

**SALESFORCE MOTIVATION PROGRAMS AND PERFORMANCE OF
DISTRIBUTORS OF EAST AFRICAN BREWERIES LIMITED IN MOUNT
KENYA REGION**

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DECLARATION

This research project is my original work and has not been presented for a degree award in any other institution.

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

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DEDICATION

This work is dedicated to my new born Son. I thank the almighty God for him, the wisdom and gift of life that has made me realize and see the conclusion of this research.

ACKNOWLEDGEMENT

I am sincerely grateful to God for the gift of serenity throughout my studies from the beginning of the course to its completion.

To my academic Supervisor, Dr. Mary Kinotifor her great contribution, constructive thought provocation, support and guidance offered that enabled this research project to take its present form, truly the success of this research would not have been achieved without her input.

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Thank you to you all.

ABSTRACT

Managing the performance of employees, and eventually of organizations, is one of the most critical issues within the management sciences. Some key factors that affect the effectiveness of targets which are used to gauge the performance of the sales personnel are: Achievability where Sales performance targets need to be perceived as achievable by their users. The study sought to establish the effects of salesforce motivation programs on performance of distributors of East African Breweries Limited in Mount Kenya region. This study adopted a descriptive survey design. The target population of the study comprised all 7 distributors with their 115 sales staff. The study used primary data collected via a questionnaire. Descriptive statistics including mean and standard deviation was used in the analysis and data was presented using frequency tables and percentages. The study found out that the financial motivation programs offered by the distributors included level of commissions offered motivate to exert more efforts in their work, the level of retainer offered motivate to work hard, the level of bonuses offered motivate to achieve set goals, the amount offered as house allowance motivate to work hard and the non financial motivation programs offered by the distributors were recognition from boss and peers, effectively communicating with colleagues, increased responsibility with the current job, regular meetings with management, regular sales contests among sales force staff and regular gifts from the employer. The study concludes that the basic purpose of motivational programs was to motivate the employees to work more effectively and efficiently in order to attain the organizational goals. Highly motivated employee translates to high organizational productivity. The study recommends that organizations should motivate staff by offering small tokens of appreciation and acknowledgement, enhanced job security, new opportunities for promotions, better performance appraisals development and use of new skills and competencies.

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ACRONYMS AND ABBREVIATIONS

EABL	East African Breweries Limited
MTN	Mobile Telecommunications Network.
PAMB	Positive Achievement Motivation Behaviour
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Motivation is concerned with development of keenness and determination to undertake a given action so as to achieve a set objective (Daft, 2005). These forces may be either internal or external to an individual. It aims to compel employees to work harder to ensure timely delivery on the organizational objectives (Malik and Naeem, 2009). Different motivational programs are adopted by organizations to compel their staff to go an extra mile in delivering on organizational objectives. The level at which sales people feel motivated will be reflected in the sales volume. It has been established that a well motivated work force will always be ready and willing to deliver of the mandate of the organization.

This study was founded on two school of thought: Vroom's Expectancy Theory and Herzberg's two Factor Theory. Vroom's Expectancy Theory assumes that behavior is an outcome of cognizant the prevailing choices that aim to optimize pleasure and minimize pain. The school of thought holds that the effort sacrificed by sales people, their performance levels and motivation levels all have a positive linear relationship. The school of thought makes use sales force expectations, Instrumentality and Valence to account for this. Expectancy Theory is based on an employee's beliefs: Valence, expectancy and instrumentality. This theory is relevant for this study because it links motivation to performance by considering personality, skills, experience and abilities. The second school of thought for this study is the Herzberg's two factor theory. Through an analysis of accountants and engineers, Herzberg sought to establish when they had felt

good and bad in regard to their work with clear reasons as to what caused the feeling. From the experiments, Herzberg developed a two-step approach in trying to understand employee motivation and satisfaction in organization. This theory identifies motivators and links them to performance in terms of achievements and recognition that directly affect the sales force performance.

The beer industry in Kenya has come under intense competition as more firms have now been licensed to operate in Kenya. Keroche industry has given East Africa Breweries Ltd competition which has seen them literally take on each other in promotions. This has also gone a notch higher where some distributors are being motivated to exclusively distribute for one company and lock out the products of the competitors. In order to have fair competition and a healthy beer industry, it is important that the firms collaborate and develop strategies that would motivate their sales force to perform. The market has been very competitive as each of the two beer manufacturers fighting to control markets in Kenya and the wider East Africa. This has increased the level of competition among distributors and mainly the outlets which retail to the ultimate consumers.

1.1.1 Salesforce Motivation

Motivation is an inner feeling that drives living things to do things that would help them achieve desired goals. It enables them to put in their best effort to ensure that a set target is achieved with preciseness (Schater, 2012). It is a process that yields goal-directed behavior in an individual. It helps to introduce desired behavior in an individual and steer it toward obtaining organizational goals. Motivation entails three elements - need, drive and goal. Motivation is force that emanates from within an individual, developed from the desire to achieve set targets. According to Schulze and Steyn (2003), management

staff in an organization need to have knowledge employees' needs, desires which they can use to have employees desire to achieve set goals hence desired performance of the organization.

In order to ensure that employees act in the best interests of an organization, managers need to build the urge to do better among their employees by giving them reasons to want to do better. It may be applied to inspire employees to do extraordinary things to help delivery on set organizational objectives (Gachanja, 2004). Different employees at different ages and stages of their carriers have different aspirations in life and their career. This therefore implies that they are motivated by different things. It is therefore important to managers to understand the drivers of motivation of different employees in their department for optimal performance. Riley (2012) identifies some of the common distinguishing factors in employees to include: career advancement opportunities, level of recognition of status, level of work stimulation, individual sense of achievement among others.

