



SALESFORCE MOTIVATION ON PERFORMANCE OF SELECTED ALCOHOLIC MANUFACTURING COMPANIES IN KENYA

Kegoro O. Henry 

Kiriri Women's University of Science and Technology, Department of Business Management,
School of Business, Nairobi, Kenya
hongoto@yahoo.com

Keraro Jacob

Kiriri Women's University of Science and Technology, Department of Business Management,
School of Business, Nairobi, Kenya
kerarojacob@yahoo.com

Abstract

The objectives of the study were to: determine the influence of salesforce training and self-motivation on performance of alcoholic manufacturing companies in Kenya. This study was anchored on Herzberg's Two Factor and efficiency wage theories. The study adopted descriptive cross-sectional research design. The target population of this study comprised of 119 respondents selected from the marketing department of selected alcoholic manufacturing companies in Kenya headquarters in Nairobi. Stratified random sampling procedure was adopted to select respondents of the study. The respondents of the study were categorized into three groups or stratum which included: team leaders, customer relationship managers and trade developers working in Nairobi region. The sample size of 92 respondents was calculated using Israel formula. Primary data was collected using structured questionnaires with open and closed-ended questions. The analyzed data was presented using Tables. The study established that there existed a significant positive relationship between salesforce training and salesforce self-motivation and performance of alcoholic manufacturing companies in Kenya. Salesforce training was significant ($r = .642, p < 0.011$) and salesforce self-motivation was also significant ($r = .581, p < 0.020$). The study concluded that even though salesforce training and salesforce

self-motivation had a significant influence on performance of manufacturing companies in Kenya, employees in the marketing departments were not effectively motivated or satisfied to performance effectively. This study recommends that for alcoholic manufacturing companies in Kenya to increase volume of sales and maximize profits, motivating the salesforce team is key.

Keywords: Salesforce Training, Salesforce Self-Motivation and Alcoholic Manufacturing Companies

INTRODUCTION

In sales job, sales people have to deal with a lot of pressure (Akanbi, 2011). Making the sale is not an easy task. Salespeople spend a lot of time on calling customers and travelling. They feel detached from their companies as mostly they are engaged in off office duties and disconnected from any kind of support from their peers. Asl, Nazari, and Raadabadi (2015) assert that salespeople need more motivation as compared to other jobs and compensation is a prime factor for their motivation. Designing compensation plans for salesforce is important for motivating employees' performance and ensuring long term profitability of the company (Adeleye, Adegbite & Aderemi, 2014). Certain sectors such as manufacturing, retail and business-to-business are considered to rely heavily on personal selling skill which requires efforts of individual sale people (Aminu, 2011). Without effective motivation strategies, achieving organizational performance may be a challenging task to both small and large organizations (Fatima, 2017). Gegenfurtner (2013) contends that organizational performance is a function of salesforce motivation. Gitahi (2014) opines that the salary given to employees of the sales organizations forms the largest component of selling budget which determines the compensation plans and return on such expenditures.

Similarly, Gunter (2011) suggests that the type and amount of compensation given by the company determines not only the quality of salespeople who can be hired but also creates motivation among the salesforce. Compensation is the most important factor influencing motivation of the salesforce (Howard 2012). Jain and Kaur (2014) affirm that the most important predictors of salesforce motivation in the marketing and sales management literature involves: the aptitude or ability of the salesman, financial compensation and incentives, psychological incentives and organizational and managerial factors. Subsequently, Jeserem (2015) acknowledges that compensation on salesforce motivation is determined by monetary rewards which are measured in terms of financial gains such as salary and wages while non-monetary rewards which are measured in terms of non-financial gains such as recognition, promotion, trainings and delegation. Salesforce motivation is defined as the degree to which individual

employees of the marketing department are committed to achieve their objectives if stimulated by financial and non-financial rewards (John et al. 2012). Similarly, Jeserem (2015) regards motivation is the process that produces goal-directed behavior in an individual. It helps to initiate desired behavior in an individual and direct it toward the attainment of organizational goals (Gitahi, 2014).

