

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL CLIMATE  
ON KENYA'S PHARMACEUTICAL SALES FORCE MOTIVATION

By

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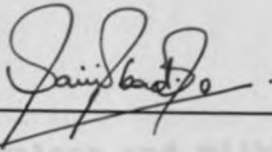
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Requirement for the Degree of Master of Business Administration,  
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This project is my original work and has not been submitted for a degree in any other University.

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This project has been submitted for examination with my approval as the University Supervisor.

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3<sup>rd</sup> August '92

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### SUMMARY

I would like, here, to thank all my many friends (who are sincerely too many to single out) for their support and tolerance when I needed them.

Last, but not least to my fellow MBA students I want to say a BIG thank you for your valuable suggestions and stimulating discussions.

The primary objective of the study reported here was to examine the influence of perceived organizational climate on sales force motivation. To achieve this objective, a descriptive research was conducted with a random sample of one hundred respondents drawn from the pharmaceutical industry in Kenya. The data were collected using a structured questionnaire. Once collected, the data were analyzed by means of multiple regression and correlation techniques with motivational components (that is, valence, instrumentality, and expectancy) as the criterion variables. The findings from these analyses led to the conclusions that:

a. if motivation construct is split into its components, certain components are more strongly influenced by organizational climate variables than others. Specifically, the results from this study have shown that the organizational climate variables in this study had relatively stronger influence on intrinsic instrumentality than intrinsic instrumentality.

b. the influence of organizational climate variables on intrinsic and extrinsic components of salesperson expectancy and valence were more or less the same.

ABSTRACT

The primary objective of the study reported here was to examine the influence of perceived organizational climate on sales force motivation. To achieve this objective, a descriptive research was conducted with a random sample of one hundred respondents drawn from the pharmaceutical industry in Kenya. The data were collected using a structured questionnaire. Once collected, the data were analysed by means of multiple regression and correlation techniques with motivational components (that is, valence, instrumentality, and expectancy) as the criterion variables. The findings from these analyses led to the conclusions that:

a. if motivation construct is split into its components, certain components are more strongly influenced by organizational climate variables than others. Specifically, the results from this study have shown that the organizational climate variables in this study had relatively stronger influence on intrinsic instrumentality than extrinsic instrumentality.

b. the influence of organizational climate variables on intrinsic and extrinsic components of salesperson expectancy and valence were more or less the same.

- c. most of the organizational climate variables, except job importance and task conflict, had significant influence on expectancy component of salesperson motivation.
- d. most of the organizational climate variables in this study had significant influences on salesperson's motivational components, that is, valence, instrumentality, and expectancy.
- e. according to the findings of this study, pharmaceutical sales personnel are motivated by challenging jobs, jobs with variety, jobs with autonomy, jobs with low level of task conflict and role overload, and those tasks which they feel are very important to the survival of their organization. They are also motivated by considerate leadership, the feeling that their organizations are always willing to assist them to achieve their personal goals and ambitions, and the fact that the management is concerned and aware of their individual needs and problems. They are further motivated by extrinsic rewards available in their organizations, and
- f. this study has also shown that work group characteristics have some role to play in salesperson's motivation.

## CHAPTER ONE

### INTRODUCTION

From operational point of view, the job is to get results through the company's sales personnel. The performance of the marketing/sales executive, therefore, depends upon the composite performance of the individuals making up the sales force. Factors that have an effect on the representation with its customers and prospects. The successful firm must not only attract, select, and train the sales personnel who have the aptitude and skills to cope with the demands of the selling job, it must also develop and implement organizational structures and management procedures which support, and more importantly, motivate its sales personnel.

The marketing and sales executives have a major role to play in helping their organizations to develop a strong personal selling representation. In addition, they have the sole responsibility of ensuring the continuity and the improvement of that strong personal selling representation over time.

One of the marketing and sales executive's job would, therefore, be to look for possible strategies and tailor them to ensure the development of a strong personal selling representation and to ensure that such strategies are executed by others.

From operational point of view, the job is to get results through the company's sales personnel. The performance of the marketing/sales executive, therefore, depends upon the composite performance of the individuals making up the salesforce. Factors that have impact on the performance of an individual sales personnel are, therefore, of significant interest to marketing and sales executives.

The question that often arises is: "What causes a particular salesperson to achieve a given level of performance?" Certainly innate ability is part of the answer. No one can achieve more than he or she is capable of achieving. Ability has a lot to do with the skills gained from experience, education, and training. Such skills influence sales personnel performance.

Assuming that the sales person has the requisite skills, abilities and resources needed for satisfactory performance, the next question which arises is: "What causes the salesperson to expend the necessary effort?" The answer here lies on the behavioral construct called Motivation.

The issue of work motivation has over the years been a problem to many business executives. The problem is even more acute today when business organizations face stiff competition from one another. Every organization - profit or nonprofit - just wants to get the best out of its work force so as to increase its productivity at least cost. The

question still being asked today by many managers is: "How can we motivate our employees so as to get the best out of them?"

### 1.1 Definition of Work Motivation

It is no exaggeration to say that there have been almost as many definitions of motivation offered over the years as there have been thinkers who have considered the nature of human behavior. That is to say, there have been quite a variety of definitions of work motivation. The very multiplicity of the views on the nature of motivation and human behavior is reflected in the diversity of chapters found in a recent anthology compiled by Levine [1975]. This anthology and the work of Atkinson [1964], and Cofer and Appley [1964] offer a thorough treatment of the historical and philosophical perspectives which have been offered over the years.

The definition of work motivation offered by Pinder [1984] has been adopted and used throughout this study. He defines work motivation as follows:

**Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior, and to determine its form, direction, intensity, and duration (p.8).**

Within the selling context, motivation then is that drive or force either originating from the salesperson himself or from his organization that compels him to strive to achieve higher productivity above even what is expected of him. So the marketing and sales managers are looking for that force which will make their sales personnel not only to meet their individual sales targets, but also to make each of them to achieve far and above the set sales target.

High productivity in a sales force comes about neither naturally nor accidentally. Some sales personnel are, in fact, self-starters. As such they need little or no external motivation to perform effectively. But they are exceptions. The greatest majority of sales personnel require additional motivational help from management so as to reach and maintain satisfactory performance level [Still et al. 1981].

## 1.2 Nature of the Sales Job

There are a number of characteristics of the sales personnel's role within an organization which make them very important, somewhat unique, and subject to additional motivational help [Berhman and Perreault 1984; Still et al. 1981; Churchill et al. 1974; Albaul and Churchill 1979].

First, is the inherent nature of the sales job. Although sales jobs vary from company to company, they are



alike in certain aspects. To a larger or lesser extent, each sales job involves successions of ups and downs, a series of experiences resulting in feelings of exhilarations and depression. Sales personnel interact with many pleasant and courteous clients as well as unpleasant and rude ones, with whom it is difficult to deal. They are frequently frustrated particularly when aggressive competitors are vying for the same accounts and they meet numerous turn downs [Dubinsky and Lippit 1979, pp.200/6].

Furthermore, sales personnel spend most part of their time away from home, causing them to miss attractive aspects of their families. These conditions cause an individual sales person to become discouraged, sometimes to achieve low performance level, or even seek non - selling positions.

Second, the role of a sales person is at the very basic, a "boundary" one interfacing the firm and its market environments. In this context, the sales personnel deal with role expectations and demands from persons outside their organization - customers - as well as their supervisors and other employees in the organization.

Third, the role of the sales personnel is of central importance in determining the success of the organization's revenue producing efforts. This means that the sales personnel's performance has a direct and immediate

an order. Many sales persons require additional motivation to maintain continuing enthusiasm for their work and to generate renewed interest in it.

### 1.3 Statement of the Problem

Sales force motivation is an increasingly important and demanding task on the part of marketing and sales managers. For instance, many advertisements in the Kenyan media for Marketing and Sales Executive positions incorporate "ability to motivate their sales people"<sup>1</sup>. The question which arises then is : " How can these executives influence the design of their organizations so as to provide a working climate which motivates their sales personnel?"

### 1.4 Objective of the study

The objective of this study was to examine the influence of organizational climate variables on the Kenyan Pharmaceutical sales force. This objective was met by testing a number of conceptual hypotheses with the data collected from a sample of sales personnel in the Pharmaceutical Industry in Kenya.

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1. See Daily Nation, March 6,1991, p.VII; Daily Nation, March 8, 1991, p.23.

## 1.5 Importance of the Study

In the developed countries of the West, particularly in Northern America, a lot has been done to bridge the gap between theory and practice with respect to issues of sales force motivation. In developing countries like Kenya the situation has remained unclear for some time now. The current study is, therefore, justified by the need to provide the Marketing and Sales executives in the Pharmaceutical industry, and indeed in other industries with some material which is relevant to the local work environment.

The findings of this study are particularly useful to Marketing and Sales managers, because they have several important and potentially useful implications for practice.

Secondly, this study is expected to stimulate further academic research in the area of sales force motivation in particular and sales force management in general.

impact on the success or failure of occupants of many positions in the organization, as well as the success or failure of the whole organization. Consequently, everyone in the organization is interested in influencing the behavior of the sales personnel, particularly toward greater productivity.

Fourth, the sales personnel more often than not perform some creative and innovative activities. In most cases they encounter new and unusual demands with no set standard operating procedures for guidance. There is, therefore, the need to motivate them to continue being creative in their selling activities [Kotler 1988].

Lastly, is the tendency toward apathy. Most sales personnel have a tendency to become apathetic. Those who, year after year, cover same territory and virtually same customers, tend to lose interest and enthusiasm. Gradually, their sales calls degenerate into routine order taking [Still et al. 1981; p.407]. Their approach to customers typically become: "Do you need anything today Dave?" They fail to recognize that friendship with customers does not obviate the necessity for creative selling and that most customers do not sell themselves on new products and applications. The customer's response is, as often as not: "Nothing today Joe". Later a competing sales person calls on the same account, uses effective sales techniques, and gets

## 1.6 Research Setting

This survey was done in the Pharmaceutical Industry in Kenya. Considerations were made only to the pharmaceutical manufacturing firms. Wholesale and retail firms were therefore excluded from the study.

Pharmaceutical products fall into three broad categories. First, are the ethical products. These are basically new products which have to be prescribed only by a medical doctor. Since they are new, the details of their effectiveness must first be marketed to the medical doctors before they are marketed to the ordinary consumers. Major marketing efforts are geared toward specialists in the medical profession. The aim is to build the specialists' confidence in the new product and to get their approval and recommendation. The doctors would then recommend the new product to the ordinary consumers. At least in the Kenyan scene, building full doctors' confidence on a new pharmaceutical product takes an average of three to five years. However, this can be less or more depending on the product in question.

- 
2. Personal interviews with Marketing and Sales managers of firms in the current sample.

The second category are the Over the Counter [O.T.C] products. They are also called Consumer Health care Products [C.H.P]. As ethical products gain acceptance in the market, they become common and familiar to the ordinary consumers. They can be purchased even without the doctor's prescriptions. They become O.T.C [C.H.P] products.

In this chapter a review of the literature on the theories of motivation in general is first presented. This then For O.T.C products, marketing activities are directed both to the ordinary consumers and the medical professionals. Their distribution become unrestricted by both the manufacturer and the government authorities. Examples of O.T.C products common in the Kenyan market are Panadol, Dawanol, Malariaquine, Comaquine, Cofta, Breacol, Hedex, Vicks, Sloans Liniment, Salamia Liniment, Andrews Liver Salt, etc.

There are a number of competing theories of motivation. The third category are those products which can not be sold to the ordinary consumer without a qualified medical doctor's prescription. These products are considered very dangerous if taken without a qualified medical doctor's recommendation. Most marketing activities for this category of products are wholly directed toward the medical professionals.

The content theories focus on the question, "What motivates people to act the way they do?" (Mintzer 1964). These include need, incentive, and perceptual theories.

It is important to distinguish between needs,

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

The research project reported here is organized as follows. The material presented so far is the introduction which is Chapter One. This is followed by a literature review in Chapter Two. Chapter Three is the research design and data collection method. Data analyses and findings are presented in Chapter Four. Lastly, Chapter Five contains summary and conclusions, managerial implications of the study, limitations of the study and directions for future research.

In this chapter a review of the literature on the theories of motivation in general is first presented. This is then followed by a review of the literature on specific issues of sales force motivation in particular. Subsequently, conceptual hypotheses which are tested in subsequent chapters are presented.

#### 2.1 THEORIES OF MOTIVATION

There are a number of competing theories of motivation. They are broadly categorized into two: content and process theories. They are summarized in Figure 1. A brief review of these theories follows.

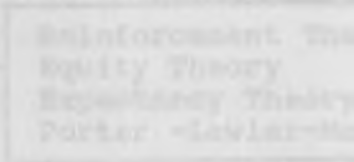
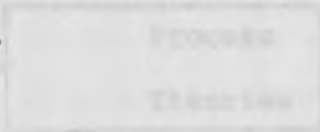
#### 2.2 CONTENT THEORIES OF MOTIVATION

The content theories focus on the question, "What causes people to act the way they do?" [Pinder 1984]. These theories include need, incentive, and perceptual theories.

It is important to distinguish between needs,

## 1.6 Organization of Subsequent Materials

The research project reported here is organized into five chapters. The material presented so far is the introduction which is Chapter One. This is followed by a literature review in Chapter Two. Chapter Three is the research design and data collection method. Data analyses and findings are presented in Chapter Four. Last, Chapter Five contains summary and conclusions, managerial implications of the study, limitations of the study and directions for future research.



Source: Adapted from Chung, H.-Y. (1987), Management: Critical Path  
Techniques, Boston: Allyn and Bacon, p. 719.