1.1.2 Sales Motivational Programs

A sales motivation program is a set of activities identified by management to boost the morale and aggressiveness of the sales staff in performing their duties (Zoltners, Sinha & Lorimer, 2012). It is guided by the internal organizational policies and regulations which define the compensation package in according with their qualifications, experience and the compensation scales for similar skills set on the market. These programs seek to improve the performance of an organization's sales staff by rewarding both their outcomes and behaviors through following a best-practice model (Hair, Anderson, Mehta

& Babin, 2010). The program comprises both financial and non financial incentives. Such a program ultimately forms a crucial component of the organization's overall sales strategy (DelVecchio & Wagner, 2011).

1.1.3 Distributors

Distributors are individuals or firms involved in the supply chain businesses between the manufacturer and the consumer (Coughlan, Cronin & Ryan, 2006). A distributor is commonly referred to as an intermediary between an organizations involved in the production process of a commodity and the other making the good available to the final consumers. Frequently there may be a chain of intermediaries; each passing the product down the chain to the next organization, before it finally reaches the consumer or end-user. A distribution channel is a set of independent organizations involved in the movement of goods from the producers to the final consumers for a fee (Coughlan et al., 2006). Distribution make up an significant a system that involves the transfer of value as goods move from producers to the final consumer (Domschke & Schield, 1994).

Distributor sales crew is the team that is tasked with a very fundamental role. It is in their job description that; they are to ensure that the product reaches to the customer on time, in good condition, at the stipulated price and besides all that it is their duty to persuade the customer to purchase incremental product to drive growth in sales for their employer. This team is in communication with the customer on a daily basis which underlines the impact it can generate in terms of sales. The composition of the distributor crews as currently constituted is a Salesman man and two assistants. The sales man is in charge of the cash handling /payment receipt whereas the assistants are off loaders. This team

serves various routes /customers on different days depending on their preplanned route also referred to as journey plan. The mode of transport is a truck capable of carrying up to 600 cases of an assortment of beer brands. At a particular distributor, the number of sales team grouped per truck depends on the size of territory as well as consumption. A bigger territory will obviously require more teams in order to serve customers efficiently. In terms of education levels the sales men are mostly form four leavers whereas the off loaders may or may not have achieved this level since their work is manual and thus energy is the key thing.

1.1.4 Organizational Performance

Organization performance checks the efficiency of management in the utilization of resources entrusted to them by the shareholders in generating wealth within a given time period (Berger and Patti, 2002). It shows how well the resources owned by an organization have been used by the management in generating the shareholders' wealth. It is measured by ratios at different points in time to establish how well the resources of the firm have been applied in generating wealth (Gibson, Mundy and Sink, 2010). The ratios are classified into different categories to establish the efficiency on different frontiers (Popa, 2012). Different ratios have been applied depending on the purpose of the measurement.

According to Berger and Patti (2002), ratios indicate if the firm is utilizing the resources at its disposal in achieving the objective set by the owners of a business of making them wealthier. The ratios are used to standardize measurement so as to enable comparison across the industry, same firm over a period of years or other firms in other industries.

The main objective of checking financial performance of an organization is to establish how well the resources of the organization have been utilized in generating profits and wealth for the owners.

Frequently used overall financial result measures include firm size, return on shareholders' investment in the organization concerned, return on overall assets controlled by the organization, profitability index and return on total turnover sales (Berger and Patti, 2002). Other measures include return on investment among others (Olweny & Shipho, 2011).

Most firms exist to make profit hence the general deduction is that the ultimate goal of most firms is to increase shareholders wealth. Various measures are used to measure firm profitability: the usage of overall financial results ratio indicators; Return on cash invested by shareholders (ROE) and the Return on Asset (ROA) which are the two most common ratios used to assess firm profitability. The ROA shows the efficiency of management in terms of generating earnings as a result of engaged assets. It is arrived at by dividing the annual earnings made by the total owned assets by the firm; this ratio is displayed as a percentage. The ROE on the other hand measures the earnings that are received per each penny contributed by the shareholders. This measure is what shareholders look at in order to analyze the returns attributable to their investment (Olweny & Shipho, 2011).

1.1.5 East African Breweries Limited (EABL)

East African Breweries Limited (EABL) is the largest brewing company in East Africa. It owns 80% of Kenya Breweries, 98.2% of Uganda Breweries, 100% of Central Glass Limited- a glass manufacturing company, 100% of both East African Malting Kenya and Uganda, 46% of United Distillers and Vintners (Kenya) Limited which manufactures, markets and sells spirits , 100% of Universal Distillers Uganda, 100% EABL International (responsible for exporting), 51% of Serengeti Breweries limited and 99% of East Africa Beverages South Sudan limited (EABL, 2015).

EABL has a responsibility to all key stakeholders in their business by considering their welfare and how they are affected by the proceedings in the company. This is because the organization operates as an open system which means that it affects its environment in equal measure as it is affected by the environment. This means that to be sustainable, it has to consider the welfare of its stakeholders. The company benefits from belonging to a well esteemed international family of businesses. The company association or affiliation with Diageo has extended their vision of what it means to do business responsibly. For the company, being a good corporate citizen is a natural part of doing business (EABL, 2015).

1.2 Research Problem

Activities in organizations get accomplished through (Griffin, Neal & Parker, 2007) which means that management needs to strive to ensure its employees are well motivated to get extra miles in delivering on their tasks. Understanding the role of employee motivation and organization performance enables managers to understanding what they

need to do in their respective organizations for optimal performance. The employees need to be provided with supportive and conducive environment so that they can accomplish their tasks with ease. This ensures that they deliver on the allocated tasks in a timely hence improved organization performance.