Motivation consists of three elements - need, drive and goal. Satisfaction of the need in the individual cuts off the drive in him to work toward satisfaction of the need (Gunter, 2011). The effectiveness of the sales force plays a crucial role in the success and growth of an organization. In order to attain the goals of the organization, it is essential that the sales force is highly motivated (Adeleye, 2014). Fatima (2017) affirms that motivation in the sales function refers to the amount of effort a salesperson is willing to expend in the selling job. While some salespersons are self-motivated, there are others who need to be motivated to perform. Sales managers can take various measures to motivate the sales force and boost its productivity. These measures can be in the form of sales quotas, sales contests, well designed compensation plans and reward systems (Akinyi, 2015). Sales representatives of companies may be motivated to perform effectively if the company has a reasonable compensation policy and vice versa (Adeleye et al., 2014). Sales volume of companies and maximization of profits is likely to increase if appropriate motivation approaches are used by companies

Daft (2010) describes that organizational performance is the ability of an organization to utilize its resources to achieve organizational goals in effective and efficient way. Performance can be defined as the way the organization carries its objectives into effect. Howard (2012) argues that in order to measure organizational performance, it can be seen from two perspectives, either financial or non-financial performance. Dimensions of financial performance can range from profitability, market value and also growth of organization. While, satisfaction of customer, employee satisfaction, innovation, quality and reputation are some aspects to measure non-financial performance (Kun, Cowden & Karodia, 2014). The four performance perspectives proposed by Norton and Kaplan (2010) are: financial perspective, which entails measuring whether the organization is generating profits from its core businesses. Customer perspective which evaluates whether customers are satisfied with goods and services. Internal business processes which involves continuous improvement of services using modern technology and finally Innovation and learning which entails the ability of organizations to develop new products and services thus team learning and co-partnerships in the industry (David, 2011).

Further, Norton and Kaplan (2010) opines that firm performance is a multidimensional construct that consists of four elements Customer-focused performance, including customer

satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee satisfaction; and organizational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Daft, 2010). Kenya Association of Manufacturers Report (2018) noted that deteriorating performance of alcoholic manufacturing companies in Kenya has not only contributed to slow economic growth rate but also high level of unemployment among Kenya. Considering that the management of companies are allocating budgets for marketing activities, it is evident that intense competition, change of regulations, globalization and new technologies in marketing have direct or indirect influence on performance of alcoholic manufacturing companies negatively thus the need for management to rethink on salesforce motivation in order to stabilize performance in terms of profits, sales, market shares.

Research Problem

Despite the fact that salesforce motivation is viewed to have a direct influence on performance of firms in terms of volume of sales, profits and costs incurred in marketing (Sila, 2014), it is observed that majority of the companies from sector to another are finding it difficult to sustain their performance (Njanja, Maina, Kibet & Njagi, 2013). Competition, change of consumer preferences, change of technology, influence of globalization and change of trade regulation have not only made companies and more specifically alcoholic manufacturing companies in Nairobi City County, Kenya to rethink on salesforce motivation in order to improve performance. Shrinking market share and meagre earnings generated from the sale of their products in the market have not only made the company to rethink on product innovation and restructuring to minimize costs but also to embrace salesforce motivation as an alternative strategy of improving performance (Njanja et al. 2013).

Even though extensive studies have been conducted by researchers internationally and locally, still it is noted that there exist deficiencies in evidence on the relationship between salesforce motivation and firm performance thus the need for this study. Onyango (2017) studied motivational strategies and sales force performance in the insurance industry in Kenya. The study found out that there existed a significant positive correlation between motivational strategies and sales force performance. However, it was noted that the study examined variables of this study were partially examined and the study was confined to the insurance sector but not the manufacturing sector. Further, the study adopted a descriptive research design to examine multiple insurance firms contrary to this study that will adopt a case study research design.

