined by dividing a brand's sales volume by the total category sales volume. It is necessary to commission market research (generally desk/secondary research) to determine the firm's market share (Kotler & Armstrong, 2004). A company's market share can be ascertained by calculating the sales made by the company at a given period and

divide the figure by the total sales of the industry over the same period. The result which is expressed in percentage enables the company to know how customers value its products in relation to competitors' offerings. For instance, if a company like Toyota sold N200 million worth of cars in Nigeria for the year 2017, and the total cars sold in Nigeria was N400 million at the same period, Toyota's Nigeria market share for cars would be 50%. Increasing market share is the most important goal for companies because it has a direct impact on revenue (Amelia, 2017). In many instances, market share is often considered as an important asset for competing firms because it helps to increase revenue and enhance business growth. However, a company that experiences a decline in market share will have a serious problem on the long-run. Armstrong & Greene (2007) stated that companies whose market share is below a certain level will not be profitable and may cease from operation anytime soon.

### **Empirical Review**

A number of related empirical studies have been conducted on motivation and marketing performance. For instance, Yaya., Uzohue & Akintayo (2016) carried out a correlation analysis of motivation and productivity of librarians in public universities in Nigeria. Their study adopted the survey research design where data were collected from 923 librarians in public universities using a structured questionnaire. The data collected were analyzed using percentage and frequency analysis, mean, standard deviation and Pearson Product Moment Correlation. The result of the correlation analysis showed a significant relationship between motivation and productivity of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief, motivation and productivity levels of librarians in university libraries were high.

Yusuf, Aduku & Suleiman (2015) empirically examined motivation and performance of Para-professional staff in tertiary institution libraries in Kaduna State, Nigeria. Their study employed the survey research design where a structured questionnaire was used to obtain data from 167 library managers and Para-professional library staff in five tertiary institutions in Kaduna State. After analyzing the data collected using Pearson Product Moment Correlation, the researchers reported that the main strategies used for motivating Para-professional library staff were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. The study also reported that most of the motivational strategies put in place (recognition, performance management, salaries, loans and welfare facilities) were not adequate. The study also revealed that the use of motivational strategies led to early reporting to work, friendliness with supervisors and colleagues for doing task, enhanced best utilization of resources at work, encouraged staying on the job, improved productivity and inner satisfaction on the job. The study equally found a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of Para-professional library staff.

Agba & Ocheni (2017) empirically examined the effects of work environment (electric power supply) on job performance of academic staff in Nigerian public and private universities. The researchers adopted the survey research design where questionnaire was used for data collection. The data collected from academic staff were analyzed using t-test statistical tool which was computed with the aid of the Statistical Package for Social Science (SPSS). After analyzing the data collected, the researchers found a significant positive relationship between regular and adequate electric power supply to offices and the job performance of lecturers in terms of teaching, research and administration. The study also revealed that motivational factors like internet facilities, good library, and conducive work environment, regular and good remuneration, training opportunities, regular promotion, access to affordable medical care, and recognition / awards are significant determinants of the job performance of academic staff in Nigerian public and private universities.

In a study conducted on what constitutes low productivity among workers in different organizations, it was reported that majority of the employees had issues with their organizations

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ranging from perceived problem of inadequate attention to their basic needs by the organization to feelings of being marginalized, unfair treatment by their employers; some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity (Ajala in Yaya, Uzohue and Akintayo, 2016). It can be deduced from this study that conducive work environment stimulates employees' creativity and increases their performance substantially while bad working conditions contribute to low productivity of employees in many organizations (Yaya, Uzohue and Akintayo, 2016).

Akinfolarin and Ehinola (2014) investigated the relationship between motivation and effective performance of academic staff in higher education. Their study employed descriptive survey research design where questionnaire was used to elicit data from 50 lecturers and 10 heads of departments in Adekunle Ajasin University in Ondo State, Nigeria. After analyzing the data collected using frequency count and simple percentage, the researchers found that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledgement on achievement enhances the performance of university lecturers. The study also revealed that lack of regular payment of salary and other remuneration demoralize academic staff and lead to low productivity.