A number of studies have been conducted on motivation programs and organizational performance. For instance, Okoroafo, Koh and Gammoh (2011) carried out a study to investigate the Antecedents of motivating sales teams in an organization within the context of insurance firms operating in Singapore. Their findings showed that key factors in motivation included the general way of life of the organization termed as cultural values, individual factors, and work based factors affect sales people motivation. Kaur, Kaur and Nagaich (2014) carried out a research to establish the factors motivating sales force in pharmaceutical industry in India. Their findings indicated that various factors like job security, wages, interesting work, promotion, appreciation etc are very important to motivate the sales force. John, Francis and Innocent (2012) carried out a study on how organizations can improve the performance of sales staff using a number of sales people specific motivations approaches among Pharmaceutical companies operating in Nigeria. Their findings indicated that sales staff specific motivation approaches adopted by the companies led to improved overall sales levels. Sahoo, Routary and Dash (2014) carried out a study to establish whether motivation played an important role in the level of sales staff performance among medicine selling companies in India. Their findings identified five key factors including; the ease with which the work was completed, depth in development, individual staff career perspective in the organization, the operating internal condition in the organization.

Locally, several studies have also been done in relation to this context. Ambua (2004) investigated factors influencing sales force motivation on insurance companies in Kenya. The findings of her research indicated that factors that motivate sales people in the insurance industry are compensation, incentives, recognition programs, supervision, counseling, job enrichment, field coaching, feedback and appraisal, communication, training and development, nature of work and work conditions. Kareu (2012) carried out a study to investigate the various reward tools applied by managers in motivating sales staff among fast moving consumer goods industry in Kenya and established that monetary compensation, promotion and career growth opportunities, presence of job security comprised key factors in staff performance. They also noted that company advertisements as a promotional strategy improved their sales performance. Gachanja (2004) examined how workers' level of motivation affected labour turnover among sales of British - American Insurance Company in Kenya. The findings indicated that the Sales Agents are dissatisfied with certain aspects of their terms and conditions of service. In particular, they are not happy about the company's decision making process, lack of adequate financial support to new agents, the commission structure and the mode of payment.

A critical analysis of the studies mentioned above indicates that there is a clear gap in knowledge as the studies were either conducted in different industries within Kenya or different countries which cannot be compared to the Kenyan Beer market. Most of the studies focused on the factors influencing motivation of sales force and the effect of motivation on the sales force. This particular study therefore sought to fill that gap by answering one research question: What are the effects of sales force motivation programs

on performance of distributors of East African Breweries Limited in Mount Kenya region?

1.3 Research Objective

- i. To establish the motivational programs adopted by distributors of EABL to motivate the sales force.
- ii. To establish the effects of the motivational programs on the performance distributors of EABL in Mount Kenya region.

1.4 Value of the Study

Findings made from this study would benefit future researchers and scholars as it would add to the already existing pool of knowledge in the area of distribution performance and sales force motivation. It would also be helpful to other researchers who will further their studies on areas of interest not yet exploited by acting as a source of reference.

The study is of importance to the management of distributors of East Africa Breweries Limited, by helping them evaluate the various programs that have been implemented and how they affected their performance. This would influence their future decision making process as regards sales force motivational programs. This may further enable them identify gaps in their distribution strategies which would enhance their strategic response leading to improvement in their productivity and financial performance. The study would also inform their promotional programs formulation for optimal effect on organizational performance against set targets by EABL.

The findings of this study are valuable to Government policy makers in the beer industry and general manufacturing in Kenya as it would provide relevant statistics. It would

inform them on the effects of the various policies that have developed and how well they have worked to improve organizational performance and their ability to pay taxes for a sustained economic growth.

The information would be useful to investors and shareholders of the beer industry in evaluating the effectiveness of the industry's distribution strategies as they cope with the increasingly competitive financial market locally. Other organizations can also use the findings to improve their performance. Furthermore, the study would be an important source of information to the other beverage manufactures' by identifying essential aspects of motivational programs, identifying factors that affect their distribution crews' performance and challenges facing distribution sales crew.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Previous literature relevant for this study on the subject sales forces motivation programs and performance as presented by various researchers and scholars. It specifically covers theoretical perspective, financial sales force motivation programs and non financial motivation programs.

2.2 Theoretical Perspective

The study was founded on two theories including the Vroom's Expectancy theory and Herzberg two factors Theory. These theories are discussed in detail below:

2.2.1 Vroom's Expectancy Theory

Vroom's expectancy theory is found on the assumption that the behaviour exhibited by employees in an organization is a consequence of existing alternatives with the main purpose of optimizing employee happiness and minimize pain (Vroom, 1964). The theory identifies four pillar on which the level of performance recorded by employees is anchored: individual personality of an employee, the skills and experience they possess, overall knowledge on their work and their capabilities to handle a number of tasks.

Vroom (1964) argues that there is a relationship between effort put in by employees, the level of performance recorded and their level of commitment in an organization. This is argued from the angle of expectancy, instrumentality and valence. These qualities affect employees' transparency, beliefs and general effort put in achieving target results. This theory is relevant for this study as it helps in explaining what motivates staff to achieve

set organizational goals. It informs the management on what they need to do to achieve set results (Darmon, 2004). Employees will always put in extra effort so as to achieve predetermined targets for a given reward.

2.2.2 Herzberg Two Factor Theory

This theory was developed on the notion that the factors that bring about job satisfaction from the opposite of those that bring about job dissatisfaction. The study was conducted among accounting and engineering professionals to help identify what factors caused satisfaction and which ones caused job dissatisfaction. From the study findings, Herzberg reached a conclusion that employees affected by two factors in their level of recorded performance; motivators and hygiene factors. Motivators factors involved factors that create job satisfactions among employees with examples being: actual results, the extent that employees were recognized among other intrinsic aspects. Hygiene factors included factors that enhance dissatisfaction because of the gap existing between expected satisfaction and realized dissatisfaction.

This theory is relevant for this study because it helps identify factors that promote employee satisfaction with their working environment so that they can put in more effort to continue better performance. It also identifies factors that constrain performance which management need to ensure that they do not exist. This helps boost overall performance of an organization as all employees will strive to deliver on their job description. This theory can be applied to the sales force because the intrinsic aspects of the job called motivator's achievements and recognition are paramount in the life of every sales person. The sales person hence, strives to be recognized and make a name in his/her career, and once he achieves it, he will have job satisfaction.