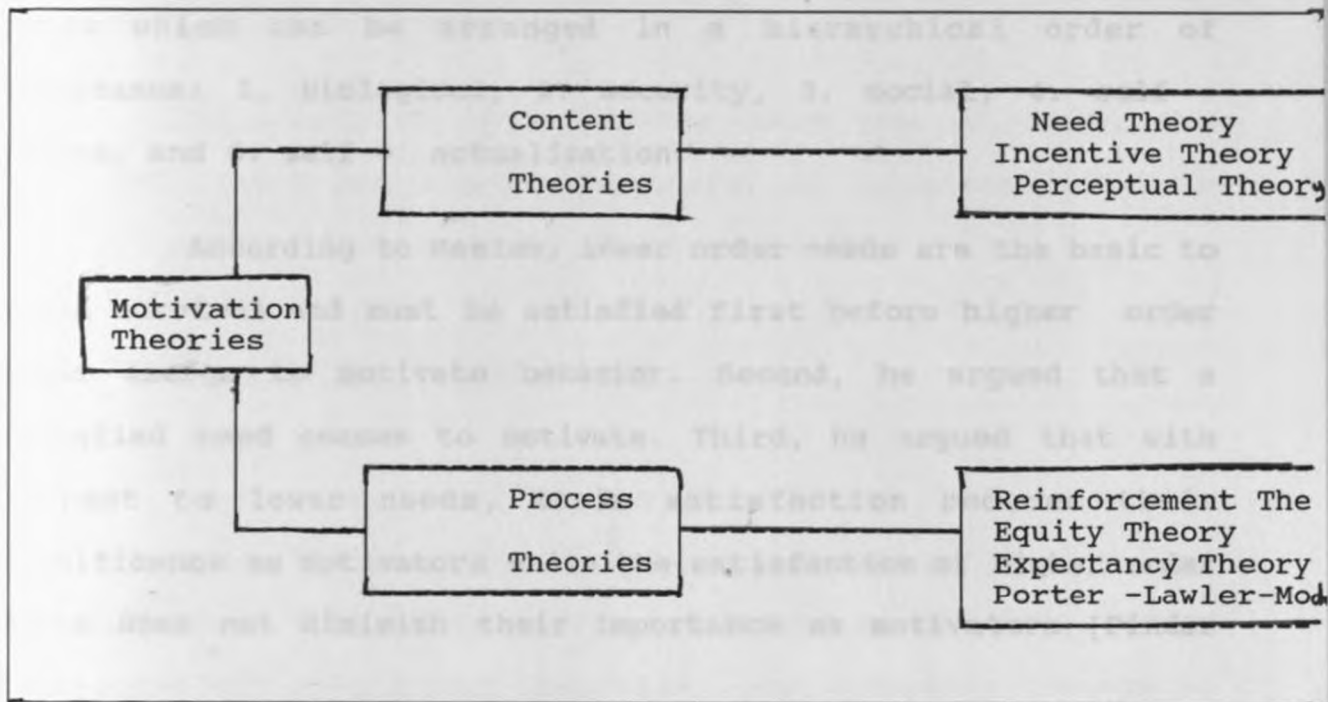
Internal causes of behavior which induce an individual to act. Incentives, on the other hand, are externalized mechanisms that affect the meanings of the needs and incentives (Chung 1987).

The following is a brief discussion of the need, incentive and perceptual theories of motivation.



incentive, and perceptions. Needs are internal causes of behavior that energize, direct, and sustain behavior. Incentives are

Figure 1: Typology of Motivation Theories



Source: Adapted from Chung, H.K. [1987], Management: Critical Success Factors, Newton = Allyn and Bacon, p.330.

external causes of behavior which induce an individual to act. Perceptions, on the other hand, are internalized mechanisms that interpret meanings of the needs and incentives [Chung 1987].

Following is a brief discussion of the need, incentive and perceptual theories of motivation.

### 2.2.1 Maslow's Need Hierarchy Theory

Maslow's theory suggests that human beings have five needs which can be arranged in a hierarchical order of importance: 1. biological, 2. security, 3. social, 4. self-esteem, and 5. self-actualization.

According to Maslow, lower order needs are the basic to human survival and must be satisfied first before higher order needs emerge to motivate behavior. Second, he argued that a satisfied need ceases to motivate. Third, he argued that with respect to lower needs, their satisfaction reduces their significance as motivators while the satisfaction of higher order needs does not diminish their importance as motivators [Pinder 1984].

A major weakness of this theory cited severally in the literature is one which, perhaps, Maslow never anticipated. Maslow's hierarchy is really a classification scheme of needs - not an all encompassing list of human needs.

### 2.2.2 Alderfer's ERG Theory

Alderfer's ERG theory is quite related to Maslow's theory. Alderfer classified human needs into three: Existence (E), Relatedness (R), and Growth (G). The E needs include

biological and security needs that must be satisfied first for human survival. The R needs are those which can be satisfied by interacting with others and include affection, love, and affiliation. The G needs, on the other hand, are associated with personal and professional growth, competence, autonomy, competence, and achievement.

According to this theory once the E needs are satisfied, the R and G needs can emerge as motivators of human behavior either simultaneously or independently.

### 2.2.3 Herzberg's Two Factor Theory

Among the incentive theories is the Herzberg's two factor theory. The incentive theories provide some insights of how management can devise motivational programs that can yield need satisfaction and work motivation simultaneously [Koontz et al. 1988].

Herzberg's two factor theory divides job related factors (incentives) into two classes: motivators and hygiene factors. Motivators are factors causing satisfaction. These factors include the job itself, achievement, recognition, responsibility, and growth opportunities. Herzberg called them satisfiers. They are derived from the job and are capable of satisfying growth needs [Koontz et al. 1988; DuBrin 1978].

Hygiene factors, on the other hand, are supervision, company policies, working conditions, coworkers, job security and

pay. They are extrinsic to the job and are concerned with satisfying existence and related needs. According to Herzberg, when hygiene factors are inadequate, workers express dissatisfaction. But when they are adequate, neither job satisfaction nor work motivation results [DuBrin 1978].

A major criticism of the theory is that it appears to apply only to professionals and not to the general population. Another criticism emanating from empirical studies is that dissatisfiers can be motivational if they are contingent on performance [Chung 1987].

#### **2.2.4 Perceptual Theory**

Perception is the process by which people see themselves and things around them, and attach particular meanings to them [Hellriegel and Slocum 1979, p.143]. People usually behave differently since they perceive similar things or situations differently and attach different meanings to such similar things or situations. This is why people with more - or - less similar needs and wants and are subjected to same organizational climate behave differently.

Three factors have been identified as having relevance in explaining the perceptual theory of motivation. These factors are: (1) self - concept, (2) role perception, and (3) personality [Chung 1987].

Self - concept relates to the way one perceives himself

or herself. It is the frame of reference one uses to perceive objects and situations. The concept of self has two implications for understanding work motivation [Pinder 1984; Hellriegel and Slocum 1979; Koontz et al. 1988; Chung 1987].

First, it influences one's level of aspiration. If an employee perceives himself or herself as competent in his/her job, it has been observed that he/she will set and strive to achieve higher goals, otherwise he/she will set and strive to achieve lower goals.

Second, one's perception of his own competence gradually becomes a sort of self - fulfilling prophecy. It has been observed that he who believes in himself ventures out and tries to conquer his own environment, and gradually gains competence [Chung 1987].

Role perception relates to the manner in which a person defines his or her job. It refers to those activities which a person believes are significant to perform the task at hand. An employee who believes he is expected to perform highly attempts to do his best.

Last, personality is a set of psychological traits a person possesses. One's personality has been observed to affect the way he perceives objects and situations around his environment [Kotler 1988, p.178]. Specifically, personality has been observed to affect one's attitude toward his job, coworkers, employer, company policies and the outlook of life in general [Chung 1987].

## THEORY OF MOTIVATION

Attitudes have been observed to influence motivation in several ways. First, attitudes influence level of aspiration. Second, attitude toward one's job determines the level of job involvement [Johnston et al. 1990, p.334]. Third, one's attitude toward coworkers determines to a larger extent the degree of involvement in group activities.

These three perceptual determinants discussed so far influence every aspect of human behavior and hence motivation. Their influences are examined fully when the process theories of motivation are discussed later in the text.

In summary content theories are concerned primarily with identifying factors which cause behavior: needs, incentives, and perceptions.

The major strength of these theories is that they try to identify causes of behavior of people. But their major limitation is that they fail to explain the process by which people make motivational decisions and how motivated behavior relates to employees satisfaction and job performance. The process theories discussed below address these issues.

## 2.3 PROCESS THEORIES OF MOTIVATION

The process theories attempt to explain and describe how human behavior is energized, directed, sustained and stopped [Pinder 1984]. Following is a review of these theories of motivation in some detail.

### 2.3.1 Equity Theory

According to equity theory, employees evaluate their performance and rewards (outcomes) in comparison with other people in the same job situation (the comparison persons). According to this theory, people are motivated to maintain a sense of equity on their jobs. This is determined by comparing their own outcome - input ratio with those of others in the same job situation [DuBrin 1978].

Input are what people contribute to the organization such as job skills, education, time, effort, and performance. Outcomes, on the other hand, are the things which people receive from their organization and include such things like job security, pay, praise, job challenge, and task performance.

An employee whose outcome - input ratio is equal to those of the comparison persons perceives the reward system as equitable and will feel satisfied. If his ratio is smaller or larger than those of the others, he will experience some level of disequilibrium. He will, therefore, be motivated to adjust his

level of outcomes and/or inputs to correct the sense of inequity or dissatisfaction experienced.

### 2.3.2 Reinforcement Theory

Reinforcement theory is based on the law of effect. This law states that a rewarded behavior will be repeated while an unrewarded behavior will be discontinued [DuBrin 1978]. Reinforcement is the process whereby external stimuli produce and maintain a behavior.

According to the reinforcement theory, if a manager wants to influence the behavior of his subordinates, then he or she must learn to manipulate two behavioral consequences: reward and/or punishment [Pinder 1984]. Good behavior should be rewarded immediately to encourage it. Bad behavior should be discouraged by not rewarding it or perhaps by punishment [DuBrin 1978].

The process by which a person influences the behavior of others is called operant conditioning [Chung 1987]. The behavior that produces a desirable consequence or outcome is called operant behavior. The outcome that follows an operant behavior is called a reinforcer.

Four types of reinforcement strategies have been identified. These are positive reinforcement, negative reinforcement, punishment and extinction [DuBrin 1978]. The first



two strategies are used to promote desirable behaviors, while the latter two are used to discourage undesirable behaviors.

Positive reinforcement, also referred to as behavior modification, involves giving a reward after a desired behavior is performed. Negative reinforcement involves removing an unpleasant consequence or punishment after a desired behavior is performed. It has been observed that when the removal of punishment is made contingent upon a desired behavior, this strategy can increase the frequency of that desired behavior [DuBrin 1978].

Punishment strategy involves presenting an unpleasant consequence after an undesirable behavior is performed. Because of its painful nature, people tend to avoid punishment. Extinction refers to an absence of reinforcement. It occurs when a behavior is followed by a neutral response or when a positive reinforcement is withdrawn. The assumption here is that since the behavior is not rewarded, it will be discouraged [Chung 1987].

### **2.3.3 Expectancy Theory**

Expectancy theory can be traced back to the work of Professor Victor H. Vroom. He wrote a book in 1964 where he postulated what he called the expectancy theory of motivation. The theory explains the process by which people make motivational choices. It shows a system of cognitive variables which reflect individual differences in work motivation. The

theory maintains that people usually have several alternative behaviors from which to select. They choose one based on their expectations about the alternatives. Choice, therefore, is one of the important variables of the model [Obado 1990].

The other three basic components of the model are: expectancy, instrumentality, and valence. According to this theory, people make motivational choices based on how they evaluate (1) the chance of getting the job done (expectancy), (2) the relationship between performance and reward (instrumentality), and (3) the value of reward (valence) [Chung 1987]. Motivation is said to be a multiplicative function of expectancy, instrumentality, and valence. Following is a brief discussion of each of the motivational components.

#### 2.3.3.1 Expectancy

This concept focuses on the relationship between effort and performance. Expectancy is the strength of the belief that a particular behavior will be followed by a particular outcome [Vroom 1964; Pinder 1984]. For example, the salesperson's subjective estimate of the probability that expending a given amount of effort on a particular task (i) will lead to an improved level of performance of some performance dimension (j). When a sales person meets a task, he asks: "If I try, can I accomplish it?" If the answer is affirmative, he or she is likely to be motivated to undertake the task, otherwise he or she will be discouraged.

### 2.3.3.2 Instrumentality

Instrumentality refers to the perceived relationship between performance level and reward. It is basically the relationship between outcomes. Vroom [1964] suggests that instrumentality should be considered as a probability belief linking one outcome (performance level) to other outcomes. It ranges from +1.0 (meaning that attainment of the second level outcome is certain if the first level outcome is achieved), through Zero (meaning that there is no likely relationship between the attainment of first level outcome and the attainment of the second), to -1.0 (meaning that the attainment of the second level outcome is certainly without the first and that it is impossible with it).

Given a task, an employee would ask: "Will I be rewarded if I perform this task well?" If the answer here is affirmative, he will be motivated to increase his level of performance, otherwise he will not be motivated. It has been suggested that instrumentality can be improved by matching rewards in an organization to performance [Vroom 1964; Pinder 1984; Chung 1987].

### 2.3.3.3 Valence

The concept of valence focuses on the relationship between employee needs and rewards. It is actually a measure of individual's feelings about a particular outcome vis - a - vis

his needs [Vroom 1964; Pinder 1984]. Vroom [1964] uses the term valence to refer to the affective or emotional orientations people hold with regard to outcomes. Valence can be positive or negative. An outcome is said to be positively valent for a person if he or she would prefer having to not having it. For example, one would say promotion is positively valent to a sales person who would prefer to be promoted to not being promoted. Likewise, one would say that an outcome which a sales person would prefer to avoid has negative valence for him or her. Fatigue, stress, and layoffs are examples of outcomes that are usually negatively valent among employees.

In summary, according to Vroom [1964], motivation is a monotonically increasing function of the algebraic sum of the products of the valences of all outcomes, and the strength of the person's expectancies that the act will be followed by the attainment of these outcomes (Vroom 1964, p.18). Symbolically then:

$$(1) \quad M = f_i \left[ \sum_{k=1}^n E_{ik} * V_k \right]$$

Where:

M = the motivation to perform an act,

E<sub>ik</sub> = the strength of the expectancy/belief that act i will be followed by outcome k,

V<sub>k</sub> = the valence/importance of outcome k, and

n = the number of outcomes.

#### 2.3.4 Porter - Lawler Integrative Model

The Porter - Lawler model is an integrative motivational model incorporating all the other theories of motivation. This model can be summarized as shown in Figure 2.

The expectancy theory component of the model explains why people are motivated; the performance component explains how abilities and perceptions interact with motivational effort to determine the level of performance, and the equity theory component explains how performance is related to reward and satisfaction.