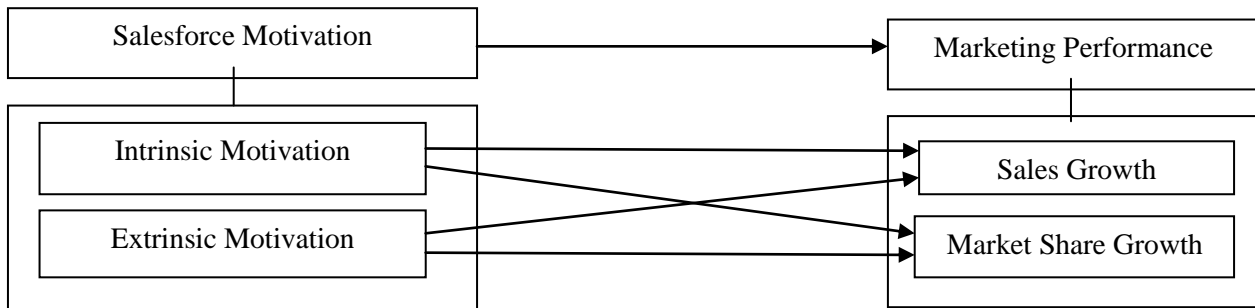
Ogbogu (2017) empirically examined the effects of motivation on staff job performance in Nigeria. The researcher adopted a survey research design where data were collected from 140 staff in the Lagos State Ministry of Environment using a structured questionnaire. The data collected were analyzed using simple percentage and frequency analysis. The findings revealed that regular payment of salary and provision of welfare packages, conducive working environment, opportunity for autonomy, creativity and innovative thinking which the job provides and the regular training motivate staff to perform their jobs better. The study also revealed that the motivational strategies preferred by the staff include: ensuring that the project staff attains tenure, recognizing and rewarding outstanding performance making the existing retirement plan more reliable, provision of modern working facilities, increase in salary with welfare packages and bonuses, amongst others. The study concluded that motivation is pivotal for enhancing staff job performance and a driving force for the overall efficiency of an organization.

Olusadum and Anulika (2018) investigated the impact of motivation on employee performance in Nigeria. Their study employed the survey research design where a structured questionnaire was used to elicit data from 200 academic and non-academic staff in Alvan Ikoku Federal College of Education. The data collected were analyzed using percentage and frequency analysis and the hypothesis was tested using the Chi-square ( $\chi^2$ ). The study found a significant relationship between staff motivation and staff performance. In another study conducted on work place motivation and employee productivity in the Federal Radio Corporation of Nigeria (FRCN), it was revealed that a positive relationship exists between motivation and employee productivity in FRCN (Abah & Nwokwu, 2016).

Upev, Chorun and Idachaba (2015) empirically examined the effects of motivation on staff productivity/performance at the Francis Sulemanuu Idachaba Library, University of Agriculture, Makurdi, Nigeria. Their data were collected from 72 Para-professional staff in Francis Sulemanuu Idachaba Library using a structured questionnaire. After analyzing the data using percentage and frequency analysis, the researchers found that participation in decision making, job security, challenging work assignment, monetary reward and job incentives are the factors that motivate library staff towards greater productivity. The study also revealed that productivity of Para-professional staff in Francis Sulemanuu Idachaba Library in University Of Agriculture, Makurdi was at its lowest ebb due to job insecurity and lack of training and development programmes.

From the review of empirical literature, two major gaps were noted. First, it was observed that most of the studies conducted on employee motivation in Nigeria were conducted in tertiary institutions while empirical studies that examined salesforce motivation in the manufacturing firms in Nigeria are lacking. Secondly, it was observed that most of the previous studies on motivation in Nigerian organizations relate the concept to workers productivity while empirical studies that examined the relationship between salesforce motivation and marketing performance in the manufacturing industry are remarkably absent. Following this shortcomings and gap created in empirical literature, this study will provide a holistic and in-depth analysis of how salesforce motivation correlates with marketing performance of manufacturing firms in Nigeria.

The operational framework of this study is shown in figure 2 below:



**Fig. 2: Operational Framework**

### Methodology

This study adopted the correlation survey research design. The target population of this study consisted of all the 27 registered manufacturing firms in Rivers State (Manufacturer Association of Nigeria, Rivers State Branch, 2019). However, the accessible population was limited to ten (10) selected registered manufacturing firms in Port Harcourt. A population of 726 sales personnel was identified in the ten (10) selected manufacturing firms in Port Harcourt. A sample size of 258 sales personnel was used for the study. The sample size was determined using the Taro Yamene's formula. The sample was selected from the population using simple random sampling technique. A questionnaire was used to obtain data from the respondents. The questionnaire was structured on a four (4) points rating scale which range from Strongly Agree, Agree, Disagree, to Strongly Disagree. The questionnaire was administered to the respondents (sales personnel) of the selected manufacturing firms in Port Harcourt. Two hundred and fifty-eight (258) questionnaires were administered to the respondents and 197 copies were retrieved. The data collected from the respondents were analyzed statistically while the Spearman Rank Order Correlation Coefficient ( $\rho$ ) was used to test the formulated hypotheses. A computer software program known as SPSS 22.0 version was used to correlate the data collected on the study variables.