2.3 Financial Sales Force Motivation Programs

An employee motivation program encompasses an internal organizational policies, procedures, processes and practices that govern the day to day management of employee reward in cognizance of achieved performance and skills attained (Thomas, 2002). Motivation program comprise financial and non financial programs which together make up total compensation (Zoltners et al., 2012). Organizations have an option of selecting between financial and non financial motivators of employees to ensure they keep their employees satisfied and willing to go an extra mile to achieve organizational goals.

In accordance with the assertion of Akintoye (2000), money is considered as the most considerable motivational strategy. Monetary incentives can increase retention. If the monetary compensation employees receive isn't sufficient for the effort that they put in the employees will be less motivated to work extra hard for the achievement of organizational goals (DelVecchio & Wagner, 2011). The management need to consider the effectiveness of monetary rewards in developing motivational programs for their employees. They also need to establish the reasons behind employees being satisfied or dissatisfied with monetary rewards in the organization so as to know how to develop their motivational programs. Herzberg's two-factor Theory classifies money unhdre hygiene factor which does not bring about job satisfaction (Zoltners et al., 2012).

Sinclair et al. (2005) on their part show the motivational power of money by using the influence of money in attracting, training, promoting and motivating employees to go an extra mile towards achievement of set organizational goals. Mukokoma (2008) appraised the motivation theories and tested whether money is a major employee motivator. The

study also reviewed two major assumptions: first, it acknowledges the difficulty involved in motivating employees and the important role that well-motivated individuals play in an organization. The findings indicated that a majority of the respondents identified monetary rewards as the most important motivators. Beyond these core compensation elements, other elements of sales compensation include spiffs, sales contest awards, team sales compensation and cross-territory compensation. Compensation may be awarded on the basis of performance across varying time horizons or varying metrics; compensation (both total payouts and degree of reliance on incentive pay) also typically varies across different levels of the sales hierarchy within a firm.

2.3.1 Salary

Salary is a form of regular payment made to employees in return for the services offered over a specific period of time, normally a month. It makes up the costs incurred by an organization to have employees deliver their services within the organization for a specific time frame (Mahaney and Lederer, 2006). Salary is paid on expiry of a specified period, commonly paid in fixed intervals like monthly payments.

Salary could be linked to several things to motivate employees to deliver on their key performance indicators. According to Armstrong (2005), salary could be performance-based pay (PBP) where it is linked to the individual employee's overall results against set targets (Mahaney and Lederer, 2006). By offering a competitive base salary, employees will be enabled to meet their basic needs, hence improve the chances of them wanting to continue working with a given organization. It is important that the salary paid to employees reflects the experience, skills possessed and the complexity of the work they perform (Rubinfeld and David, 2006).

2.3.2 Bonus / Variable Pay

Variable pay refers to direct payment made to employees on achievement of certain goals and performing extraordinarily better. It comprises incentives / bonuses programs founded with the aim of motivating employees to perform exceptionally well (Cox, Brown and Reilly, 2010). Effective variable pay strategies contribute to the organization's success. An appropriate variable pay scheme should enable an organization build on its core competencies for competitiveness in its industry (Rubinfeld and David, 2006).

The role of variable pay in motivating employees could trigger better performance in some organization (Cox et al., 2010). Variable pay is aimed at rewarding special objectives and results like increased productivity or cost reduction, rewarded for "Above and Beyond" expected, regular contributions which drives strategic innovations (Mahaney and Lederer, 2006).

2.3.3 Fringe benefits

The benefits earned by employees at different levels in the organization play an important role in determining the level of overall results posted by the organization (O'Rand, 2006). They comprise non cash benefits extended top staff to improve their working life in an organization. They comprise benefits in the form of group life insurance, healthcare insurance to provide employees with peace of mind while working as they do not have to work about how to take care of their immediate dependents upon becoming sick. They could also take the form of educational assistance both for their dependents and themselves as they seek to improve their wellbeing.

Other organizations have made arrangements such that employees can access goods and services in cafeterias and such like shops while at work at discounted prices. In some organizations, top managers are paid for subscription to some club membership like fitness centre, among other plans (Herzberg, 1998).

2.4 Non-Financial Motivational Programs

Non-financial motivational programs comprise tangible rewards offered to employees that do not involve disbursement of cash. They could take the form of employee achievement, assumed responsibility, level of influence on other employees' personal growth (Thomas, 2002). There are certain levels in an organization that employees reach and money stops being a motivator (Stone, 2003). This is the point at which non financial rewards come in handy to ensure that employees continue being motivated to continue working with the organization (Meacham and Wiesen, 1999).

2.4.1 Job promotion

The rise in ranks within the organization structure of employees act as a motivator as it comes with a number of privileges not to mention the monetary increments and responsibility. At entry employee join an organization as graduate assistants or such position. However, with passage of time, the employees master the management function within an organization and take on active roles in ensuring achievement of goals. Whenever a vacancy arises within an organization, the employing officers need to consider internal staff first and if there is not fit internal person, this should be the only time that they hire from out (Robbins, 2005). Promotion can be used as a reward for good performance following performance appraisal efforts.

2.4.2 Sales Contests

A sales contest is a special incentive program designed to motivate salespeople to pursue goals beyond the performance range generated by their standard compensation package (Srinath, Garrett, Mantrala and Moore, 2006). It comprises a lump-sum monetary or in-kind payment for performance relative to other individuals. The aim of the sales contest differs broadly from encouraging employees to go an extra mile to ensure that they deliver higher sales turnover and increase the sales turnover level of a slow-moving good (Fabio and Coughlan, 2009). It is meant to provide a reason for employees to find a way for delivering improved results on their overall performance.