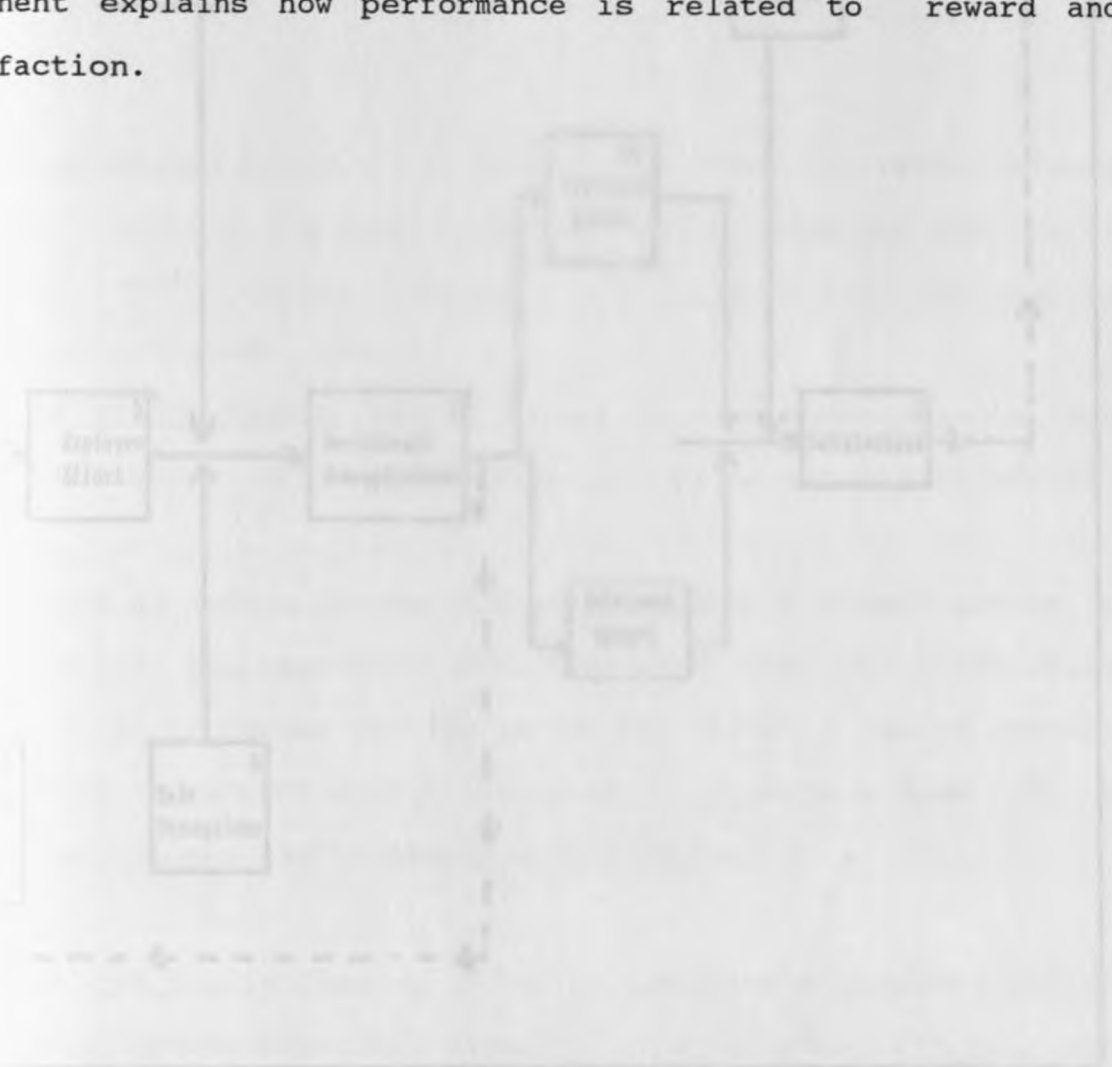
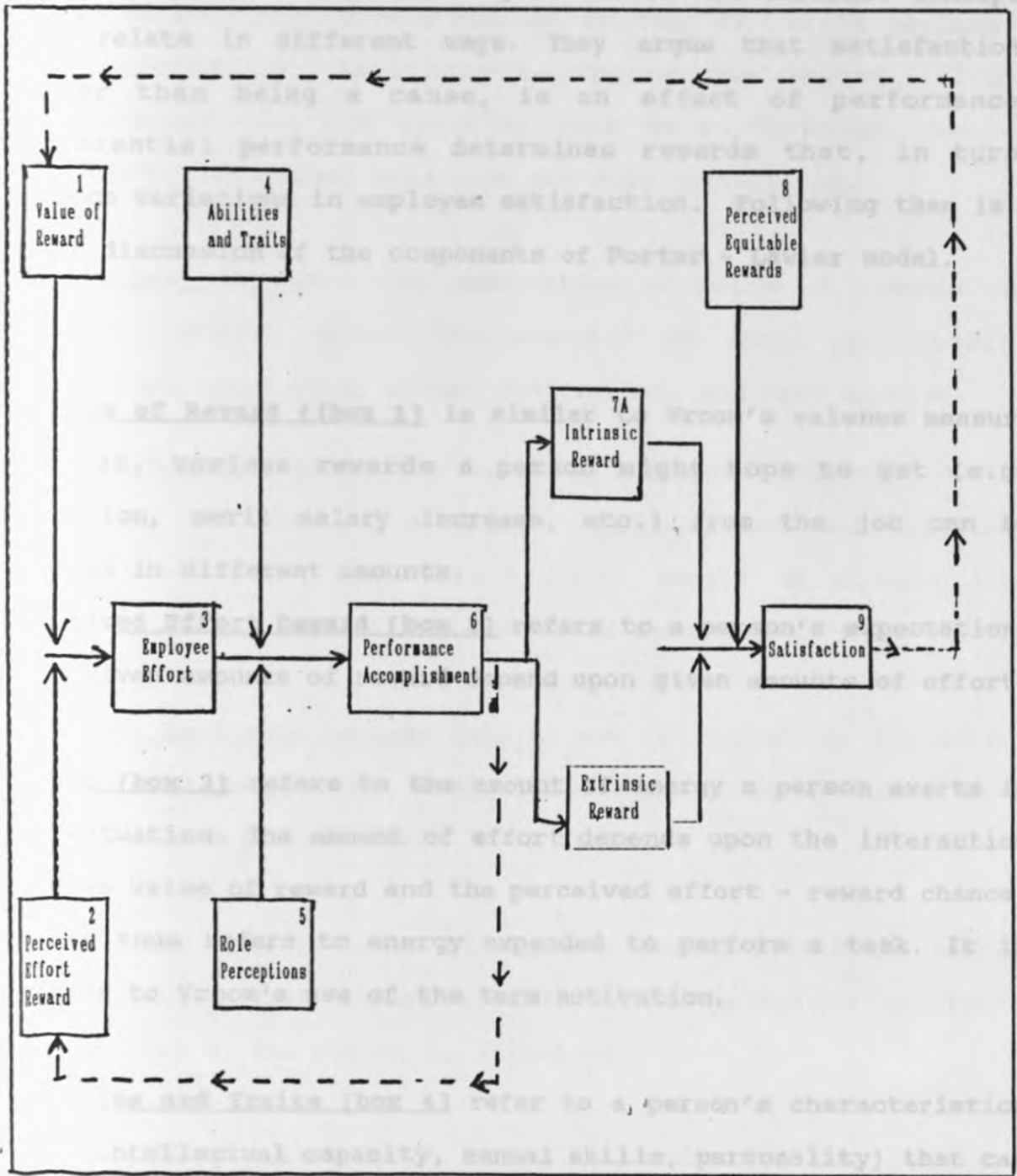


Figure 2: Porter - Lawler Integrated Motivational Model



Source: Porter, L.W., and Lawler, E.E. III (1968), Managerial Attitudes and

Performance, Homewood, Ill.: Richard D. Irwin, Inc., p.165.

A brief discussion of the components of this model will suffice. Porter and Lawler start with a simple assumption that motivation does not equal satisfaction or performance. Motivation, satisfaction, and performance are distinct concepts that relate in different ways. They argue that satisfaction, rather than being a cause, is an effect of performance. Differential performance determines rewards that, in turn, produce variations in employee satisfaction. Following then is a brief discussion of the components of Porter - Lawler model.

**Valence of Reward [box 1]** is similar to Vroom's valence measure.

That is, various rewards a person might hope to get (e.g. promotion, merit salary increase, etc.) from the job can be desired in different amounts.

**Perceived Effort Reward [box 2]** refers to a person's expectations that given amounts of reward depend upon given amounts of effort.

**Effort [box 3]** refers to the amount of energy a person exerts in any situation. The amount of effort depends upon the interaction between value of reward and the perceived effort - reward chance. Effort thus refers to energy expended to perform a task. It is similar to Vroom's use of the term motivation.

**Abilities and Traits [box 4]** refer to a person's characteristics (e.g. intellectual capacity, manual skills, personality) that can affect the ability to perform. They are in some cases independent

...ined by the actual rewards (intrinsic and extrinsic),  
of situation. ... depends on what people feel the organization  
reward them for a given level of performance. Second, the

**Role Perceptions [box 5]** refer to the kind of activities that people believe they should perform if they wanted to perform a job successfully. According to Porter and Lawler, effort (motivation) does not directly lead to performance, but is mediated by individual abilities and role perceptions.

The major limitation of this model relates to its  
**Performance [box 6]** - the combination of value of rewards and perceived effort reward form expectations about performance. Performance comes after effort (motivation) has been exerted.

**Rewards [boxes 7A & 7B]** are desirable outcomes. Initially Porter and Lawler included only a single reward variable. But empirical studies have shown that this category should be divided into intrinsic reward [box 7A] and extrinsic reward [box 7B].

**Perceived Equitable Rewards [box 8]** are the amount of subjective rewards that people feel they should receive as a result of a given level of performance.

**Satisfaction [box 9]** is an attitude, a person's internal state. To the extent that actual rewards exceed perceived equitable rewards [box 8] the person is satisfied.

This model is at least important for two reasons. First, it indicates that employee satisfaction is only partially



determined by the actual rewards (intrinsic and extrinsic). Satisfaction also depends on what people feel the organization should reward them for a given level of performance. Second, the model recognizes that satisfaction is more dependent upon performance than performance is on satisfaction. Only through a feedback loop (to value of reward) will satisfaction affect performance.

The major limitation of this model relates to its complexity, although it is a very realistic motivational model that encompasses other motivational models .

#### **2.4 SALESPERSON MOTIVATION**

Recent studies in sales management assert that sales force motivation should be viewed as a process rather than as an aggregate concept, where several attitudinal components interact to form an individual salesperson's motivation [ Tyagi 1982; Teas 1981; Churchill et al. 1979; Oliver 1979,1974,1973; Walker et al. 1977]. The traditional view was that sales force motivation was an aggregate concept. This led to the "conventional wisdom" which maintained that financial incentives were the key factors in influencing salesperson motivation. This "conventional wisdom" was perhaps influenced by the works of content theorists like McClelland [1975]; Litwin and Stinger [1968].

According to the "conventional wisdom" approach, the issue of motivating people was very simple. Just give and keep giving them more money and then expect the employees to work hard and even harder. The success of this approach to employee motivation has been questioned from both empirical and practical view points.

From the empirical stand point, opponents of this school of thought have questioned the manner in which studies which led to the conventional wisdom were conducted. With respect to sales force motivation, the conclusions were based on what marketing and sales managers thought or perceived would motivate their sales force and not what the sales people did believe motivate them [Churchill et al. 1976; Teas 1981; Tyagi 1982].

From the practical stand point, the wisdom of the traditional approach to employee motivation has been questioned by practicing managers who have tried the approach and found it not working out considerably well across the board. They have found very mixed results among different categories of employees in the same job situation. Some have even mentioned negative results when financial incentives are used alone.

### 2.4.1 The Salesperson Motivation Model

The recent view that sales force motivation be seen as a process (rather than as an aggregate concept) is based on the logic of the expectancy theory which has been discussed in the text.

Many sales force motivation researchers have commonly agreed on the cognitive process in which a salesperson undergoes when he or she encounters a selling task. The consensus again is that a salesperson has several alternative behaviors from which to select. Given a task he will undergo a process which involves an evaluation of three issues. First, the chances of getting the job done well (expectancy), i.e., he will ask: "Can I do this job well?" If the answer is affirmative, then he evaluates the chances of being rewarded for a job well done, i.e., he will ask: "Will I be rewarded if I do this job well?" (instrumentality).

Third, he will evaluate whether the reward to be given is contingent to his current needs (valence).

Because this school is based on the logic of expectancy theory of motivation, it is, therefore, necessary to discuss this theory of motivation and its development over time in some detail.

The original symbolic conceptualization of the expectancy model is as given in equation (1). However, in its

widely discussed version, two levels of outcomes are considered. The first - level outcomes include things like job performance, etc. The second - level outcomes are those expected to result from first - level outcomes, and include things like monetary rewards, promotion, and recognition. The resulting model is expressed symbolically as follows [Tyagi 1982, p.241; Teas 1981, p.215]:

$$(2) \quad M = f[ E * \sum_{k=1}^n ( V_k * I_{jk} ) ]$$

Where:

M = salesperson's motivation,

j = the performance level,

k = the outcome as a result of performance level j,

n = total number of outcomes,

E = the salesperson's subjective estimate that his/her j efforts will lead to performance level j,

I<sub>jk</sub> = the instrumentality of the performance level j required for the second - outcome k, and

V = the valence of the second level outcome k.

A further delineation of the components of the expectancy model involves the distinction between intrinsic and extrinsic outcomes. Accordingly, the valence and instrumentality components of an individual's motivation are further dichotomized

on the basis of an intrinsic versus extrinsic. Intrinsic outcomes are internally induced, that is, the individual rewards himself or herself. They involve such outcomes as feelings of accomplishment, self - competence, and personal growth.

Extrinsic outcomes (rewards) are part of the job situation and are given by others. They are externally mediated and include things like promotion, financial incentives, compensation packages, etc. [Pinder 1984].

The resulting model incorporating intrinsic and extrinsic outcomes is as follows [Tyagi 1982, p.242].

$$(3) \quad M = f [ E * \{ ( \sum_{k=1}^{ni} V_{ki} * I_{jki} ) + ( \sum_{k=1}^{ne} V_{ke} * I_{jke} ) \} ]$$

All the symbols in equation 3 are the same as in equation 2 except that subscripts "i" and "e" signify the variables corresponding to intrinsic and extrinsic outcomes respectively.