### Empirical Results and Discussion

The data collected on salesforce motivation (intrinsic motivation and extrinsic motivation) and marketing performance measures (sales growth and market share growth) were correlated using the SPSS software program. The results of the correlation analysis are presented in the tables below:

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**Table 1: Result of correlation analysis between intrinsic motivation and sales growth of manufacturing firms**

			Intrinsic Motivation	Sales Growth
Spearman Rank (rho)	Intrinsic Motivation	Correlation Coefficient	1.000	.841**
		Sig. (2 tailed)	.	.001
		N	197	197
	Sales Growth	Correlation Coefficient	.841**	1.000
		Sig. (2 tailed)	.001	.
		N	197	197

\*\*Correlation is significant at 0.01 levels (2 tailed)

\*Correlation is significant at 0.05 levels (2 tailed)

*Source: SPSS-generated Output*

Table 1 presents the result of the correlation analysis between intrinsic motivation and sales growth of manufacturing firms. The result indicates that intrinsic motivation is positively related to sales growth ( $\rho = .841^{**}$ ) and the symbol \*\* signifies that this correlation is significant at 0.01 level. Based on this result, the null hypothesis ( $H_{01}$ ) is rejected and alternate hypothesis is accepted. This means that we then accept that there is significant relationship between intrinsic motivation and sales growth of manufacturing firms.

**Table 2: Result of correlation analysis between intrinsic motivation and market share growth of manufacturing firms**

			Intrinsic Motivation	Market Share Growth
Spearman Rank (rho)	Intrinsic Motivation	Correlation Coefficient	1.000	.736**
		Sig. (2 tailed)	.	.002
		N	197	197
	Market Share Growth	Correlation Coefficient	.736**	1.000
		Sig. (2 tailed)	.002	.
		N	197	197

\*\*Correlation is significant at 0.01 levels (2 tailed)

\*Correlation is significant at 0.05 levels (2 tailed)

*Source: SPSS-generated Output*

Table 2 shows the result of the correlation analysis carried out on intrinsic motivation and market share growth of manufacturing firms. The result indicates that intrinsic motivation has a positive relationship with market share growth ( $\rho = .736^{**}$ ) and this correlation is significant at 0.01 level as indicated by the symbol \*\*. Consequently, the null hypothesis ( $H_{02}$ ) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between intrinsic motivation and market share growth of manufacturing firms.

**Table 3: Result of correlation analysis between extrinsic motivation and sales growth of manufacturing firms**

			Extrinsic Motivation	Sales Growth
Spearman Rank (rho)	Extrinsic Motivation	Correlation Coefficient	1.000	.792**
		Sig. (2 tailed)	.	.003
		N	197	197
	Sales Growth	Correlation Coefficient	.792**	1.000
		Sig. (2 tailed)	.003	.
		N	197	197

\*\*Correlation is significant at 0.01 levels (2 tailed)

\*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 3 contains the result of the correlation analysis between extrinsic motivation and sales growth of manufacturing firms. The result shows a positive correlation between extrinsic motivation and sales growth ( $\rho = .792^{**}$ ) and this correlation is significant at 0.01 level as indicated by the symbol \*\*. As a result of this, we then rejected the null hypothesis ( $H_{03}$ ) and accepted the alternate hypothesis which states that there is significant relationship between extrinsic motivation and sales growth of manufacturing firms.

**Table 4: Result of correlation analysis between extrinsic motivation and market share growth of manufacturing firms**

			Extrinsic Motivation	Market Share Growth
Spearman Rank (rho)	Extrinsic Motivation	Correlation Coefficient	1.000	.823**
		Sig. (2 tailed)	.	.004
		N	197	197
	Market Share Growth	Correlation Coefficient	.823**	1.000
		Sig. (2 tailed)	.004	.
		N	197	197

\*\*Correlation is significant at 0.01 levels (2 tailed)

\*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 4 presents the result of the correlation analysis performed between extrinsic motivation and market share growth of manufacturing firms. The result shows that extrinsic motivation is positively correlated to market share growth ( $\rho = .823^{**}$ ) and this correlation is significant at 0.01 level as indicated by the symbol \*\*. Based on this result, the null hypothesis is rejected and the alternate hypothesis is accepted. This implies that we then accept that there is significant relationship between extrinsic motivation and market share growth of manufacturing firms.