Sales contests are defined along many dimensions, including: contest goal (outcome-based, process-based, or a combination of the two); competitive format (individual or team, single or multiple prizes); award type (cash merchandise, travel); contest duration; award value; and contest theme. Srinath et al. (2006) showed that monetary rewards are more strongly correlated with performance in sales contests than recognition. Firms frequently use a mixture of bonuses, gifts, gift certificates, and trips at diverse levels of the competition. This structuring of different rewards at different levels is recommended by managers since it gives a maximum number of people a chance of winning a contest (Misra and Harikesh, 2009). One reason sales contests can be extremely effective motivators is that the pay-out scheme naturally nets out systematic risk. Sales contests have proved to be effective short-term effort motivators for salespeople as higher prize payments elicit higher effort levels (Poujol and Fournier, 2007).

2.4.3 Sales Meeting

Another motivation strategy used by organizations is meetings between managers and salespeople (Abbas, 2009). It is important that managers hold regular meetings with their staff to chat the way forward on how to manage the sales boundaries managed by the staff. The meeting could happen in diverse locations including head offices, field offices and client sites (Best and Normanl, 2008).. These meeting are meant to bring out the challenges encountered by employees and how they can be overcome (Secondus and Clarkson, 2010).

Participation and direct involvement can be achieved through sales meetings and conventions which offer salesmen a wide scope to direct themselves by proffering their own goals, deciding how they can achieve them and evaluate their performances (Hair et al., 2010).Sales meeting is important both for communication and motivational purposes as it creates occasions for management to stimulate the group to raise its standard to reasonable and acceptable performance. It also serves to train and update the sales personnel with latest market information and ideas in the meeting (Misra and Harikesh, 2009).

2.4.4 Salesforce Training

Normally, sales employees may not have the required skills and techniques to close sales despite the fact that they may have academic knowledge on sales management. It is important that these teams be equipped with relevant skills and knowledge that would enable them deal with customer and close deals at the shortest time possible. The sales teams need to be good at interacting with customers and understanding the needs of their customers so as t enable creating f intelligence (Martocchio and Baldwin, 1997).

Training helps in imparting knowledge and new skills among employees so that they can perform their tasks better (Kraiger, McLinden & Casper, 2004). Well trained employees form a big asset to the organization because of their efforts in ensuring optimal organizational performance (Wright & Geroy, 2001).

2.4.5 Job Rotation

Providing employees with an opportunity to learn what happens in other strategic business units with an organization is important in ensuring that they build on their skills and have a better understanding of how the organization functions. This also acts as a motivator and a reason for employees to work hard to ensure that they are able to stand in different position should a vacancy arise. Job rotation equips employees with knowledge on what happens in other departments hence improves their understanding of how an organization functions and how important their tasks are in the entire production process within the organization (Robbins, 2005).

2.5 Sales Force Motivation Programs and Organization Performance

Motivation program are important in organizational management as they influence the efforts sacrificed by staff to ensure achievement of set objectives. Several studies have been done on sales force motivation and organizational performance.

Koh, Gammoh and Okoroafo (2011) carried out a study to investigate the Antecedents of motivating sales teams in an organization within the context of insurance firms operating in Singapore. Their findings showed that key factors in motivation included the general way of life of the organization termed as cultural values, individual factors, and work

based factors affect sales people motivation. The study identified a number of financial and non financial programs that affect employee performance that organizations need to seriously consider.

Sahoo, Routray and Dash (2014) shows that motivation programs instituted by an organization plays a key role in the overall results posted by an organization. It is noted that the level of motivation among sales staff in an organization is influenced by the level of motivation done by employees. The study identified training and development as an important motivation strategy applied to improve the skills set of employees. Well motivated employees were found to be more productive compared to those less trained. Accordint to Amue, Asiegbu and Chukwu(2012), financial incentives like terms of salary, bonus pay offered after better appraisal results for staff and commission from time to time significantly influence overall results posted by sales staff.

2.6 Summary of Gaps

Table 2.1: Summary of Gaps

Scholars	Study	Major Findings	Knowledge Gaps
Koh et al. (2011)	Antecedents of sales force motivation from an empirical perspective in the insurance industry in Singapore	Organization culture and working environment have a great impact on performance of sales staff.	Study conducted in Singapore whose operating environment differs from those of Kenya
Sahoo et al. (2014)	To determine the relationship between PAMB, in India.	Application of financial and non financial motivation programs improve the overall performance of sales staff	The study did not review the perspective of exclusive distributors
Amue et al. (2012)	Improving sales performance through sales force motivation strategy in Nigeria	Financial incentives improved sales staff performance	Study conducted in Nigeria and Pharmaceutical industry and not beer industry
Obikeze (2012)	Effects of motivation on sales force performance in Guinness Nigeria plc	Financial and non financial motivators improve staff performance	Study conducted in Nigeria within mobile telecommunication network.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology describes the research methodology used in the research; collection and analysis of the desired data. It specifically covers the research design, population, data collection methods and data analysis.

3.2 Research design

This study adopted a descriptive survey design. This is a type of descriptive research design involving collection of data relevant in building a profile about a given phenomenon under review. The unit of analysis was sales force from the seven EABL appointed distributor from the mount Kenya region.

3.3 Population of Study

Population refers to the particular elements about which information is desired and the study findings generalized. The population of this study all 7 distributors with their 115 sales staff. Since the population of the study is not large i.e.115, all of them were included in the study hence a census study was conducted.

3.4 Data Collection Methods

The study used primary data collected via a questionnaire which was semi structured questionnaire to allows for uniformity of responses to questions at the same time gives respondents a chance to provide insightful information on the study variables. The questionnaire was administered through a drop and pick later method. The researcher dropped the questionnaire and allowed the respondents a few days to respond to the questionnaire.

3.5 Data Analysis

In order to analyse the data and make inferences, the questionnaires collected from the field. The data collected was mainly quantitative because of the structured questions. To analyze the Likert scale questions, descriptive statistics including mean and standard deviation were used in the analysis. For open ended questions, content analysis was used. The analyzed data was presented using frequency tables and percentages.