Sila (2014) studied the relationship between training and performance of Kenya women finance trust eastern Nyanza region. The study established a moderate significant effect between employee training and performance of Kenya women finance trust. It was noted by the study that organizations which trained employees were not likely to retain them if they were not determined to increase their salaries. Despite trainings employees, it was revealed that some companies were yet experiencing a decline in profits and volume of sales. However, it was noted that the study was confined to only a single variable of this study but failed to examine other variables such as the effect of salesforce motivation and salesforce self-motivation on performance of alcoholic manufacturing companies in Kenya. Muchai and Benson (2013) studied the effect of employee rewards and recognition on job performance of Nakuru Water and Sanitation Services Company Limited. The findings of the study revealed that there existed differences between employee rewards and recognition on job performance. However, it was observed that study generalized employees from all department but did not specifically narrow down to employee motivation in the sales and marketing department. Whilst, it was noted that the study was limited to different variables which were employee rewards and recognition but did not examine the effect salesforce promotions, salesforce trainings and salesforce self-motivation on performance of alcoholic manufacturing companies in Kenya.

From the findings of empirical studies conducted by Onyango (2017), Sila (2014), Muchai and Benson (2013), it was concluded that there was no clear understanding on the link between salesforce motivation on organizational performance from one context to another. Each study examined variables of this study partially and in isolation thus the need to examine them in a consolidated way. Each study was confined to a different context thus the need to focus on alcoholic manufacturing companies in Kenya to ascertain consistency of findings from one sector to another. Each study adopted different methodologies thus the need of adopting cross-sectional research design, stratified sampling technique and regression method of data analysis to determine collaboration of findings from one context to another. Given that there was no clear understanding on the link between salesforce motivation and organizational performance, it was on this premise this study sought to investigate the effect of salesforce motivation on performance of alcoholic manufacturing companies in Kenya.

Research Objectives

- (i) To establish the influence of salesforce training on performance of alcoholic manufacturing companies in Kenya.
- (ii) To assess the influence of salesforce self-motivation on performance of alcoholic manufacturing companies in Kenya.

THEORETICAL PERSPECTIVE

This study was anchored on motivation-hygiene theory founded by Herzberg in (1969). It argues that employees are likely to work effectively if motivated by intrinsic and extrinsic factors. Hygiene factors are regarded to be those job factors which must be existent at the workplace for employee to be motivated to work (John, Francis & Chukwu, 2012). Non-existence of these factors in an organization can lead to dissatisfaction even though they do not guarantee positive satisfaction (Kimiru, 2012). Hygiene factors when adequate in an organization can make employee to be motivated to perform and vice versa. Hygiene factors are also called dissatisfiers or maintenance factors as they intervene to minimize levels of employee dissatisfaction (Mathis, & Jackson, 2008). The hygiene factors that can make employees perform may include reasonable pay and wages, flexibility of administration policies, fringe benefits attached to employee positions, conducive working environment, good interpersonal relations among workers and job security (Aminu, 2011).

Falola, Osibanjo and Ojo (2014) acknowledge argue that hygiene factors only cannot be considered to be the only motivators but also other factors termed as satisfiers can enhance employee motivation to perform such as recognizing the effort of hard working employees by top level managers, employee capacity to have a sense of achievement from the job, ability of the employee to develop his or her career in the system through promotions, ability to perform delegated duties effectively and meaningfulness of the work. Employees in an organization are likely to behave positively towards organizational goals if they find their jobs to be interesting or exciting and vice versa (Gegenfurtner, 2013). Despite extensive application of Motivation-Hygiene Theory in human resource management literature it is observed that the theory has some limitations which make operationalization and contextualization of its constructs to be uncertain.