A further justification for the expectancy theory as a more meaningful motivational model with respect to sales personnel, is based on the conclusions of Campbell and his associates. According to Campbell et al. [1970], among the theories of motivation discussed so far, many researchers in industrial psychology and other disciplines have regarded

expectancy theory as particularly meaningful. They argue that it is meaningful in the sense that it is able to explain the cognitive processes by which behavior is initiated, how it is directed, how it is sustained, and how it is stopped. In addition, the theory explains the cognitive process by which people make motivational choices in a much simpler way than would the more complex Porter - Lawler integrative motivational model [Tyagi 1982, p.241; Teas 1981, p.209].

Many researchers have pointed out that the other theories, particularly the content theories, simply identify the variables which influence behavior but not the processes by which they do it [Tyagi 1982; Oliver 1973,1974]. Because of this, expectancy theory of motivation is regarded as more appealing because of its pragmatic usefulness in predicting work motivation both in selling and non selling situations.

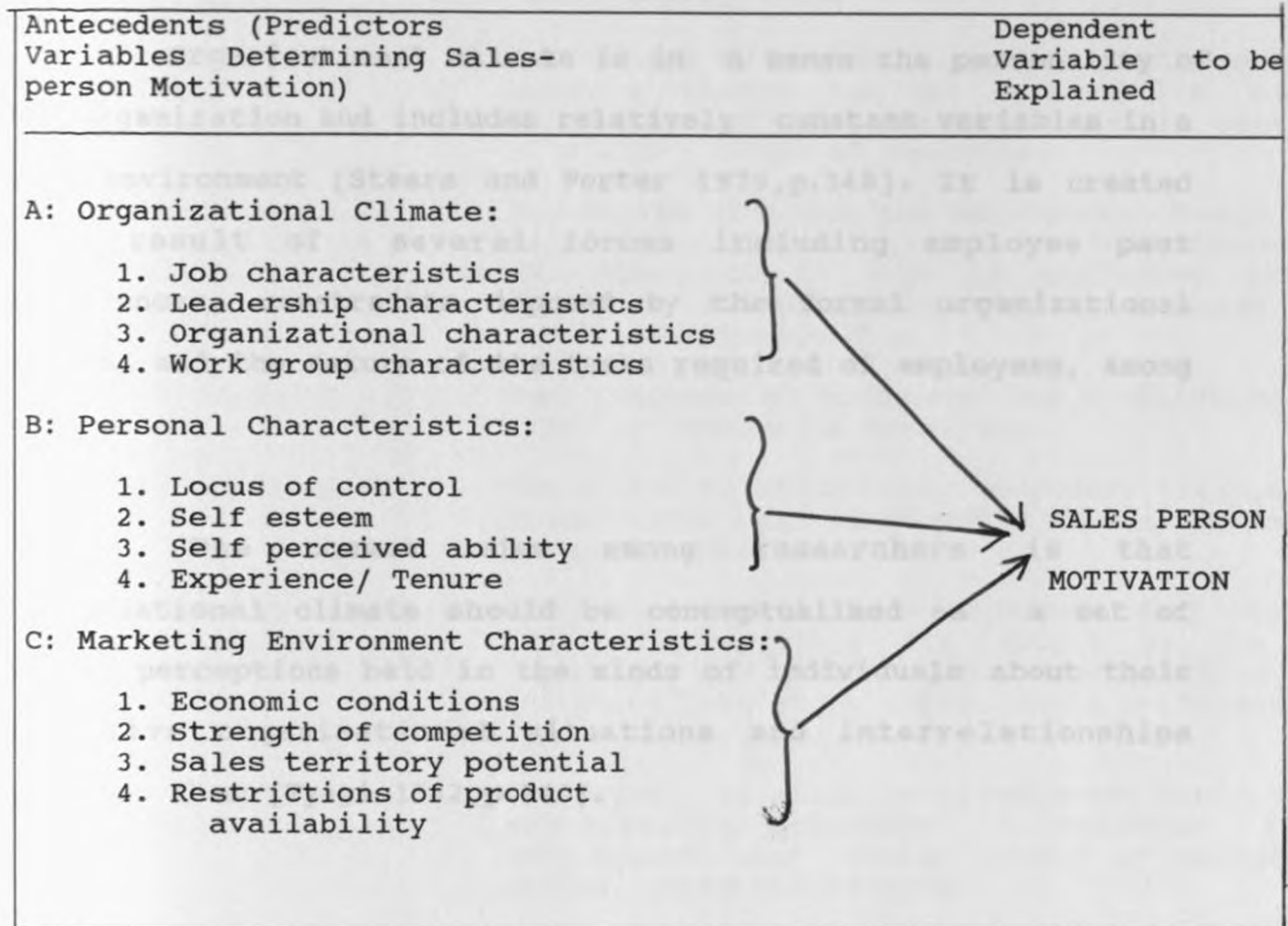
The current study has used expectancy model of motivation to examine the influence of organizational climate on salesperson motivation. Porter - Lawler integrative motivational model was not used simply because of its complexity. As far as the current researcher knows, no empirical studies, especially on sales force motivation, have used the Porter - Lawler model.

In the literature of marketing, sales management, organizational psychology and other related disciplines, sales person motivation to expend effort on his job is usually viewed as a function of one or more predictor variables which are often referred to as antecedents of salesperson's motivation. The three sets of antecedents so far identified in the literature are shown in Figure 1. There is need to discuss them in some detail in the following section.

## 2.5 Salesperson Motivational Antecedents

Three sets of sales force motivational antecedents have been identified in the literature as shown in Figure 1. This means that a sales person's motivation is influenced by his perceived organizational climate, his perceived marketing environment and his own personal traits. The current study recognizes the other two sets of motivational antecedents but because of time limitation, the researcher has only examined the influence of perceived organizational climate on the Kenya's Pharmaceutical sales force motivation.

Figure 3: A Paradigm of Antecedents of Salesperson Motivation



Source: Obado, O.P. [1991], "Sales Force Motivation: A Literature Review Unpublished Independent Paper, Department of Business Administration Faculty of Commerce, University of Nairobi, [January], p.25.



2.6 Organizational Climate

Organizational climate is in a sense the personality of the organization and includes relatively constant variables in a work environment [Steers and Porter 1979,p.348]. It is created as a result of several forces including employee past experiences, constraints imposed by the formal organizational system, and the nature of the tasks required of employees, among others.

The common view among researchers is that organizational climate should be conceptualized as a set of global perceptions held in the minds of individuals about their objective organizational situations and interrelationships between them [Tyagi 1982,p.240].

Schneider and Bartlett [1968] have suggested that what is psychologically important to the individual must be how he perceives his work environment, not how others might choose to describe it. Therefore, a definition of organizational climate provided by Tyagi [1982] is much more appropriate for the current study. He defines organizational climate as follows:

Table 1: A Summary of Organizational Climate Variables Under Study

VARIABLE	DESCRIPTION
1. Job importance	The extent to which the salesperson feels the job makes meaningful contribution to the organization.
2. Job challenge and variety	The extent to which a job gives the salesperson a chance to use his skills and abilities, and calls for individual to engage in a wide range of behaviors.
3. Job Autonomy	The degree to which the salesperson feels job provides substantial freedom, independence and discretion to him in scheduling the work and in determining the procedures use in carrying it out.
4. Task conflict	The presence of pressures for conflicting mutually exclusive behaviors.
5. Role overload	The extent to which time, manpower, training or resources are inadequate to complete assigned tasks.
6. Leadership consideration	The degree to which salespersons feel the ideas and opinions are sought by the supervisor and taken into consideration designing jobs which affect their performance.
7. Organizational identification	The degree to which a salesperson feels to organization provides a vehicle for development and accomplishment of person skills, goals and rewards.
8. Participation	The degree to which a salesperson is able to influence organizational decision making about the job.
9. Management concern and awareness	The extent to which management attempts to assess and respond to its sales force's needs and problems.
10. Group emotional support	The degree to which the salesperson feels his fellow sales people provide him with emotion support that is necessary for satisfactory performance in the selling job.
11. Group cohesiveness	The degree to which the salesperson perceive sales group members as sharing strong mutual attraction toward one another.

## 2.7 RELATIONSHIPS BETWEEN ORGANIZATIONAL CLIMATE VARIABLES AND MOTIVATION

This section reviews the relationships between organizational climate antecedents and motivational components.

Empirical studies trying to clarify organizational climate - instrumentality and organizational climate - expectancy relationships are many. Most of them have attempted to pinpoint precise directions of how specific organizational climate variables impact employee's expectancy and instrumentality components of individual's motivation. For example, leadership studies have shown that leadership consideration increases intrinsic and extrinsic instrumentalities in several job situations [Tyagi 1982; Teas 1981; Sims et al. 1976; Evans 1971].

Organizational characteristic studies have also shown that management initiation of structure is positively related to employees' instrumentality and expectancy estimates, while management concern and awareness are positively related to instrumentality beliefs and intrinsic motivation [Tyagi 1982; Teas 1981; Litwin and Stinger 1968; Steers and Rhodes 1979].

Similarly, job characteristic related studies have shown that perceived job dimensions: job challenge and variety, and job importance - have positive influences on employee's expectancy, instrumentality, and intrinsic motivation dichotomy [Tyagi 1982; Teas 1981; Hackman and Lawler 1971; Porter and Lawler

1968].

However, very little is known, both empirically and theoretically about the linkage between organizational climate variables and valences of outcomes. While some researchers are completely silent on the possible relationships [Teas 1981], others have only suggested from a theoretical standpoint, possible relationships between valence and organizational climate variables such as job characteristics [Mitchel 1974], and leadership behavior [House 1971].

House [1971] has, for example, suggested that when the subordinates perceive their supervisor as being sensitive to their needs, desires and problems, they will place high value on his judgement. They will ultimately perceive outcomes initiated by the supervisor as highly desirable.

Many researchers have avoided proposing any relationships. Only Tyagi [1982], in an attempt to assess the magnitude of empirical linkages between organizational climate and valence, has come up with promising results which may form a theoretical basis for the linkages. He examined the analysis results of his study on a post hoc basis and found that two variables - organizational identification and management concern and awareness for sales persons' needs and problems - do affect the valence they attach to internally induced (intrinsic) outcomes associated with the job situation. These findings have formed the basis for the hypotheses about organizational climate

- valence linkages which have been tested in the current study.

### Relationship Between Job Challenges and Variety, and

Following then is a discussion of relationships between organizational climate variables and salesperson motivational components.

#### 2.7.1 Relationship Between Job Importance and Motivation

If an employee feels that the results of his work may have significant effects on the well-being of other people or the organization as a whole, his perception of meaningfulness of the work will be facilitated [Tyagi 1982; Teas 1981; Staw 1977; Hackman and Lawler 1971]. For instance, people who work inside a country's radar station and are assigned the task of guarding against incoming enemy war planes and missiles are much more likely to perceive their work as more meaningful than workers who guard the entrance to the same station - even though the skills involved may be somewhat comparable. Within the selling environment, if a salesperson feels that getting certain key customers will assist his company in defeating competition, he will be motivated to expend more effort toward that direction.

## 2.7.2 Relationship Between Job Challenge and Variety, and

### Motivation

People who engage in activities that challenge or stretch their skills, imaginations and abilities often almost invariably consider such tasks as meaningful and motivating. In a selling context, if a job draws on several skills of a sales person, he may find the job to be of very high personal meaning even though it is not of great significance in any absolute sense [Tyagi 1982]. Should a sales job provide challenge and variety, it is likely to facilitate the salesperson's belief that successful performance will result in the attainment of intrinsic outcomes such as respect from coworkers, feeling of accomplishment, etc. This is because these outcomes are invariably inherent in the accomplishment of challenging tasks [Tyagi 1982; Teas 1981; Hackman and Lawler 1971]. Such beliefs will, as a matter of fact, induce the salesperson to expend more effort to accomplish challenging tasks.

## 2.7.3 Relationship Between Job Autonomy and Motivation

People who are in positions or jobs which provide substantial freedom, independence and discretion in scheduling the work and in determining the specific procedures to be used in

executing them believe that job performance is intrinsically rewarding and may feel good performance in the assigned tasks will lead to direct reward from the organization [Teas 1981]. In a sales situation, if the sales job provides the salesperson with substantial autonomy, then he will perceive good job performance as intrinsically rewarding and that good performance will lead to direct reward from the company.

#### 2.7.4 Relationship Between Task conflict and Motivation

Task or role conflict arises when an employee believes that the task demands of two or more of his task partners are incompatible and are mutually exclusive, i.e., he can not possibly satisfy them simultaneously [Walker et al. 1977]. In a sales context, a salesperson may meet conflicting situations or mutually exclusive expectations. Two examples will explain this point. First, a salesperson may be working under the supervision of several people such as the marketing manager, the sales manager, the customer service manager, the training manager, and the account manager. Each may demand different sets of behaviors from the same salesperson. The second example is a case where a key customer demands delivery schedules or credit terms that the salesperson invariably believes will be unacceptable to his supervisors.

Under such conflicting demands the salesperson's expectancy and instrumentalities relating to the job performance and the outcomes are likely to be lowered [Berhman and Perreault 1984; Walker et al. 1977; James et al. 1977]. This is because the salesperson will feel less certain that his/her performance will satisfy the expectations of all parties involved. And in the case where he is under several supervisors, he will be skeptical about being able to obtain various extrinsic job rewards mediated by these executives.

The above arguments have been supported theoretically by authors who focus on stress and conflict management [ DuBrin 1978, p.352]. Inconsistent role expectations cause individuals to experience " role - based - tension" which leads to dissatisfaction and low levels of individual motivation.

#### 2.7.5 Relationship Between Role Overload and Motivation

Role overload occurs when a person is required to perform at higher than normally expected but he is not provided with adequate resources, skills, and time. An employee is unlikely to feel that his efforts will lead to good performance if time, manpower, and training to complete assigned tasks and responsibilities are insufficient [Tyagi 1982; walker et al.



1977; James et al. 1977]. If an employee has inadequate resources, time and skills, then it is expected in normal circumstances that his performance will be low.

Tyagi [1982] has argued that the stress due to an overload situation is likely to lower an employee's intrinsic instrumentality, because in such a (stressful) climate he will not feel his performance as leading to such intrinsic outcomes as interesting work would.