In order to evaluate the extent to which salesforce motivation programs affect performance, Pearson Moment of Correlation analysis was used to establish the strength of the relationship between the sales force motivation programs and performance of distributors.

CHAPTER FOUR

DATA ANALYSIS, AND INTERPRETATION

4.1 Introduction

Chapter four presents the results on the sales force motivation programs and performance of distributors of East African Breweries Limited in Mount Kenya region.

4.2 Response Rate

Out of a sampled respondents of 115 to whom questionnaires were administered, 89 were filled and returned giving a response rate of 77%. This formed the basis of the study findings on which the findings were used to generalize upon the entire population.

4.3 General Information of the Respondents

Overall results on the background information of the respondents who participated in this study is shown below:

4.3.1 Name of the Distributor

Findings on the distributor's name are presented in Table 4.1.

Table 4.1: Names of the Distributor

Name of distributor	Frequency	Percentage
Peekay	16	18%
Mount Kenya	15	17%
WamutiNanyuki	14	16%
WamutiNyeri	14	16%
KinginyaMeru	12	13%
KinginyaNkubu	9	10%
TanaSiolo	9	10%
Total	89	100

From the findings, 18% of the respondents indicated Peekay, 17% indicated Mount Kenya, 16% indicated Wamuti Nanyuki, 16% indicated Wamuti Nyeri, 13% indicated

Kinginya Meru, 10% indicated Kinginya Nkubu and 10% indicated Tana Isiolo. This indicates that the respondents were well distributed in the entire mount Kenya region thus the information collected was dependable.

4.3.2 Period Distributor had been Working with EABL

Data findings on the period that the respondents had worked with EABL are presented in Table 4.2

Table 4.2: Period the Distributor has been working with EABL

Number of years worked	Frequency	percentage
Below 5 years	37	42%
Over 20 years	31	35%
11-15 years	12	13%
6-10 years	9	10%
Total	89	100%

From the findings, 42% of the respondents indicated that the distributor where they were working had been working with EABL for a period below 5 years, 35% indicated a period between over 20 years, 13% indicated a period between 11-15 years and 10% indicated a period of 6-10 years. This shows that the distributors had been working with EABL for a long period of time thus the information provided was relevant and reliable for the study.

4.3.3 Period Working with Distributor in Mount Kenya Region

The period of time that the sales staff had worked with their respective distributors in Mt. Kenya region are presented in Table 4.3

Table 4.3: Period worked with Distributor in study Region

No. Years sales crew worked in Mt. kenya Region	Frequency	Percentage
Below 5 years	28	31%
More than 15 years	25	28%

5-10 years	19	21%
11-15 years	17	19%
Total	89	100%

From the finding, 31% of the respondents had been working with their respective distributors in Mount Kenya region for a period of below 5 years, 28% for a period of more than 15 years, 21% for a period between 5-10 years and 19% for a period of 15 years. This is an indicator that the respondents had been working in their respective distributors long enough thus had clear understanding on sales force motivation programs planning thus provided reliable information to help answer the research question.

4.3.4 Highest Level of Education

Findings on the highest level of education attained are presented in Table 4.4.

Table 4.4: Highest Level of Education

Highest Level of education Attained	Frequency	Percent
Certificate	42	47%
Secondary	37	42%
Diploma	10	11%
Total	89	100

As shown in Table 4.4, 47% of the respondents indicated that the highest level of education they had attained was certificate, 42% indicated certificate level and 11% indicated diploma level. This is since there are no formal requirements for a career in retail sales although a diploma or certificate can be helpful. However considering respondents highest level of education they understood the questions posed the questionnaire.

4.3.5 Period Working in Beer Sales Distribution

Findings on the period worked in Beer sales distribution are presented in Table 4.5.

Table 4.5: Period Working in Beer Sales Distribution

No. of Years worked in Beer industry	Frequency	Percentage
4-6 years	38	43%
7-10 years	27	30%
More than 10 years	15	17%
Below 3 years	9	10%
Total	89	100%

From the findings, 43% of the respondents had been working in the Beer sales distribution for a period between 4-6 years, 30% for a period between 7-10 years, 17% for a period of more than 10 years and 10% for a period of below years. This shows that the distributors have been able to retain a skilled and knowledgeable sales force capable of delivering sales goals in the beer industry.

4.4 Financial Motivational Programs

Several statements on financial motivational programs were identified and the respondents were required to indicate the extent to which they have been applied by their employer. The findings are shown on Table 4.6.

Table 4.6: Financial Motivational Programs

Financial Motivational program	Mean	Std. Dev
The level of commissions offered motivate me to exert more efforts in my work	4.45	0.25
High salary offered to me motivate me to work hard	4.12	0.11
The level of retainer offered to me motivate me to work hard	3.86	0.43
The level of Bonuses offered to me motivate me to achieve set goals	3.48	0.55
Retirement Benefits being offered	3.36	0.52
The amount offered to me as house allowance motivate me to work hard	3.28	0.48
Insurance benefits offered to me and my family	3.26	0.33

Mean of Means	3.68	
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As indicated in Table 4.6, the level of commissions offered had a mean of 4.45 with a standard deviation of 0.25, the level of salary offered had a mean of 4.12 with a standard deviation of 0.11, the level of retainer had a mean of 3.86 with a standard deviation of 0.43, the bonuses offered had a mean 3.48 with a standard deviation of 0.55, the retirement benefits offered had a mean of 3.36 with a standard deviation of 0.52, the amount of house allowance offered had a mean of 3.28 with a standard deviation of 0.48 and insurance benefits offered had a mean of 3.26 with a standard deviation of 0.33

The mean values range from 4.45-3.26 with a mean of means of 3.68 which indicates that these financial sales force motivational programs are applied to a great extent by the distributors. With the use of commissions being the one applied to a very great extent and the insurance benefits offer being applied to a moderate extent.