Theory assumes the correlation between satisfaction and productivity. Further, it is observed that satisfaction is multidimensional facet which is influenced and determined by multiple aspects thus complex to be measured from context to context. Additionally, it is observed that despite adequacy of satisfiers in an organization, to some extent, organizations may fail to accomplish their goals in the long term period (Ghansah, 2011). The level of excitement and satisfaction among workers is not correlated to productivity and vice versa. However, this theory was applicable in this study based on the premise that East African Breweries was likely to perform effectively if they refocused on employee promotion, training and create an enabling environment that promoted self-motivation among workers.

EMPIRICAL PERSPECTIVE

Salesforce Training and Organization Performance

Employee training is one of the vital tools that help to enhance effective organizational performance (Aina & Omoniyi, 2014). Further, Akanbi (2011) affirms that is vital for every organization to exert extra efforts and invest much in employee training if it wants to achieve its objectives in the most economical way. Akinyi (2015) describes training as a process that provides employees with skills, information and understanding of the organization and its goals. Training is a systematic process, which helps people to learn how to be more effective at work by modifying knowledge, skills or attitudes through learning experience to achieve effective performance (Asl et al. 2015). Shahazadi and Naveed (2016) found a significant positive effect between training and employee performance though, the study was focused in Pakistan. Ndibe (2014) in Nigeria also identified that performance of bottling companies was positively influenced by employee training. It was concluded that organizational productivity was positively influenced by employee perception to training and training delivery style. Though it was noted that the indicators used to operationalize variables of the study were different as compared to variables of this study thus constraints of generalizing the findings in this study. It was concluded that, conducting systematic training was facilitated by conducting employee training needs.

Similarlry, Aigbepue and Mammud (2012) aver that manpower training and development had a positive significant impact on organizational performance. However, it was noted that the study examined the direct relationship between employee training and development but failed to examine how customer centric culture moderates the relationship between employee training and development and organizational performance. Kun, Cowden and Karodia (2014) in South Africa found out that despite performance of organizations was influenced by employee training, lack of adequate funds to facilitate employee training was a major obstacle to organizations. A similar position was supported by Aminu (2011), Adeleye, Adegbit and Aderemi, (2014), Aigbepue and Mammud (2012), Emeti (2011), Falola, Osibanjo and Ojo (2014) who noted that measuring effectiveness of trainings attended by workers was also another challenge. However, the authors cited that, effectiveness of trainings can be measured using metrics such as ability of the employee to perform their duties with minimal difficult, ability of employees to take instructions positively, ability of employees to make independent judgement on issues and high level of creativity and innovation among workers. Furthermore, the authors went ahead and concluded that effectiveness of employee training was not only attributed to minimal costs in production but also how effective the organization implemented new policies and strategies. Training was not only viewed as one way of motivating workers but also enhancing organizational productivity positively.

Salesforce Self-Motivation and Organization Performance

Feelings of employees are viewed to influence organizational productivity if effectively managed (Igbaekemen and Idowu (2014). The authors also noted that self-esteem among workers was directly correlated with organizational productivity. Even though individuals may give different personalities, DelVecchio and Wagner (2011), promotions, conducive working environment, good management styles and interpersonal relations are aspects considered to influence organizational productivity. Despite extensive empirical studies conducted by Hafiz (2017), Folorunso, Adewale and Abodunde (2014), it is acknowledged that employee self-motivation is multifaceted construct which reflect the effort or desire of individual workers to work towards organizational goals with minimal resistance. Employee cooperative attitude to management and ability to embrace change is largely dependent on how intrinsic and extrinsic factors that can serve as the driving forces of positive behaviours among workers. Employee turnover and absenteeism are aspects attributed to low self-esteem among workers. High level of employee commitment to work not only make organizations to experience improved productivity but also enhances stakeholder image.