#### 2.7.6 Relationship Between Leadership Consideration, Employee Participation, and Motivation

A considerate leader or supervisor seeks and takes into account employees' ideas and opinions in designing jobs which affect their performance. He will, therefore, seek employee participation in designing policies and strategies which shape employees' task performance. Leadership consideration and employee participation can affect subordinates' expectancies and instrumentalities [Tyagi 1982; Teas 1981; House 1971].

Participation in decision making is likely to increase the clarity of reward contingencies. In a selling situation, sales personnel's participation in decision making provides them with opportunities to clearly understand how to receive various rewards. This will increase their expectancies. Participation in

decision making has a further potential of increasing the control a salesperson has over what happens in his selling job. This, in turn, affects his beliefs that good performance leads to the desired results [Tyagi 1982; Teas 1981].

A number of empirical studies have shown that considerate supervisors, by allowing subordinates to participate in decision making, were successful in enhancing subordinates' instrumentalities, expectancies and motivation [ Tyagi 1982; Teas 1981; Churchill 1976; James et al. 1977]. With respect to the valence component, an empirical study by Tyagi [1982] has shown that leadership consideration has significant positive relationship with extrinsic valence. He has suggested that , perhaps, a participative leadership style can increase the attractiveness of intrinsic rewards by letting salespersons select rewards they value most.

#### 2.7.7 Relationship Between Organizational Identification and Motivation

Employees' identification with their organizations has been shown to have positive influence on their expectancies and instrumentalities [Tyagi 1982]. Should a salesperson feel that the organization is providing him with the means for developing his personal skills and person goals, he will take personal

interests in carrying out the assigned tasks. Such feelings of organizational identification become influential in enhancing instrumentalities that relate to intrinsic outcomes such as personal growth and belongingness. If a salesperson identifies himself with the organization, he will feel part and parcel of it and would wish to share the successes and failures of the organization's programs [Tyagi 1982; James et al. 1977].

#### 2.7.8 Relationship Between Management Concern and Awareness, and Motivation

The degree to which managers attempt to assess and to respond to sales personnel's needs and problems has been proposed to influence the salesperson's instrumentality and expectancy components. Managers can enhance expectancy beliefs by supporting sales personnel's efforts through training programs, sales expenses and other resources needed by these people. If sales persons perceive their organization as willing to help them in every possible way to carry out their assigned tasks, this enhances their belief that their efforts will lead to good performance [Tyagi 1982].

Management concern and awareness have been suggested to have significant positive impacts on both intrinsic and extrinsic instrumentalities [House 1971]. This is said to be so

because in a climate where there is a feeling of management concern and awareness, employees feel optimistic about obtaining rewards from extraordinary performance [Tyagi 1982].

Tyagi [1982] has also shown from his empirical studies that management concern and awareness have significant positive influence on sales person's valence of intrinsic rewards.

Relationships Between Work Group Emotional Support for Its Members and Motivation

2.8 RELATIONSHIPS BETWEEN WORK GROUP CHARACTERISTICS AND MOTIVATION

Work groups usually provide emotional support to their members. Support in this nature can take the form of verbal encouragement for ideas expressed, listening to group members' problems or even providing "technical" assistance to perform the task. When a sales work group is supportive, the group members are more likely to help each other and to be more motivated.

Work group characteristics have been hypothesized in the sales force motivation literature as having no influence on salesperson's motivation. Tyagi [1982] has maintained that sales personnel, especially insurance sales representatives, do not work in groups and as such they have relatively high operational independence from each other. Still, Cundiff and Govoni [1981] have stated that the salesperson, working alone for most part, finds it difficult to develop and maintain a feeling of group identity with other company sales people. They go on to assert that the team spirit, if present at all, tends to be weak [p.408].

In a supportive group, the group members' motives and performance are likely to be higher than those of the organization as a whole. The motivation to be creative is high when a group prizes creativity. These assertions may be correct. However, as far as the current researcher knows, the assertions have not been empirically studied. The current study has considered the

following work group dimensions: work group emotional support, work group cohesiveness, and group cooperation versus competition. Following is a brief discussion of the relationships between these work group dimensions and motivation.

#### Relationship Between Group Cohesiveness and Motivation

##### 2.8.1 Relationship Between Work Group Emotional Support for its Members and Motivation

Work groups usually provide emotional support to their members. Support in this nature can take the form of verbal encouragement for ideas expressed, listening to group members' problems or even providing "technical" assistance to perform the assigned tasks. When a sales work group is supportive, the group is eager to help each member to develop to his full potential [DuBrin 1978; p.209]. The supportive atmosphere of an effective group, whether formal or informal, stimulates creativity. The group attaches high value to new creative approaches and solutions to its problems and to those of the organization of which it is part. The motivation to be creative is high when one's work group prizes creativity.

In a supportive group, the group members' motives and perceptions of the rewards that are offered by the organization will affect the way in which each member will perceive such rewards/outcomes. Furthermore, if creativity is valued by an

effective work group and is perceived as positively related to good performance in the assigned tasks, then these will influence expectancy estimates of individual group members.

## Motivation

### 2.8.2 Relationship Between Group Cohesiveness and Motivation

A cohesive work group shares strong mutual attraction among the members. When cohesiveness is high this allows for high member satisfaction. It further contributes to increased productivity but only to the extent that group goals are aligned with those of management. Cohesive work groups are high in productivity when members have high confidence in management [DuBrin 1978; p.209]. Members of a cohesive group tend to accept group goals whether they reflect high or low productivity. In a selling context, if members of a cohesive sales team accept group goals reflecting high productivity, then management if keen at group activities, it will invariably notice and be aware of this. In a selling situation if the the sales group members feel that the management is aware of and concerned about group devotion toward high productivity, this will influence: (1) their perceived chances of getting the job done well, that is, their expectancies, (2) their feeling of being satisfactorily rewarded for a job well done, that is their instrumentalities, and (3) the valence of rewards mediated by the top managers.

### 2.8.3 Relationship Between Group Cooperation, Competition, and Motivation

The reward structure given to a work group is instrumental in determining whether members become cooperative or competitive [DuBrin 1978]. When reward is based on individual output, group members will inevitably tend to compete among themselves either openly or in a hidden manner. If group rewards are given, cooperation normally results among group members. In a selling context, the degree to which the salesperson perceives reward structure as based on individual output influences his valences of outcomes, their chances of getting the job done well through personal initiatives (expectancy), and his feeling of being rewarded for doing the job well (instrumentality).

### 2.9 CONCEPTUAL HYPOTHESES

On the basis of the materials presented in chapter one and the literature reviewed so far in this chapter, it is now possible to state the conceptual hypotheses which will be tested in the subsequent chapters. These hypotheses are:

- H: The greater the salesperson perceives his job as  
1 important:
- a. the higher will be his intrinsic instrumentality, and
  - b. the higher will be his intrinsic motivation.
- H : The greater the perceived job challenge and variety  
2 by the salesperson:
- a. the higher will be his intrinsic instrumentality,
  - b. the higher will be his expectancy estimates, and
  - c. the higher will be his intrinsic motivation.
- H : The greater the salesperson perceives the sales job  
3 as highly autonomous:
- a. the higher will be his instrumentality,
  - b. the higher will be his expectancy estimates, and
  - c. the higher will be his intrinsic and extrinsic motivation.
- H : The greater the salesperson's perceived task/role  
4 conflict:
- a. the lower will be his intrinsic and extrinsic instrumentality,
  - b. the lower will be his expectancy, and
  - c. the lower will be his intrinsic and extrinsic motivation.
- H : The greater the role overload perceived by a salesperson:  
5
- a. the lower will be his expectancy,
  - b. the lower will be his intrinsic and extrinsic instrumentality, and
  - c. the lower will be his intrinsic and extrinsic motivation.
- H : The greater the salesperson's perception about leader-  
6 ship consideration and employee participation:
- a. the higher will be his expectancy,
  - b. the higher will be his intrinsic and extrinsic instrumentalities,



- c. the higher will be his valence, and
- d. the higher will be his intrinsic and extrinsic motivation.

H : The greater the salesperson identifies himself with  
7 the organization:

- a. the higher will be intrinsic and extrinsic instrumentality,
- b. the higher will be his intrinsic motivation.

H : The greater the management concern and awareness of  
8 salesperson's needs and problems:

- a. the higher will be his expectancy,
- b. the higher will be his intrinsic valence,
- c. the higher will be his intrinsic and extrinsic instrumentalities, and
- d. the higher will be his intrinsic and extrinsic motivation.

H : The greater the salesperson's perception of sales team's  
9 supportiveness in the selling job:

- a. the higher will be his expectancy,
- b. the higher will be his valence, and
- c. the higher will be his motivation.

H : The greater the salesperson's perception of sales group  
10 (formal or informal) cohesiveness and the greater his perceptions of group goals leaning toward high productivity:

- a. the higher will be his expectancy,
- b. the higher will be valence of rewards,
- c. the higher will be his instrumentality estimates, and
- d. the higher will be his motivation.

H: Salespersons who perceive organization reward structure  
11 as being contingent upon an individual output will:

- a. have higher expectancies,
- b. have higher valences on outcomes/rewards,
- c. have higher instrumentality estimates, and
- d. have higher motivation.

## CHAPTER THREE

### RESEARCH DESIGN

A descriptive research design was used in the current study. The study was set to examine the influence of organizational climate on sales person motivation.

#### 3.1 The Population

The population of the current study consisted of sales personnel from a sample of Pharmaceutical firms in Kenya. By the time this study was conducted there were a total of 41 Pharmaceutical manufacturing firms in Kenya. A list of these firms was obtained from the Pharmaceutical Society of Kenya Head office in Nairobi.

#### 3.2 Sample Selection Procedure

A sample size of 100 salespersons was selected using a multistage sampling procedure. First, a random sample of 20 Pharmaceutical firms was selected from a list of Pharmaceutical firms using simple random sampling procedure. Two of the sampled firms did not finally participate in the study. The first one was under receivership by the time this study was being conducted.

The second firm did not participate because its management could not allow the researcher to interview its sales force. The management of this organization had first agreed to allow their sales force to be interviewed but changed its mind by bringing two additional conditions which were unacceptable to the researcher. First, it wanted distribution and collection of the completed questionnaires to be done by the marketing and sales managers. This meant getting access to the confidential information given by their sales people. Second, the management wanted the researcher to kind of exchange certain information about its close competitors which were in the sample with the firm's participation in the study.

A proportionate stratified sampling procedure was used to select the respondents from the remaining eighteen firms. The basis for stratification was the size of the sales force.

### 3.3 Data Collection Method

The pertinent data for this study were collected using a structured questionnaire. This questionnaire was developed from a review of the available literature. It was pretested using sales people from one of the Pharmaceutical firms. The original version of the questionnaire was also discussed with a number of Marketing, Sales and Personnel managers of some of the Pharmaceutical firms. Modifications were made on the basis of these discussions and pretest results. The modified version was

used to collect the data [See Appendix I].

Most firms in the sample had their sales force scattered throughout the country. So the questionnaire was administered during the sales meetings/conferences of the firms in the sample. The questionnaires were given by the researcher personally to the sales people before the start of the meetings and were collected by the same at the end of the meetings. In all cases the researcher was invited to and actually did attend these meetings. This provided opportunities for the researcher to clarify certain things which were sometimes not clear to the respondents. There were few cases when the respondents were allowed to complete the questionnaires at their homes and bring them to the researcher the following day.

The questionnaire used in this study was divided into five sections. Section A was designed to capture information relating to the perceived organizational climate. Sections B, C, and D captured information relating to expectancy model components, that is, valence, expectancy and instrumentality respectively. Section E collected the respondents' background information. Lastly, section F was meant to capture information on respondent's valence of rewards so as to supplement section B.

### 3.4 OPERATIONALIZATION OF THE PREDICTOR VARIABLES

#### 3.4.1 Organizational Climate

The relationship between organizational climate and motivational components is characterized as a perceptive - cognitive process in which employees form cognitive maps which reflect how organizational climate affects their selling job performance.

The organizational climate variables relevant for this study are listed and defined in Table 1. A majority of them are perception and attitudinal oriented variables. They have been measured using Likert - type scales. The current study used scales developed by Jones et al. [1977]. These scales have been used by previous researchers to measure perceived organizational climate in selling and nonselling situations [Tyagi 1982; Teas 1981; James et al. 1977].

Tyagi [1982] tested the reliability of the scales by calculating Cronbach alpha coefficients and found reliability estimates ranging from 0.70 to 0.87. James et al. [1977] have also shown that the organizational climate variables developed by Jones et al. [1977] demonstrate internal consistency (coefficients ranging from .61 to .81) and high predictive validity.

### 3.5 OPERATIONALIZATION OF THE CRITERION VARIABLES

Expectancy model consists of three components: Valence, Instrumentality, and Expectancy. To measure these components, a list of salient job outcomes relevant to sales force in the Pharmaceutical industry was identified. These outcomes were obtained by preliminary interviews with the following parties: Marketing and Sales managers, training and personnel managers, and senior sales people in the Pharmaceutical industry.

#### 3.5.1 Valence

Valence is defined as the salesperson's perceived importance of an outcome. Researchers have measured valence using Likert - type scales. However, disagreements exist in the literature regarding the actual operationalization of the construct. Some researchers have used "important - unimportant" scales [Wanous 1972], while some have used "attractive - unattractive" scales [James et al. 1977, Oliver 1973, 1974]. Others have used "desirable - undesirable" scales [Tyagi 1982].

Vroom's [1964] definition of valence construct may help clear this misunderstanding in the literature. He defines valence as "affective orientations toward particular outcomes. He goes on to say "In our society, an outcome is valent when the person prefers attaining it (that is, indicating desirability) to not

attaining it (that is, indicating undesirability) [pp.14 - 19]. The current researcher feels that researchers who have used "desirable - undesirable" scales are far much closer to Vroom's conceptualization of valence than those who have used other scales.

On this basis the current study used "desirable - undesirable" scales. As a matter of fact, there are also many researchers who are in agreement with the appropriateness of these scales [Tyagi 1982; Staw 1977; Lawler 1973].

Valence was, therefore, measured using a five point Likert -type scale ranging from "Very Desirable to Very Undesirable".