### Discussion of Findings

This study found a significant relationship between intrinsic motivation and sales growth of manufacturing firms. This finding was derived from the result of the SPSS-generated output on the first hypothesis. The result revealed that intrinsic motivation is positively related to sales growth and this correlation is significant at 0.01 level (see table 1). Based on this result, the null hypothesis ( $H_{01}$ ) was rejected and alternate hypothesis was accepted. This means that there is significant relationship between intrinsic motivation and sales growth of manufacturing firms. This finding is supported by Yusuf, Aduka and Suleiman (2015) who noted intrinsic motivation such as curiosity, honour, independence, power and order energize salesmen to improve their sales performance and achieve sales growth of their organizations. Upev, Chorun and Idachaba (2015) also agreed with this finding when they stated that intrinsic motivation pushes salesmen to surpass their previous achievement and ensures that their organization achieves sales growth.

This study also found a significant relationship between intrinsic motivation and market share growth of manufacturing firms. This finding was obtained from the result of the SPSS correlation analysis performed on the two variables. The result revealed that intrinsic motivation has a positive relationship with market share and this correlation is significant at 0.01 level (See table 2). Consequently, the null hypothesis ( $H_{02}$ ) was rejected and the alternate hypothesis was accepted. This means that there is significant relationship between intrinsic motivation and market share growth of manufacturing firms. This finding is supported by Sabuttey, Nkuah and Awal (2013) who noted that intrinsic motivation drives salesmen towards improving their job performance which is a prerequisite for achieving market share growth. Olusadum and Anulika (2018) also supported this

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finding when they stated that intrinsic motivation has the potentials of motivating salesforce to improve their productivity for the benefits of their organization.

This study equally found a significant relationship between extrinsic motivation and sales growth of manufacturing firms. This finding was derived from the result of the SPSS analysis carried on the two variables. The result revealed that extrinsic motivation has a positive correlation with sales growth and this correlation is significant at 0.01 level (See table 3). As a result of this, we then rejected the null hypothesis ( $H_{03}$ ) and accepted the alternate hypothesis which states that there is significant relationship between extrinsic motivation and sales growth of manufacturing firms. This finding is supported by Yaya, Uzohue and Akintayo (2016) who postulated that salesmen are highly motivated by extrinsic forces such as job security, training and career development, job status, job enrichment, reasonable salaries and wages, conducive work environment, fair employee treatment, good leadership styles, good working condition. These factors push them to improve their sales performance so as to ensure that their organization achieves sales growth. Upev, Chorun and Idachaba (2015) also agreed with this finding when they stated that organizations are likely to increase their sales if they motivate their salesmen extrinsically.

Finally, it was reported that significant relationship exists between extrinsic motivation and market share growth of manufacturing firms. This finding was derived from the result of the SPSS analysis done on the two variables. The result shows a positive relationship between extrinsic motivation and market share growth and this correlation is significant at 0.01 level (See table 4). Based on this result, the null hypothesis ( $H_{04}$ ) was rejected and the alternate hypothesis was accepted. This implies that there is significant relationship between extrinsic motivation and market share growth of manufacturing firms. This finding is supported by Upev, Chorun and Idachaba (2015) who noted that extrinsic motivation such as promotion, grades approval; prizes and commendation, good working environment and friendly labour management relationship have the capacity of bringing out the best from salesmen and increasing the market share of an organization. Sabuttey, Nkuah and Awal (2013) also supported this finding when they reported that extrinsic motivation significantly enhance salesmen productivity and increase the market share of their organization.

### **Conclusions**

From the foregoing, it is evident that salesforce motivation is essential for improving marketing performance of manufacturing firms. This study has proven that intrinsic motivation has a significant relationship with sales growth of manufacturing firms. The study also found a significant relationship between intrinsic motivation and market share growth of manufacturing firms. A significant relationship was reported between extrinsic motivation and sales growth of manufacturing firms. The study equally found a significant relationship between extrinsic motivation and market share growth of manufacturing firms. Based on the findings, it was concluded that salesforce motivation significantly enhance the marketing performance of manufacturing firms. The implication of this is that if salesmen in manufacturing firms are motivated intrinsically and extrinsically, it would help to improve the marketing performance of their organizations.

### **Recommendations**

Based on the findings and conclusion, the following recommendations are given:

1. That, management in manufacturing firms in Port Harcourt should motivate their salesforce as it would help to improve their marketing performance.
2. That, marketing managers in manufacturing organizations should motivate their salesforce by recognizing their efforts and achievements as this would energize them to put in more efforts to surpass their previous achievement and achieve sales growth of their firm.
3. That, management in manufacturing organizations should motivate their salesforce extrinsically by providing good working environment and friendly labour management relationship, promotion, grades approval, prizes and commendation as it would energize

4. them to improve their individual sales performance and increase the market share of their organization.
5. That, management staff should appraise the performance of their salesforce and commend those that did well as this would motivate them to improve their sales performance.
6. Finally, it is recommended that salesmen in manufacturing firms should motivate them intrinsically by displaying personal commitment and desire for personal accomplishment as it would help to improve the marketing performance of their organization.

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