DelVecchio and Wagner (2011) asserted that employee self-motivation is considered to be most important factor of organizational performance. Intrinsic motivation among workers is viewed to be superior than extrinsic motivation. Employee can be paid good amount of money in form of wages and salaries but if there is no self-motivation, less will be achieved (Uduji, 2013). Kimiru (2012) on the other hand established that employee recognition, delegation, promotion, recommendations and employee involvement in key decisions are all aspects that inspire workers to achieve organizational goals. Inability of workers to identify employee unique skills or talent and lack of recognition can result to deteriorating performance of organizations in terms of profits and volume of sales. Customer loyalty is directly equated to employee commitment (Onyango, 2017). Sila (2014) in Kenya postulated that performance of insurance companies was positively influenced by employee training. In contrast, this study will seek to examine the effect of salesforce promotion, salesforce training and salesforce self-motivation on performance of alcoholic manufacturing companies in Kenya.

From the findings of empirical studies such as Onyango (2017), Sila (2014), Muchai and Benson (2013), Kun, Cowden and Karodia (2014), Ndibe (2014), Aigbepue and Mammud (2012), Shahazadi and Naveed (2016), it was evident that little has been done with regard to salesforce motivation practices and performance of firms in the manufacturing sector. It can be concluded that, conceptual, contextual and methodological research gaps do exist in this areas. For instance, it was observed that the studies conducted examined variables of this study partially and in isolation. The context of each study was different from the geographical and

cultural backgrounds. On the other hand, it was noted that some studies carried out adopted different methodologies ranging from research designs, sampling designs, instruments of data collection and data analysis method thus constraints of generalizing the findings of the study from one context to another. Therefore, it is on this background this study sought to investigate the effect of salesforce motivation on performance of alcoholic manufacturing companies in Nairobi City County, Kenya.

METHODOLOGY

Descriptive cross-sectional research design was adopted. The target population of this study was 119 respondents selected from the marketing department of the 5 selected alcoholic manufacturing companies in Kenya. Stratified random sampling procedure was adopted in each stratum to select respondents without discrimination.

The respondents of the study were categorized into three groups or stratum which included team leaders, customer relationship representatives and trade developers working in Nairobi region. The sample size of 92 respondents was calculated using Israel formula (2009). Primary data was collected using self-developed questionnaires. Statistical Package of Computer Packages (SPSS version 24) was used to facilitate analysis of data quantitatively. The general linear regression model that was adopted was of the form: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, Where; Y = Performance of alcoholic manufacturing companies in Nairobi City County, Kenya, β_1 to β_2 = regression coefficients: X_1 = Salesforce Training and X_2 = Salesforce Self-Motivation and ε = error margin.

FINDINGS

Out of the 92 questionnaires administered, only 73 questionnaires were fully filled and returned while 10 of them were unreturned and 9 of them were inappropriately filled. 73 questionnaires fully filled were translated into 79% which is considered appropriate (Byrne, 2017).

Table 1: Reliability of the Study Variables

Variables	No. of Items	Cronbach Alpha	Comments
Employee Training	1	0.759	Reliable
Employee Self-Motivation	1	0.714	Reliable
Performance of Alcoholic Manufacturing Firms	1	0.721	Reliable

Using Cronbach Alpha formula, the results of the study variables were above 0.7 as shown in Table 1. Therefore, these findings confirm that the study variables were reliable for data analysis (Guest, 2010).

Table 2: Salesforce Trainings

Statements	Mean Score	SD	CV%
Employee in the marketing department have customer care skills	4.83	.311	11.4
Employee in the marketing department have marketing skills	3.53	.316	10.3
Employee in the marketing department are sponsored to attend marketing trainings in foreign countries	2.18	.684	9.3
Employee in the marketing department are sponsored to train demand creation trainings	2.14	.306	8.2
Employee in the marketing department are sponsored to train on vendor differentiation skills	2.11	.644	7.1
Employee in the marketing department are trained on how to maintain distributor relationship	4.08	.537	6.9
Employee in the marketing department are trained on how to conduct competitor analysis	2.08	.255	6.3
Average Mean Score	3.00		