4.5 Non Financial Motivational Programs

Several statements on non financial motivational programs presented on which the respondents indicated their level of agreement. The findings are shown on Table 4.7.

Table 4.7: Non Financial Motivational Programs

Non Financial Motivational Programs	Mean	Std. Dev
Regular sales contests among sales force staff	4.63	0.22
Being offered a senior position in the Company than I currently hold	4.52	0.39
Opportunity to improve my job related skills and knowledge	4.42	0.46
The level of professional training received	4.41	0.32
Regular meetings with management	4.12	0.45
Increased responsibility with the current job	4.05	0.992
Gaining respect from others	4.04	0.94
Effectively communicating with colleagues	3.99	1.011
A personal “thank you” note from my superior/ colleague	3.84	1.032
Flexibility of working hours	3.83	1.198
Being allocated more responsibilities	3.52	1.046
Being recognized by my boss	3.14	1.147
Being recognized by my peers	3.07	1.065
Regular gifts from the Employer	3.02	0.988
Holding of end year parties	2.19	0.66
Trips organized for best performers in the region	1.86	0.82
Mean of Means	3.67	

As indicated in Table 4.7, Regular sales contests had a mean of 4.63 with a standard deviation of 0.22, being offered a more senior position had a mean of 4.52 with a standard deviation of 0.39, being granted an opportunity to improve job skills had a mean of 4.42 with a standard deviation of 0.46, provision of professional training had a mean of 4.41 with a standard deviation of 0.32, regular meetings with management had a mean of 4.12 with a standard deviation of 0.45, increasing responsibilities in the current job had a mean of 4.05 with a standard deviation of 0.992, gaining respect from others had a mean

of 4.04 with a standard deviation of 0.94, being able to communicate effectively with others had a mean of 3.99 with a standard deviation of 1.011, receiving a personal note from superior or colleague had a mean of 3.84 with a standard deviation of 1.032, flexibility of working hour had a mean of 3.83 with a standard deviation of 1.198, being allocated more responsibilities had a mean of 3.52 with a standard deviation of 1.046, being recognized by the boss had a mean of 3.14 with a standard deviation of 1.147, being recognized by peers had a mean of 3.07 with a standard deviation of 1.065, regular gifts from employer had a mean of 3.02 with a standard deviation of 0.988, holding end year parties had a mean of 2.19 with a standard deviation of 0.66 and trips offered to best performers had a mean of 1.86 with a standard deviation of 0.82

The mean values for the responses ranges from 4.63-1.86 and the mean of means was 3.67. This indicates that non financial sales force motivational programs were being applied by the distributors with regular sales contests being applied to a very great extent and trips for best performers being applied to a small extent.

4.6 Performance of Distributors

The respondents were required to indicate the extent to which the motivational programs affect the performance of their organizations. The findings are presented on Table 4.8.

Effect of Motivational programs on Performance In relation to	Mean	Std. Deviation
Increasing the sales level of the Company	4.37	0.297
Improving customer satisfaction	4.11	0.667
Pushing slow moving brands	3.83	0.993
mean of means	4.10	

From the finding, The respondents who indicated that the motivational programs helped increasing the sales level of the company had a mean of 4.67 with a standard deviation of 0.297, helped in improving customer satisfaction had a mean of 4.11 with a standard deviation of 0.667 and helped pushing slow moving brands had a mean of 3.83 with a standard deviation of 0.993. The mean value for the responses ranges from 3.83-4.67 with a mean of means of 4.10 which shows that the motivational programs affected the level of sales increase for the distributors to a very great extent, the level of customer satisfaction to a great extent and the pushing of slow moving brands to a great extent and as an overall to a very great extent according to the mean of means. This therefore shows that there is a direct relationship between the sales force motivational programs and the performance of the distributors.

4.7 Correlation Analysis

Pearson's correlations analysis was conducted at 95% confidence interval so as to establish the effect of motivational programs on the performance distributors of EABL in Mount Kenya region.

Table 4.8: Correlations

Variables Tested		Performance of Distributors	Financial Motivation Programs	Non Financial Motivation Programs
Performance of Distributors	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	89		
Financial Motivation Programs	Pearson Correlation	.636**	1	
	Sig. (2-tailed)	0		
	N	89	89	
Non Financial Motivation Programs	Pearson Correlation	.689**	.787**	1
	Sig. (2-tailed)	0	0	
	N	89	89	89

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

From the finding in Table 4.9, there is a positive correlation between financial motivation programs and performance of distributors of magnitude 0.636 and a magnitude of 0.689 between non financial motivation programs and performance of distributors. The independent variables also had a positive significant correlation relationship with P-values of 0.000 and 0.000 respectively. This therefore indicates that performance of the

distributors increases with the application of sales force motivation programs i.e. financial motivation programs and Non financial programs.

4.8 Discussion of the Findings

The research study was based on seven distributors based in the Mount Kenya region. The biggest number of respondents were from Mt Kenya distributors representing 18% and the least was Tana Isiolo representing 10%. The highest number of the respondents i.e. 31 % had worked with their distributors in Mt Kenya region for a period of below 5 years and 19% had worked with the distributors for between 11 to 15 years .In terms of the highest levels of education attained, 47% had attained certificate level, 42% had attained secondary level and 11% Diploma level. Further analysis indicates that 43% had worked in the beer distribution industry for 4-6 years as the highest and 10% for below 3 years. These findings are important to the study since according to Vroom, WHO found a positive relationship between motivation programs and employee performance in organizations (Vroom, 1964).