### 3.5.2 Expectancy

Expectancy is defined as the strength of the belief that an act, "i", will be followed by an outcome "k". It is treated in the literature as a one - dimensional construct. That is, it is a probability with values ranging from 0 to 1.

One or more than one item may be used to measure expectancy. When more than one item is used, the items have to be correlated. Correlation coefficient statistic has, therefore, to be computed. If they correlate highly, the standardized scores for the items are combined and their sum constitutes the expectancy measure. Most researchers have used 10 chances format

to measure expectancy.

In this study 10 chances format was used to ask respondents to indicate the probability for the following two items:

- a. If you worked hard it will lead to  
-----> High Productivity  
in your selling job
  
- b. If you worked hard it will lead to  
-----> Good Performance  
in your selling job

### 3.5.3 Instrumentality

Instrumentality variable is defined as the relationship between outcomes. Vroom [1964] suggests that instrumentality should be considered as a probability belief linking one outcome (e.g., performance level) to other outcomes. The items of instrumentality were phrased in terms of subjective probabilities. The respondents were asked to estimate the chances in 10 that " a good job performance" would lead to attainment of each of the salient outcomes which were already identified.



### 3.6 Validity of the Scales Used

Predictive validity and face validity of the scales used seem to be fairly satisfactory. This is because of two reasons. First, all the organizational climate variables (except work group variables) in the study have been discussed, tested for reliability, and have shown to have predicted expected results in some of the previous empirical studies found in the literature [Johnston et al. 1990; Tyagi 1982; Teas 1981; James 1977; Jones et al. 1977].

Second, the design of the criterion variables, that is, valence, instrumentality, and expectancy, has strictly followed the designs available in the literature, which have been predominantly used by many researchers [Tyagi 1982; Teas 1981; Lawler 1973; Vroom 1964].

The data were collected were analysed using one and multiple regression techniques. The results are in two major sections. The first section discusses the test of multicollinearity among the predictor (independent) variables. The second section is mainly testing the conceptual hypotheses.

CHAPTER FOUR  
DATA ANALYSES AND FINDINGS

4.0 Introduction

In chapter three the research design which was used to collect the relevant data was presented. The chapter presented discussions on the population, sample selection procedure, data collection method, operationalization of the predictor and criterion variables, and validity of the scales used.

This chapter uses the data which were collected on the basis of the research design presented in the previous chapter to test the conceptual hypotheses presented at the end of chapter two.

The data once collected were analysed using correlation and multiple regression techniques. The results are presented in two major sections. The first section discusses the extent of multicollinearity among the predictor (organizational climate) variables. The second section is mainly devoted to testing the conceptual hypotheses.

Table 2: Pairwise Correlation Matrix For Predictor Variables

VARIABLES	JCA	JA	TC	LC	JI	RO	MCA	OI	GES	GC	GCC
Job challenge and variety (JCA)	1.0000										
Job autonomy (JA)	.1165	1.0000									
Task conflict (TC)	.2754	.1452	1.0000								
Leadership consideration (LC)	.2347	.2371	.1962	1.0000							
Job importance (JI)	.1764	.2379	.1119	.1273	1.0000						
Role overload (RO)	.3492	.4231	.1258	.0786	.0941	1.0000					
Management concern and awareness (MCA)	.4518	.4319	.1634	.0942	.0125	.1372	1.0000				
Organizational identification (OI)	.3410	.1268	.1563	.4215	.1807	.0573	.1742	1.0000			
Group emotional support (GES)	.2745	.3812	.1763	.1820	.1632	.1893	.2643	.0883	1.000		
Group cohesiveness (GC)	.2644	.3218	.1872	.1674	.1543	.1668	.1243	.1023	.1043	1.0000	
Group cooperation and competition (GCC)	.3902	.3190	.2518	.2972	.0925	.3741	.2974	.4211	.0991	.1095	1.0000

#### 4.1 Multicollinearity Analysis

Multicollinearity among predictor variables was examined by constructing a pairwise correlation matrix ( $p < .05$ ) which included all the predictor variables used in the current study. The results are shown in Table 2. Overall, the results show little multicollinearity among the predictor variables.

#### 4.2 MULTIPLE REGRESSION RESULTS

##### 4.2.1 Overview

The regression results reported here were obtained by use of STATGRAPHICS Statistical System Software Package - 1985 Version. Multiple regressions were performed with motivational model components, that is, expectancy, valence, and instrumentality, as criterion variables.

It is important to briefly mention the model fitting results' components of this software package. The multiple regression model fitting results components include parameter estimates (predictor variable coefficients) with their standard

errors, t - statistics (for testing the hypothesis that the individual coefficients are equal to zero), and two - tailed significant levels for the t - values ( $p < 0.05$ ).

The last column is the  $P(>T^1)$  which gives the value for the probability that a particular predictor variable has had a significant effect on the criterion variable. The interpretation is that the smaller the probability value, the more likely that that particular predictor variable has had a significant effect on the criterion variable.

There is also the computation of the coefficient of determination (adjusted  $R^2$ ) statistic for the multiple regression model. This statistic indicates the relative proportion of the total variation in the criterion variable that can be explained or accounted for by the fitted regression model.

- 
1. Statistical Graphics Corporation [1985], Manual for STATGRAPHICS Statistical System Software Package - Version 1.1, p.4 - 17 and p.18 - 6.

4.2.2 Multiple Regression Results With Expectancy as the Criterion Variable

Two items were used to measure expectancy (E) component. These items were:

- |   | Beta  | Standard Error | T - Value | Prob(> T ) |
|---|-------|----------------|-----------|------------|
| a. If you worked hard it will lead to High Productivity in your selling job | 0.734 | 1.467          | 5.011     | .0000      |
| b. If you worked hard it will lead to Good Performance in your selling job  | 0.657 | 0.981          | 6.700     | .0010      |

The correlation between the two items used to measure expectancy component in this study was found to be significantly high. The correlation coefficient, (r) was found to be .83. This finding is similar to those of previous studies. For example Tyagi [1982] found the two expectancy items to be highly correlated with  $r = .86$  and Teas [1981] found  $r = .80$ .

Adjusted R = 0.6296  
 F - Ratio = 9.654  
 Prob(>F) = 0.0002

Table 3: Multiple Regression Analysis With Expectancy as  
the Criterion Variable (P<0.05, n = 100)

MODEL FITTING RESULTS				
Predictor Variable	Coefficient	Standard Error	T - Value	Prob(> T )
Constant	9.734	1.467	6.641	.0000
Job Importance	0.015	0.076	0.674	.5572
Job challenge and Variety	0.557	0.081	6.126	.0010
Job Autonomy	0.392	0.426	4.372	.0092
Task conflict	-0.041	0.036	- 0.090	.4890
Role overload	-0.436	0.104	- 2.639	.0061
Leadership consideration	0.520	0.076	4.173	.0015
Organizational identification	0.362	0.128	3.917	.0001
Management concern and awareness	0.463	0.063	3.812	.0039
Group cohesiveness	0.339	0.087	4.326	.0022
Group emotional support	0.328	0.035	3.201	.0010
Group cooperation and competition	0.283	0.046	2.859	.0020

-----

2

Adjusted R<sup>2</sup> = 0.5286  
F - Ratio = 8.654  
PROB (>F) = 0.0002

The raw score for the two items were converted into standard scores. The standard scores for these two expectancy items were, therefore, summed together, as has been done by previous researchers, to constitute one expectancy measure.

The regression results with expectancy as criterion variable are shown in Table 3. The results show that among the organizational climate dimensions hypothesized to influence the expectancy component of salesperson's motivation, all the dimensions except task conflict and job importance had statistically positive significant effects on salesperson expectancy beliefs. These results, therefore, partially support hypothesis number 2 through hypothesis number 10 .

The value of the adjusted coefficient of determination ( $R^2$ ) shows that the organizational climate variables considered in this study explain about 53 per cent of the total variation in the expectancy dimension of salesperson motivation.

The relationships that emerge suggest that if a salesperson perceives his selling job as challenging, autonomous, and has little role overload, his or her expectancy beliefs about successful performance are enhanced.



Second, if a salesperson feels that the organization provides him or her with the means to achieve personal goals, that the management is concerned and aware of his or her needs and problems, that the management is always willing to help him or her in every possible way to carry out the assigned tasks, and he or she feels that his or her supervisors are considerate and allow his or her input in the decision making, that salesperson's expectancy beliefs will be enhanced.

These results are more or less similar to those from previous empirical studies [Hackman and Lawler 1971; Walker et al 1977; James et al. 1977; Teas 1981; Tyagi 1982; Behrman and Perreault 1984].

As was expected, work group variables also influence salespersons' motivation. The relationships that emerge here suggest that a cohesive sales team or group which provides work related emotional support to its members and has internal work related competition among the members, has significant positive influence on individual salesperson's expectancy beliefs. These findings are contrary to the popular belief among researchers in this area that work group variables have no influence on salesperson's motivation [ Still et al. 1981; Tyagi 1982].

#### 4.2.3 Multiple Regression Results with Intrinsic and Extrinsic Instrumentalities as Criterion Variables

The regression results with intrinsic and extrinsic instrumentalities as criterion variables are shown in Table 4. The table shows that the organizational climate variables had a much stronger influence on intrinsic instrumentality than on extrinsic instrumentality component of salesperson motivation. The results further show that all the organizational climate variables have statistically significant ( $p < 0.05$ ) influence on intrinsic instrumentality. This partially supports hypothesis number 2 through hypothesis number 8, and hypotheses number 10 and 11.

Surprisingly even where no relationship (Hypothesis number 9) was hypothesized, the results show that group supportiveness has a statistically significant influence on a salesperson's intrinsic instrumentality.

The table further shows that only management concern and awareness, organizational identification, group cooperation and competition have statistically significant influence in extrinsic instrumentality component. This partially supports hypotheses number 7, 8 and 11.

Table 4: Multiple Regression Analyses With Intrinsic and Extrinsic Instrumentality as the Criterion Variables ( $p < 0.05$ ,  $n = 100$ ).

Predictor	INTRINSIC INSTRUMENTALITY				EXTRINSIC INSTRUMENTALITY			
	Coefficient	Standard	T - Value	Prob(>"T")	Coefficient	Standard	T - Value	Prob(>"T")
Constant	7.983	2.254	3.871	.0000	5.218	3.015	4.639	.0002
Job importance	0.318	0.602	4.263	.0072	0.013	0.257	1.369	.0011
Job challenge and Variety	0.416	0.583	2.583	.0010	0.039	0.361	0.991	.0001
Job Autonomy	0.349	0.337	2.164	.0021	0.012	0.682	0.796	.0025
Task conflict	-0.393	0.298	- 2.961	.0009	- 0.014	0.564	0.689	.0007
Role overload	-0.412	0.613	- 3.186	.0041	- 0.028	0.094	- 0.931	.0031
Leadership consideration	0.461	0.326	3.309	.0026	0.014	0.165	0.891	.0004
Organizational identification	0.386	0.410	3.297	.0001	0.391	0.229	2.869	.00023
Management concern and awareness	0.473	0.137	4.186	.0019	0.337	0.275	3.129	.0002
Group cohesiveness	0.261	0.121	2.431	.0002	0.026	0.086	0.963	.0000
Group emotional support	0.337	0.332	3.020	.0010	0.009	0.069	0.853	.0071
Group cooperation and competition	0.274	0.294	2.198	.0011	0.285	0.324	2.968	.0023

Adjusted R<sup>2</sup> = 0.496

Adjusted R<sup>2</sup> = 19.4%  
F - Ratio = 5.973

The hypothesized relationships between dysfunctional job traits (task conflict and role overload) and extrinsic instrumentality are not in any way supported, that is, hypotheses number 4 and 5 are not supported. This shows that even in situations of task conflicts and role overloads, the salespersons believed they could still get extrinsic rewards given by their supervisors.

The adjusted coefficient of determination ( $R^2$ ) for intrinsic and extrinsic instrumentalities are .496 and .194 respectively. This shows that the organizational climate variables considered here explain a higher variance (49.6%) in the intrinsic instrumentality than in the extrinsic instrumentality (19.4%). Thus, these variables explain more than twice the variation in the intrinsic than in extrinsic instrumentality.

#### 4.2.4 Multiple Regression Results With Intrinsic and Extrinsic Valences as the Criterion Variables

The multiple regression results with intrinsic and extrinsic valence as the criterion variables are reported in Table 5. The table shows that most of the organizational climate variables considered here have statistically significant

influence on both intrinsic and extrinsic valences. However, the results show that the impact was much greater in extrinsic valence component than in intrinsic component.

The results in the table show that perceived job importance, job challenge and variety, and job autonomy have statistically significant influence on salesperson's intrinsic valence than extrinsic valence.

Leadership consideration and employee participation, organizational identification, and management concern and awareness of salesperson's needs and problems all have significant influences on both intrinsic and extrinsic valences. This finding shows that the variables have significant impact on the valences sales people place on both internally and externally induced outcomes or rewards associated with their job circumstances.

Again Table 5 shows that all the dysfunctional job traits considered in this study have significant influences on both intrinsic and extrinsic salesperson's valences. The table further reveals that task conflict has a much stronger significant effects on extrinsic valence than on intrinsic valence. On the other hand, role overload has a much stronger significant influence on intrinsic than on extrinsic valence.

Table 5: Multiple Regression Analyses With Intrinsic and Extrinsic Valences as the Criterion Variables (p<0.05, n = 100).

Predictor Variable	MODEL FITTING RESULTS				MODEL FITTING RESULTS			
	INTRINSIC	INSTRUMENTALITY		Prob(>"T")	EXTRINSIC	INSTRUMENTALITY		Prob(>"T")
	Coefficient	Standard Error	T - Value		Coefficient	Standard Error	T - Value	
Constant	8.631	2.559	4.126	.0001	7.736	2.567	3.164	.0000
Job Importance	0.126	0.054	2.216	.0002	0.349	0.194	2.876	.0011
Job challenge and Variety	0.258	0.681	2.461	.0011	0.412	0.491	3.259	.0018
Job Autonomy	0.349	0.337	2.564	.0031	0.442	1.326	2.671	.0002
Task conflict	-0.232	0.264	- 1.963	.0009	- 0.384	1.254	1.866	.0004
Role overload	-0.387	0.194	- 3.186	.0042	- 0.292	0.194	- 2.993	.0021
Leadership consideration	0.299	0.1626	2.568	.0016	0.294	0.165	2.562	.0002
Organisational identification	0.258	0.133	1.869	.0001	0.448	1.142	3.844	.0013
Management concern and awareness	0.186	0.096	0.961	.0014	0.399	1.196	3.561	.0001
Group cohesiveness	0.160	0.066	0.863	.0008	0.227	2.066	2.025	.0000
Group emotional support	0.216	0.301	1.020	.0010	0.216	0.301	0.630	.0041
Group cooperation and competition	0.172	0.266	1.198	.0015	0.193	1.265	0.635	.0009

2	2
Adjusted R = 0.46.8	Adjusted R = 45.3 %
F - Ratio = 6.698	F - Ratio = 5.452
PROB (>F) = 0.0012	PROB (> F) = 0.0011

With respect to the hypothesized relationships, the results reported in Table 5 seem to partially support Hypotheses number 6 and 9 through 11. The relationships that have emerged with specific reference to work group characteristics suggest that supportive and cohesive sales teams where there is either group competition or cooperation, not only have influence on the valences the sales group members places on both externally and internally induced rewards, but also they influence the valences individual place on similar rewards or outcomes.