The study sought to establish the extent to which salesforce trainings influenced performance of alcoholic manufacturing companies in Kenya and the findings are summarized as shown in Table 2. The mean score for 3 of the 7 responses was more than 3.00 which explains that to some extent the some of the respondents agreed with the statement while the rest disagreed or were not sure. The highest variation in response was noted on the company training workers on customer cares skills (CV 11.4) while employee training on competitor analysis had the lowest variations in response (13.1). These findings imply that despite the fact that trainings had a significant impact on volume of sales of profits, to a larger extent employee of alcoholic manufacturing companies in Kenya were not effectively equipped with skills and knowledge on diverse marketing fields such as sales management training, demand creation trainings and vendor differentiation trainings. Given high rate of turnover, most the workers were not equipped with appropriate skills and knowledge to perform effectively. High costs of training new workers were attributed to deteriorating performance of company sales and profits in particular

territories. Hiring employees without marketing specialization was also attributed to deteriorating performance of the company in terms of volume of sales and profits.

Table 3: Salesforce Self-Motivation

Statements	Mean	SD	CV%
Employee in the marketing department have a positive attitude towards their jobs	4.02	.744	16.8
Employee in the marketing department are determined to achieve sales targets	4.09	.486	16.3
Employee in the marketing department always exceed the sales targets	4.28	.665	16.6
Employee in the marketing department are innovative and creative	4.23	.336	15.5
There is good relationship between sales representatives and team leaders	2.18	.654	17.3
There is good relationship between sales representatives and distributors	4.11	.584	17.4
There is good relationship between sales representatives and retailers	4.11	.453	18.7
Sales representatives are awarded annually for achieving targets	2.13	.623	12.4
Average Mean Score	3.64		

The study sought to establish the extent to which salesforce self-motivation influenced performance of alcoholic manufacturing companies in Kenya and the findings are summarized as shown in Table 3. The mean score for 6 of the 8 responses was more than 4.00 which explains that to a larger most of the respondents agreed with the statement while the rest disagreed or were not sure. The highest variation in response was noted on employee having positive attitude towards their jobs (CV 16.8) while company awarding sales representatives for achieving targets had the lowest variation in response (12.4). These findings implied that despite that employees had a positive attitude, determined to achieve targets, exceeded sales targets, had creative and innovative ideas, had good relations with distributors and retailers, it was noted that most of the workers had poor relationships with their team leaders which indirectly affected their commitment to work.

At the same time, it was noted that failure of the company to reward employees appropriately for achieving targets annually was another aspect that affected employee commitment to work. Whilst, it was noted that despite employee commitment, to some extent employees developed a negative attitude towards their work due to lack of company support of

marketing activities. Inadequate marketing incentives and monetary motivation to facilitate accommodation and logistical marketing activities were some of the aspects that contributed to low morale among workers.

Table 4: Measurement of Performance

Statements	Mean	SD	CV %
Profits generated periodically by my company reflects performance	4.90	.636	17.4
Volume of sales made periodically by my company reflects performance	4.67	.345	17.3
Marketing costs incurred periodically by my company reflects performance	4.46	.657	16.3
The market share controlled by my company by my company reflects performance	4.35	.567	18.4
Customer loyalty towards company products reflects performance	4.25	.834	18.0
Number of products launched in the market by my company reflects performance	4.23	.734	14.4
The kind of technology used by my company in marketing reflects performance	4.12	.234	13.5
Minimal sales representative turnover reflects performance	4.09	.134	11.2
Average Mean Score	4.53		

The study sought to establish the parameters that were used to measure performance of alcoholic manufacturing companies in Kenya and the findings are summarized as shown in Table 4. The mean score for all 8 statements was more than 4.00 which means that to a larger extent majority of the respondents agreed with the statement. The highest variability in response was observed on company profits (CV 17.4) while the lowest variability was noted on market share (CV 11.2). These findings imply that despite performance was a multidimensional facet measured using various parameters from one organization to another, to larger extent profits, volume of sales, minimal marketing costs, market share, customer loyalty, new product launch, use of modern technologies and minimal employees' turnover were parameters used to measure performance of alcoholic manufacturing companies in Kenya.