The adjusted  $R^2$  values show that the organizational climate variables considered here produce more or less the same variance in intrinsic valence (adjusted  $R^2 = 46.8\%$ ) and extrinsic valence (adjusted  $R^2 = 45.3\%$ ).

#### 4.2.5 Multiple Regression Results With Intrinsic and Extrinsic Motivation as the Criterion Variables

According to the expectancy theory of motivation, an individual salesperson's motivation is the product of his or her expectancy beliefs, instrumentality estimates and valences of rewards or outcomes.

Table 6: Multiple Regression Analyses With Intrinsic and Extrinsic Motivation as the Criterion Variables ( $p < 0.05$ ,  $n = 100$ ).

Predictor Variable	INTRINSIC				MODEL FITTING RESULTS				EXTRINSIC	
	Coefficient	Standard Error	T - Value	Prob(>"T")	Coefficient	Standard Error	T - Value	Prob(>"T")		
Constant	7.338	3.247	3.427	.0001	7.616	2.567	3.164	.0000		
Job Importance	0.331	0.105	2.510	.0002	0.299	0.194	2.876	.0011		
Job challenge and Variety	0.421	0.569	1.995	.0001	0.402	0.491	3.259	.0018		
Job Autonomy	0.345	0.234	2.143	.0021	0.322	1.326	2.671	.0022		
Task conflict	-0.342	0.126	- 0.982	.0015	- 0.311	1.254	1.866	.0004		
Role overload	-0.314	0.319	- 1.236	.0011	- 0.292	0.194	- 2.993	.0021		
Leadership consideration	0.426	0.516	2.217	.0006	0.359	0.165	2.562	.0002		
Organizational identification	0.325	0.732	1.457	.0000	0.298	1.142	3.844	.0013		
Management concern and awareness	0.211	0.179	1.185	.0004	0.299	1.196	3.561	.0001		
Group cohesiveness	0.174	0.106	0.632	.00012	0.221	2.066	2.025	.0000		
Group emotional support	0.321	0.830	0.892	.0001	0.216	0.233	0.630	.0041		
Group cooperation and competition	0.212	0.374	0.973	.0013	0.189	0.996	0.635	.0009		

2	2
Adjusted R = 0.483	Adjusted R = .397
F - Ratio = 7.452	F - Ratio = 6.539
PROB (>F) = 0.0011	PROB (> F) = 0.0001



The regression results with intrinsic and extrinsic motivation as the criterion variables are reported in Table 6. This table show that the organizational climate variables considered here have more or less the same significant influence on intrinsic motivation as they have on extrinsic motivation. The results tend to partially support all the hypothesized relationships with regard to salesperson's motivation.

With respect to work group variables, the results show that they have a major influence on salesperson's intrinsic and extrinsic motivation. This finding is contrary to the popular belief among sales force motivation researchers that sales group characteristics have no role to play in salesperson motivation. Many researchers and authors have gone to great lengths to suggest that sales personnel have relatively high operational independence from each other [ Tyagi 1982]. Still et al. [1981] have even asserted that team spirit, if present at all among sales personnel, tends to be very weak.

At least on the basis of the results from the Pharmaceutical sales force in Kenya, the popular beliefs are not supported in any way. In the light of strong empirical linkage between sales team characteristics and sales force motivation, further research is very much necessary in this area.

The adjusted  $R^2$  values show that the organizational climate variables produce a fairly significant higher variance in intrinsic motivation (adjusted  $R^2 = 48.3\%$ ) than in extrinsic motivation (adjusted  $R^2 = 39.7\%$ ).

The primary objective of this study was to examine the influence of perceived organizational climate on Kenya's educational sales force motivation. This objective was achieved by conducting a Descriptive study. After a literature review, several conceptual hypotheses linking organizational climate variables to individual salesperson's motivation were formulated and tested with data obtained from a sample of non-unionized pharmaceutical sales representatives in Kenya.

The data were collected by use of a structured questionnaire. The data collected were analysed by use of ANOVA, regression and correlation techniques. The conclusions based in the findings and their managerial implications are discussed in the following sections.

## CONCLUSIONS

The results of this study are very encouraging. This study has shown most of the hypothesized relationships between organizational climate and salesperson motivational components to be statistically supported.

Table 7 shows a summary of the major results of the study which have been tested.

## SUMMARY, CONCLUSIONS , AND IMPLICATIONS

5.1 SUMMARY

The primary objective of this study was to examine the influence of perceived organizational climate on Kenya's pharmaceutical sales force motivation. This objective was achieved by conducting a descriptive study. After a literature search, several conceptual hypotheses linking organizational climate variables to individual salesperson's motivation were formulated and tested with data obtained from a sample of one hundred pharmaceutical sales representatives in Kenya.

The data were collected by use of a structured questionnaire. The data collected were analysed by use of multiple regression and correlation techniques . The conclusions based in the findings and their managerial implications are discussed in the following sections.

5.2 CONCLUSIONS

The results of this study are very encouraging. This is because most of the hypothesized relationships between organizational climate and salesperson motivational components are statistically supported.

Table 7 shows a summary of the major results of the hypotheses which have been tested.

Table 7: A Summary of the Conclusions of all the Hypotheses Which Have Been Tested

CONCEPTUAL HYPOTHESES TESTED	CONCLUSION
H: The greater the salesperson perceives his job as 1 important: a. the higher will be his intrinsic instrumentality, and b. the higher will be his intrinsic motivation.	NS S
H: The greater the perceived job challenge and variety 2 by the salesperson: a. the higher will be his intrinsic instrumentality, b. the higher will be his expectancy estimates, and c. the higher will be his intrinsic motivation.	S S S
H: The greater the salesperson perceives the sales job 3 as highly autonomous: a. the higher will be his instrumentality, b. the higher will be his expectancy estimates, and c. the higher will be his intrinsic and extrinsic motivation.	S S S
H: The greater the salesperson's perceived task/role 4 conflict: a. the lower will be his intrinsic and extrinsic instrumentality, b. the lower will be his expectancy, and c. the lower will be his intrinsic and extrinsic motivation.	S NS S
H: The greater the role overload perceived by a salesperson: 5 a. the lower will be his expectancy, b. the lower will be his intrinsic and extrinsic instrumentality, and c. the lower will be his intrinsic and extrinsic motivation.	S S S
H: The greater the salesperson's perception about leader- 6 ship consideration and employee participation: a. the higher will be his expectancy, b. the higher will be his intrinsic and extrinsic instrumentalities, c. the higher will be his valence, and d. the higher will be his intrinsic and extrinsic motivation.	S S S S

LEGEND

S = Supported

NS = Not Supported

(Table 7 Continued)

<p>H : The greater the salesperson identifies himself with 7 the organization:</p> <p>a. the higher will be intrinsic and extrinsic instrumentality, b. the higher will be his intrinsic motivation.</p>	<p>S S</p>
<p>H : The greater the management concern and awareness of 8 salesperson's needs and problems:</p> <p>a. the higher will be his expectancy, b. the higher will be his intrinsic valence, c. the higher will be his intrinsic and extrinsic instrumentalities, and d. the higher will be his intrinsic and extrinsic motivation.</p>	<p>S S S S</p>
<p>H : The greater the salesperson's perception of sales team's 9 supportiveness in the selling job:</p> <p>a. the higher will be his expectancy, b. the higher will be his valences, and c. the higher will be his intrinsic and extrinsic motivation.</p>	<p>S S S</p>
<p>H : The greater the salesperson's perception of sales group 10 (formal or informal) cohesiveness and the greater his perceptions of group goals leaning toward high productivity:</p> <p>a. the higher will be his expectancy, b. the higher will be valences of rewards, c. the higher will be his intrinsic and extrinsic instrumentalities, and d. the higher will be his intrinsic and extrinsic motivation.</p>	<p>S S S S</p>
<p>H: Salespersons who perceive organization reward structure 11 as being contingent upon an individual output will:</p> <p>a. have higher expectancies, b. have higher valences on outcomes/rewards, c. have higher intrinsic and extrinsic instrumentality, and d. have higher intrinsic and extrinsic motivation.</p>	<p>S S S S</p>

The first major conclusion from this study is that if motivation construct is split into its components, certain components are more strongly influenced by organizational climate variables than others. Specifically, the results have shown that the organizational climate variables had relatively stronger influence on intrinsic instrumentality than extrinsic instrumentality.

Second, the influence of organizational climate variables on intrinsic and extrinsic components of salesperson expectancy and valence were more or less the same.

Third, most of the organizational climate variables, except job importance and task conflict, have significant influence on expectancy component of salesperson motivation.

Fourth, most of the organizational climate variables in this study have significant influences on salesperson's motivational components, that is, valence, instrumentality, and expectancy.

Fifth, based on the findings of this study, the Kenyan Pharmaceutical sales personnel are motivated by challenging jobs, jobs which require the use of a variety of skills, jobs with autonomy, jobs with low level of task conflict and role overload, and those tasks which a salesperson feels are very important to the organization. They are also motivated by considerate leadership, the feeling that the organization is

always willing to assist them to achieve their personal goals and ambitions, and the fact that they feel the management is concerned and aware of their individual needs and problems. They are further motivated by extrinsic rewards available in their organizations.

This study has also shown that work group characteristics have some role to play in salesperson motivation.

However, findings from this study are very much inconsistent with the "conventional wisdom" of sales executives who basically rely on monetary rewards to motivate their sales personnel. These people assume that motivation related to intrinsic rewards (such as feeling of accomplishment, interesting and challenging work) is derived from the inner self and the organization has little or no power to influence them. But it can be concluded from the results of this study that the organization has the power and the means to influence such intrinsic rewards. With respect to the pharmaceutical sales force, this study has shown that the marketing and sales executives have the power to influence the design of their organizations to provide a motivating work environment.

### 5.3 MANAGERIAL IMPLICATIONS OF THE FINDINGS

The findings of this study have several important and potentially useful implications for practising marketing and

sales managers not only in the pharmaceutical industry but also in other industries. The relevant managerial implications are that:

- a . Marketing and sales executives should focus on micro components, that is expectancy, intrinsic and extrinsic instrumentalities, valences, and motivation, instead of attempting to simply view sales force motivation as an aggregate concept.
- b. Marketing and sales executives should influence the design of their organizations so as to provide a climate that can motivate their sales personnel. Specifically, they should design interesting and challenging jobs, reduce task conflicts and role overloads, be concerned with their sales people's needs and problems, provide opportunities for sales people to develop their personal goals and ambitions. They should also provide considerate leadership, and extrinsic rewards that are highly valued by the sales force.
- c. Marketing and sales executives should conduct attitude surveys among sales people on a frequent basis to measure components of motivation and perceived organizational climate dimensions. Indices of different levels of motivational components and organizational climate dimensions should be developed for sales and marketing departments in the organization. Current



(iv) conduct longitudinal study (panel data) or time series study instead of cross-sectional (single point in time) study.

indices; and

- d. If implication (c) is implemented, then marketing and sales executives should take steps to make appropriate adjustments in the organizational climate variables, and also measure the impacts of such adjustments on sales force motivation.

#### 5.4 LIMITATIONS OF THE STUDY

Resource constraints were a major limitation of this study. Owing to lack of time and funds, it was not possible to :

- (i) examine the influence of all the three sets of motivational antecedents identified in the literature. The antecedents not considered in this study are personal characteristics and perceived market environmental factors. These may be the ones which may explain the unexplained variations in the fitted regression models in this study.
- (ii) take a larger sample size than the current one.
- (iii) undertake across industries' survey instead of surveying only one industry; and

(iv) conduct longitudinal study (panel data) or time series study instead of cross sectional (single point in time) study.

### 5.5 Directions for Future Research

Future studies should attempt to resolve some of the present limitations. First, the current study considered on one set of salesperson motivational antecedents. Therefore, future studies should go further and look at the influence of other two sets of salesperson motivational antecedents, that is, personal characteristics and perceived marketing environment. Perhaps, the three set of motivational antecedents should be studied together and their interaction effects on salesperson motivation examined.

Second, as the sample used in the present study is by no means representative of the entire sales population in different industries, generalizability of the results can be questioned, particularly if they were to extend beyond the pharmaceutical industry. Therefore, more replicative studies in different personal selling situations such as service industries (banking, tourism, hotels and restaurants, transportation, insurance) and manufacturing industries such as consumer goods, petroleum and agro - processing industries should be done. Such studies should examine whether the relationships between organizational climate and salesperson motivation are situation - specific.

Third, the issue related to the internal structure of the expectancy model of motivation has not yet been resolved to date. Many have argued with respect to the relative importance of incorporating valence, instrumentality and expectancy components and the multiplicative relationships between them [Mawhinney 1979].

Fourth, the organizational climate factors considered in this study are not an all encompassing list of organizational climate factors found in the literature. Future studies should, therefore, attempt to include as many climate factors as possible, which have and even those which have not been hypothesized to influence work motivation. Some of the climate factors not considered in the current study include performance feedback, task complexity, task completeness, and initiation of structure, among others.

The classical issue of causality should also be addressed by future studies. It is always difficult to draw a definite cause - effect conclusions from static designs like the current study. This can be addressed adequately through experimental designs. But given the difficult nature of experimental designs in areas like this, longitudinal designs are one of the alternative ways to address the issue of causality. Another alternative suggested by Baggozi [1980] is the structural equations procedure. Future studies should employ such analyses to try and identify causal relationships between organizational climate variables and salesperson motivational components.