Table 5: Correlations Analysis

Variable	Pearson Statistics	1	Salesforce Training	Salesforce Self-Motivation	Performance
Salesforce Training	Pearson Correlation	.136**			
	Significance (2-tailed)	0.010			
	Sample size	21			
Salesforce Self-Motivation	Pearson Correlation	.152**	1		
	Significance (2-tailed)	0.000			
	Sample size	21			
Performance of Alcoholic Manufacturing Companies in Kenya	Pearson Correlation	0.032	.642**	.581**	1
	Significance (2-tailed)	0.000	0.011	0.020	0.000
	Sample size	83	83	83	83

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

*Correlation is significant at the 0.05 level (2-tailed).

As illustrated in Table 5, the study sought to establish an understanding of the existence of a significant relationship between salesforce motivation practices (salesforce promotion, trainings and self-motivation) and the dependent variable (performance of alcoholic manufacturing companies in Kenya.). The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (performance of alcoholic manufacturing companies in Kenya.) that is explained by the three predictor variable (salesforce promotion, trainings and self-motivation). Pearson correlation coefficient (r) was used to determine the level of significance of bivariate relationship (salesforce promotion, trainings and self-motivation).

The results in Table 4 indicate that there exists a positive significant relationship between (salesforce promotion, trainings and self-motivation) on the dependent variable (performance of alcoholic manufacturing companies in Kenya.). Salesforce training ($r = .642$, $p < 0.011$) and salesforce self-motivation ($r = .581$, $p < 0.020$) at the 0.05 level in a two tailed test. This results imply that there exists a strong positive relationship between consolidated

salesforce motivation practices predictor variables and performance of alcoholic manufacturing companies in Kenya.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.923	0.832	0.774	0.6173

As shown in Table 6, the multiple correlation coefficient (R) of 0.953 (95.3%), means that there was a strong linear relationship between the independent variables (salesforce trainings and self-motivation) and the dependent variable (performance of alcoholic manufacturing companies in Kenya). The independent factors that were studied explained only 83.2% of salesforce motivation on performance of alcoholic manufacturing companies in Kenya. This therefore meant that other factors not studied in this research contributed to 12.1% performance of alcoholic manufacturing companies in Kenya. Therefore, further research should be conducted to investigate the other factors (12.1%) that influence performance of alcoholic manufacturing companies in Kenya. Adjusted R Square of 0.774 implies that salesforce promotion, trainings and self-motivation contributed 77.4% of the variation in the performance of alcoholic manufacturing companies in Kenya. The standard error of the estimate is the measure of dispersion (or variability) in the predicted scores in a regression which represents the average distance that the observed values fall from the regression line (Guest, 2010). The standard error of estimate of 0.6173 reflects a small value which means that the observations are closer to the fitted line and hence the estimates are within the adopted 0.95 level of confidence

Table 7: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.254	1	11.473	220.374	.000 ^a
	Residual	1.406	91	34.952		
	Total	3.660	92			

Predictors: (Constant), salesforce promotion, trainings and self-motivation

b. Dependent Variable: Performance of alcoholic manufacturing companies in Kenya

Table 7 depicts results of regression analysis of the three predictor variables (salesforce trainings and self-motivation) on the dependent variable (performance of alcoholic manufacturing companies in Kenya.). The F-ratio in the ANOVA tests shows that the overall

regression model was a good fit for the data. The results of F-test; shows that F are significant, thus confirming that the independent variables collectively influenced dependent variable positively. The results therefore indicate that the two predictor model could be used in forecasting performance

Table 8: Regression Analysis

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.256	1.2935		0.730	0.000
	Salesforce Training	0.722	0.3625	0.124	2.245	0.021
	Salesforce Self-motivation	0.459	0.1537	0.113	2.782	0.003

To confirm whether there existed a statistical relationship between predictor variables (salesforce promotion, trainings and self-motivation) on the dependent variable (performance of alcoholic manufacturing companies in Kenya.), multiple regression analysis was undertaken as shown in Table 8. The coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables. After conducting regression analysis, the regression equation: ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon$) became: $Y = 1.256 + 0.722X_1 + 0.459X_2$. From the findings of the regression equation indicated that taking all factors into account (salesforce trainings and self-motivation) constant at zero, performance of alcoholic manufacturing companies in Kenya is 0.256.

These results demonstrate that taking all other independent variables at zero, a unit increase in salesforce promotion, trainings and self-motivation will lead to an increase in performance of alcoholic manufacturing companies in Kenya. by unit factors of 0.722 and 0.459 at 5% level of significance and 95% level of confidence. The significance values of the three variables was less than 0.05, indicating that there existed a positive significant relationship between salesforce trainings and self-motivation on performance of alcoholic manufacturing companies in Kenya.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This study established that there existed a significant relationship between salesforce training and performance of alcoholic manufacturing companies in Kenya. Sales management trainings, demand creation trainings and vendor differentiation trainings had a significant impact on

performance of alcoholic manufacturing companies in Kenya in terms of volume of sales, profits, market share and marketing costs. However, it was noted that to some extent, employees were not sponsored for trainings due to high turnover rates and labour market dynamics.

This study identified that there existed a significant positive relationship between self-motivation and performance of alcoholic manufacturing companies in Kenya. Employee attitudes, perceptions and motives had a significant impact on performance of alcoholic manufacturing companies in Kenya.in terms of volume of sales, profits, market share and marketing costs. However, it was observed that despite self-motivation, alcoholic manufacturing companies to some extent was not dedicated to create an enabling environment to promote employee commitment.

The study established that even though self-motivation had a significant impact on performance of alcoholic manufacturing companies in Kenya., to some extent the company did not provide an enabling working environment to influence employee attitude, perception and motives positively. Employment of workers on contractual terms and failure to provide workers with some marketing incentives and vehicles for marketing activities had negatively affected performance of the company. The study established that the company was not embracing trainings among workers in order to improve performance.

This study concludes that, for enhanced performance of alcoholic manufacturing firms in Kenya, managers should recognize the role of employee training and self-motivation of workers. Even though the business environment is unpredictable, emphasize on equipping the sales team with appropriate knowledge and skills will not only give trainees new insights but also create a sense of commitment to trainees to accomplish organizational goals more efficiently and effectively.

This study recommends that human resource manager in alcoholic manufacturing companies should develop policies that encourage employees to advance their careers. Employees should be engaged on permanent terms in order to minimize high turnover rates. Effective criteria of evaluating individual efforts should be developed in order for the company to remain competitive. The study identified that self-motivation was unlikely among workers due to lack of support from top management in terms of monetary rewards, marketing incentives and provision of marketing vans. Therefore, this study recommends that human resource managers should review compensations policies and pay salesforce team for over-time worked. Marketing managers should set achievable sales targets in order to promote salesforce commitment to work.

WAY FORWARD

Given that this study was limited to employee training and employee self-motivation on performance of alcoholic manufacturing companies in Kenya, future studies should seek to adopt an integrated framework to examine the effect of salesforce motivation on performance of alcoholic manufacturing companies in Kenya. Researchers should seek to introduce moderating variables in the relationship such as government policies and management styles in order to establish their interaction effect in the relationship. Researchers should not only seek to do comparative studies to confirm collaboration of results from one sector to another but also seek to adopt a longitudinal approach that seek to assess the link between salesforce and performance of alcoholic manufacturing companies in Kenya for a given period of time rather than cross-sectional approach.

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