Last, the findings of this study related to the influence of work group characteristics on salesperson motivation have tended not to support the popular beliefs among researchers in this area. Future research effort should be directed at examining these relationships.

APPENDIX A1: A SPECIMEN OF LETTERS TO PHARMACEUTICAL FIRMS

Marketing/Sales Manager,

P. Box

City.

Dear Sir/Madam,

I am a Postgraduate student under a Master of Business Administration Program in the Faculty of Commerce, University of Nairobi. I am currently researching in the area of "SALES FORCE MOTIVATION". The study topic is: THE INFLUENCE OF PERCEIVED ORGANISATIONAL CLIMATE ON PHARMACEUTICAL SALES FORCE.

The purpose of this letter is request you to allow me to use sales personnel to obtain the necessary data for the study.

A summary of the organizational climate variables which are tested for the present study are herein attached and a copy of the literature which will be used is herein enclosed for your review.

Thanking you in advance.

Faithfully,

D.P.

Student, F.S. Supervisor

Chairman, Dept. of Bus. Adm.

Faculty of Commerce.

A P P E N D I X A:

APPENDIX A1: SAMPLE OF LETTERS TO THE RESPONDENTS

APPENDIX A1: A SPECIMEN OF LETTERS TO PHARMACEUTICAL FIRMS

The Marketing/Sales Manager,  
P.O. Box ,  
NAIROBI.

Obado, O.P.,  
University of Nairobi,  
Faculty of Commerce,  
P.O. Box 30197,  
NAIROBI.

Dear Sir/Madam,

Dear Sir/Madam,

I am a Postgraduate student under a Master: of Business Administration Program in the Faculty of Commerce, University of Nairobi. I am currently researching in the area of "SALES FORCE MOTIVATION". The proposed topic is: THE INFLUENCE OF PERCEIVED ORGANIZATIONAL CLIMATE ON KENYAN PHARMACEUTICAL SALES FORCE. If you provide us with the information for this study by completing the questionnaire attached.

The purpose of this letter is request you to allow me to use your sales personnel to obtain the necessary data for the study. In strict confidence and the management of your organization has gives us adequate assurance that no one will have access to this information. Furthermore,

A summary of the organizational climate variables which are considered for the present study are herein attached and a copy of the questionnaire which will be used is herein enclosed for your review.

Thanking you in advance.

Yours faithfully,

Obado, O.P.

cc:

Prof. Kibera, F.N. Supervisor

Dr. K'Obonyo, Chairman, Dept. of Bus. Admin.

Prof. Gufwoli, Dean Faculty of Commerce.

SAMPLE OF LETTERS TO THE RESPONDENTS

APPENDIX A2: SAMPLE OF LETTERS TO THE RESPONDENTS

Obado, O.P.

University of Nairobi,  
Faculty of Commerce,

P.O. Box 30197,

NAIROBI.

Dear Sir/Madam,

I am a Postgraduate student under a Master of Business Administration Program in the Faculty of Commerce, University of Nairobi. I am currently researching in the area of "SALES FORCE MOTIVATION IN KENYA." I would highly appreciate if you provide me with the information I need for this study by completing the questionnaire attached.

The information you provide will be treated in strict confidence and the management of your organization has given me adequate assurance that no one will have access to this information. Furthermore, you do not need to disclose your name or identity in any way.

Yours Faithfully,

Obado, O.P.

SALES PERSONNEL QUESTIONNAIRE

SECTION A: ORGANIZATIONAL CLIMATE

Please use the scales below to indicate your feelings about the following items concerning your organization, your job and yourself. Respond by putting an "X" in the column that most closely approximates your level of agreement. For example, if you strongly agree with the statement put an "X" in the Strongly agree column for that statement. Please do not skip any statement and also do not put more than one "X" in response to statement.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEITHER AGREE NOR DISAGREE (3)	AGREE (4)	STRONGLY AGREE (5)
<u>Job challenge and Variety (JCV)</u>					
1. My job requires the use of complex and a variety of skills	---	---	---	---	---
2. My job is interesting and challenging.	---	---	---	---	---
3. My job requires alot of intellectual abilities and a variety of skills.	---	---	---	---	---
4. My job stretches my imaginations, skills and abilities.	---	---	---	---	---
<u>Job Autonomy (JA).</u>					
6. My job allows me to use self initiative and discretion to carry out the work.	---	---	---	---	---
7. My job gives me considerable opportunity for independence and freedom in the assigned tasks.	---	---	---	---	---
8. There is no autonomy in my work.	---	---	---	---	---
<u>Task Conflict (TC).</u>					
9. I perform my sales tasks under more than one supervisor.	---	---	---	---	---
10. Sometimes task demands of my supervisors can not be fulfilled all at the same time.	---	---	---	---	---



	STRONGLY DISAGREE (1)	DISAGREE (2)	NEITHER AGREE NOR DISAGREE (3)	AGREE (4)	STRONGLY AGREE (5)
--	-----------------------------	-----------------	---	--------------	--------------------------

11. There is little role or task conflict in my job. -----

12. Some of my immediate bosses demand that I do certain tasks which I can not do all at the same time. -----

13. Task or role conflicts are low in my selling job in this firm. -----

Leadership consideration (LC)

14. My supervisors give advance notices of any changes related to the job that may arise. -----

15. My supervisors are friendly and approachable. -----

16. My supervisors help make my job interesting. -----

17. My supervisors show a lot of respect to all the sales people. -----

18. My supervisors help me in solving work related problems. -----

19. Our supervisors take our ideas and opinions when designing sales tasks and other issues affecting our performance. -----

20. Our supervisors look out for the personal welfare of the sales personnel. -----

21. Our supervisors do very little to make it pleasant to be a member of the sales force. -----

Job Importance (JI)

22. Competitors will get us out of business without the sales force jobs. -----

23. My work as a sales person is very important to this company. -----

24. My job is where a most people can be affected by how well it is done. -----

25. My job is NOT very important in the broader sense of things. -----

26. Results of my job are NOT very important to the well being of many other people. -----

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEITHER AGREE NOR DISAGREE (3)	AGREE (4)	STRONGLY AGREE (5)
<u>Role Overload (RO)</u>					
27. I do not have enough time to pass my sales quota.	---	---	---	---	---
28. My current skills may not allow me to perform above what I currently manage to do.	---	---	---	---	---
29. I have so much time to perform above my sales quota.	---	---	---	---	---
30. This company has given me enough resources to enable me to perform effectively.	---	---	---	---	---
31. I have acquired alot of skills through this company to enable me perform above what is normally required of me.	---	---	---	---	---
32. There is virtually all the resources and time to enable me perform far much better than my sales quota.	---	---	---	---	---

Management Concern and Awareness (MCA)

33. The management is always willing to help us (sales people) in every possible way to carry our assigned tasks.	---	---	---	---	---
34. The management always assesses and responds to our needs and problems.	---	---	---	---	---
35. The management seems not concerned about our problems and needs as sales people.	---	---	---	---	---

Organizationa Identification (OI)

36. Our organization provides me with or most of the things necessary for the development and accomplishment of personal skills, goals and rewards.	---	---	---	---	---
37. Our organization is always willing to assist my development and accomplishment of my personal goals and ambitions.	---	---	---	---	---
38. Our organization is quite rigid and does not in any way provide any chances for my development and accomplishment of personal goals, rewards and skills.	---	---	---	---	---
39. There are no constraints to my development and accomplishment of personal goals and ambitions in this organization.	---	---	---	---	---

Use the word scale to record your feelings about each of the following statements which are available to you. Respond by putting an "X" on the appropriate column. For example, if you are "strongly disagreeing" with a statement, put an "X" in the "Strongly Disagree" column.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
(1)	(2)	(3)	(4)	(5)
VERY UNDESIRABLE (1)	UNDESIRABLE (2)	SO-SO (3)	DESIRABLE (4)	VERY DESIRABLE (5)

Group Emotional Support (GES)

40. The sales team in this company is very supportive.	---	---	---	---	---
41. The sales team in this company sometimes provides me with "technical" support to perform assigned tasks.	---	---	---	---	---
42. The sales team stimulates and supports one another's creativity in solutions to selling problems.	---	---	---	---	---
43. Our goals as sales team reflect those of the management.	---	---	---	---	---
44. Our goals as a sales team are geared towards high productivity.	---	---	---	---	---
45. The sales group here is very cohesive/united.	---	---	---	---	---
46. The management is keen and aware of sales team cohesiveness and devotion toward high productivity.	---	---	---	---	---

Group Cohesiveness, Cooperation and Competition (GCC)

47. The reward structure in this company is based on individual output.	---	---	---	---	---
48. Reward structure in this company is based on group performance.	---	---	---	---	---
49. Sales people in this company compete one another to achieve high sales volume.	---	---	---	---	---
50. We work as a sales team and there is a lot of cooperation to achieve only what the group thinks each person is capable of achieving.	---	---	---	---	---
51. I always compete with other salespersons to achieve higher sales volume than them and they know it.	---	---	---	---	---
52. I personally compete other salespersons but they do not know about it.	---	---	---	---	---

SECTION B:

Please use the scale below to record your feelings about each of the following outcomes which are available in your organization. Respond by putting an "X" on the appropriate column. For example if Salary increase is Very Desirable, put "X" in the column corresponding to Very Desirable.

JOB OUTCOME	VERY			VERY	
	DESIRABLE (1)	DESIRABLE (2)	50:50 (3)	UNDESIRABLE (4)	UNDESIRABLE (5)
1. Sense of achievement/feeling of accomplishment	---	---	---	---	---
2. Income security	---	---	---	---	---
3. Increased Pay	---	---	---	---	---
4. Promotion	---	---	---	---	---
5. Respect from other sales people	---	---	---	---	---
6. Respect from supervisors	---	---	---	---	---
7. Personal growth	---	---	---	---	---
8. Annual Awards	---	---	---	---	---
9. Honors	---	---	---	---	---
10. Profit - sharing - plans	---	---	---	---	---
11. Working/ tour a broad (in other countries)	---	---	---	---	---

SECTION C:

1. Please estimate the probability/chance that:

IF YOU WORK HARD

----- it will lead to -----> HIGH

IN YOUR SELLING JOB

PRODUCTIVITY

P R O B A B I L I T Y ((PLEASE CIRCLE ONE))

0 .1 .2 .3 .4 .5 .6 .7 .8 .9 1

2. Also estimate the probability/chance that:

IF YOU WORK HARD

----- it will lead to -----> GOOD

IN YOUR SELLING JOB

PERFORMANCE

0 .1 .2 .3 .4 .5 .6 .7 .8 .9 1

SECTION D:

Please estimate the chance/probability that: "A GOOD SELLING JOB PERFORMANCE" leads to the following job outcomes:

<u>JOB OUTCOME</u>	<u>PROBABILITIES / CHANCES</u> (Please circle only ONE).									
1. Sense of achievement/feeling of accomplishment	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
2. Feeling of income security	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
3. Increased Pay	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
4. Promotion	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
5. Feeling of being respected by other sales people	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
6. Feeling of being respected by supervisors	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
8. Personal growth	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
9. Annual Awards	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
10. Honors	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
11. Profit - sharing - plans	.1	.2	.3	.4	.5	.6	.7	.8	.9	1
12. Working/tour abroad (in other countries)	.1	.2	.3	.4	.5	.6	.7	.8	.9	1

SECTION E: BACKGROUND INFORMATION

1. Respondent's job title.....

2. Respondent's age.....

3. Respondent's sex      Male ( )    Female ( )

4. Respondent's level of education (Tick one)

0 - Level ( )    A - level ( )    Bachelors degree ( )    Masters degree ( )    Ph. D ( )    Other (specify) .....

5. Marital status

Single ( )    Married ( )    Divorced ( )    Widowed ( )

6. How long have you been in the selling job with your present company ?

.....years and .....months

7. How are you compensated ?

Purely on monthly salary ( )    Purely on commission ( )

Commission and salary ( )

SECTION F:

Please RANK the following job Outcomes in order of importance to yourself.

OUTCOME

RANK

1. Sense of achievement /feeling of accomplishment ( )

2. Feeling of income security ( )

3. Increased Pay ( )
4. Promotion ( )
5. Feeling of being respected by other sales people ( )
6. feeling of being respected by supervisors ( )
7. Personal growth ( )
8. Annual Awards ( )
9. Honors ( )
10. Profit - sharing - plans ( )
11. Working/ tour abroad (in other countries) ( )

	No. of Respondents	%
Male	85	85
Female	15	15
Total	100	100

Please in the space below, put any comments that you would wish to be taken into account for purposes of this study.

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\* THANK YOU SO MUCH FO YOUR COOPERATION \*

Age Group	No. of respondents	%
Below 25	7	7
25 - 35	70	70
36 - 45	18	18
Over 45	2	2
Not Indicated	3	3
	100	100

Mean	= 25.8
Minimum	= 28.0
Maximum	= 57.0

A P P E N D I X B:

Table B0: Respondents Formal Education

DEMOGRAPHIC RESULTS

Level of Formal Education	Number of Respondents	%
D - Level Certificate	47	47
A - Level Certificate	21	21
Bachelor's Degree	20	20
Postgraduate	2	2
Not Indicated	0	0

Table B1: Sex of respondents

Gender	No. of Respondents	%
Male	85	85
Female	15	15
TOTAL	100	100

Table B2: Age of Respondents

Age Group	No. of respondents	%
Below 25	7	7
25 - 35	70	70
36 - 45	18	18
Over 45	1	1
Not Indicated	4	4
	100	100

Mean = 25.8  
 Minimum = 24.0  
 Maximum = 57.0



Table B3: Respondents Formal Education

Level of formal Education	Number of Respondents	%
O - Level Certificate	47	47
A - Level Certificate	23	23
Bachelors Degree	20	20
Postgraduate	2	2
Not Indicated	9	9
TOTAL	100	100

Table B4: Respondents Field of Training

Age Group	No. of respondents	%
Pharmacy only	63	63
Veterinary medicine	2	2
Agriculture	10	10
Human medicine	2	2
Business Admin.	17	17
Pharmacy and Business administration	11	11
TOTAL	100	100

Table B5: Respondents' Marital Status

Marital status	No. of respondents	%
Single	27	27
Married	69	69
Divorced	-	-
Not indicated	4	4
<b>TOTAL</b>	<b>100</b>	<b>100</b>

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