The Financial sales force motivational programs that were being applied by the distributors were sales commissions, salaries, retainers, bonuses, retirement benefit plans, house allowance and insurance benefits. The difference arose in the levels of application of the programs in the various distributors. Whereas most preferred using sales commissions to a very great extent, insurance and house allowance benefits were applied to a moderate extent as an overall. Vroom's expectancy theory is found on the assumption that the behaviour exhibited by employees in an organization is a consequence of existing alternatives with the main purpose of optimizing employee happiness and minimize pain (Vroom, 1964). The theory identifies four pillar on which the level of performance

recorded by employees is anchored: individual personality of an employee, the skills and experience they possess, overall knowledge on their work and their capabilities to handle a number of tasks. It is therefore in the interest of the sales force to enjoy the benefits of their efforts through the financial motivational programs and in the course of this the distributors' sales goals are achieved and consequently performance is improved.

Non Financial sales force motivational programs that were being applied by the distributors were sales contests, job promotions, job rotation, sales force training, sales meetings, job design and recognition. Sales contests emerged as the leading since they were applied to a very large extent by the distributors. The least applied were recognition as the distributors applied it to a moderate extent ranging from simple recognition by boss and peers, regular gifts, end year parties to recognize team effort and trips meant to recognize top performers. Herzberg reached a conclusion that employees are affected by two factors in their level of recorded performance; motivators and hygiene factors. Motivators factors involved factors that create job satisfactions among employees with examples being: actual results, the extent that employees were recognized among other intrinsic aspects. Hygiene factors included factors that enhance dissatisfaction because of the gap existing between expected satisfaction and realized dissatisfaction. In this case it would be important for distributors to review recognition as part of the non Financial motivational programs and apply them to a very large extent in order to drive their performance further up.

The purpose of applying the sales force motivation programs is to improve performance or rather achieve sales goals. The application of the sales force motivation programs revealed that there exists a relationship with performance of the distributors in terms of

increased sales, higher levels of customer satisfaction and pushing out of slow moving brands. A correlation analysis was conducted at 95% confidence interval which revealed a strong positive correlation between financial sales force motivation programs and performance of distributors at a magnitude of 0.636 and 0.689 between non financial sales force motivational programs and performance of distributors. Koh, Gammoh and Okoroafo (2011) findings showed that key factors in motivation included the general way of life of the organization termed as cultural values, individual factors, and work based factors affect sales people motivation. The study identified a number of financial and non financial programs that affect employee performance that organizations need to seriously consider. Sahoo, Routray and Dash (2014) shows that motivation programs instituted by an organization plays a key role in the overall results posted by an organization. It is noted that the level of motivation among sales staff in an organization is influenced by the level of motivation done by employees. Thus enjoying their work and smoothly delivering on the organizational objectives. Performance achievement is therefore a result of the synergy achieved from both non financial and financial motivational programs applied in the day to day running of the distributor sales force.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter five gives a summary, conclusions and recommendations based on the objectives of the study.

5.2 Summary of the Findings

The research study aim was to establish the programs adopted by distributors of EABL to motivate their sales force and also establish the effects of the motivational programs on their performance. In other words it sought to answer the question “what are the effects of sales force motivation programs on performance of East African Breweries Limited in Mount Kenya Region?”

After conducting a census study administered through questionnaires sent to the seven distributors in the mount Kenya Region the study found out that the financial motivation programs offered by the distributors included commissions, salaries, retainers, bonuses, retirement benefit plans, house allowance and insurance benefits. However under financial motivational programs some distributors had a commission payment structure while others had a fixed pay, some but not all offered house allowance as well as insurance benefits.

The study revealed that non-financial motivation programs offered by the distributors sales contests, job promotions, job rotation, sales force training, sales meetings, job design and recognition. Sales contests emerged as the leading since they were applied to a very large extent by the distributors. The least applied were recognition as the distributors applied it to a moderate extent ranging from simple recognition by boss and peers, regular gifts, end year parties to recognize team effort and trips meant to recognize top performers. The study also found out that both Financial and non financial motivational programs had a strong positive correlation with performance of the Distributors in terms of increasing the sales of the distributors and improving customer satisfaction and helping push slow moving brand.

5.3 Conclusion

The study concludes that the basic purpose of motivational programs is to motivate the employees to work more effectively and efficiently in order to attain the organizational goals. Highly motivated employee translates to high organizational productivity. The distributors in the Mount Kenya Region are employing both Financial and Non-Financial sales force motivational programs. The analysis however reveals that there is room for better application of the programs to deliver higher performance.

The study further concludes that whereas some of the distributors are making every effort to apply most of the motivational programs at their disposal some do not apply programs like Recognition e.g. giving regular gifts, organizing end year parties and trips for outstanding performance as well as insurance benefits and commission payment structure since it is evident that wherever they are applied there is a corresponding shift in motivation levels of their sales team and thus impacting positively on performance.

5.4 Recommendations from the Study

Following the analysis of the data obtained it is clear that while some of the distributor made every effort to apply most of the motivational programs at their disposal, some applied minimal programs. The distributors who applied a wider range of programs experienced a shift in motivation levels of their sales team. The study therefore recommends the use of more or a combination of the motivational programs is bound to unlock excellent performance due to the high motivation levels that will be achieved.

In addition to this, implementation of commission structures classified as financial sales force motivation program would definitely raise the input of the sales teams in terms of effort and commitment. The achieved outcome would be two fold; achieved performance targets and satisfied sales team due to supplementing of salaries by the commissions offered. It is one of the most impactful sales force financial motivational program.

In light of the analysis the study recommends that the distributors should make considerations for the intervening factors like years of experience and education levels when applying the reward tools to motivate the sales force.

It further recommends that the financial rewards need to be of a reasonably significant amount to be an effective motivator.

5.5 Limitation of the Study

The study was limited to the Sales force of the seven distributors of EABL in Mount Kenya region. It would have been important to obtain the views and opinions of other

Sales Force personnel based within the region and also the management staff. To add more value of this research, it would have been good also to obtain the views from customers, suppliers and other key stakeholders.

Some of the respondents were skeptical to give information. This is because they thought this could be a plot by their employers to collect and use the information against them. This challenge was reduced by the researcher assuring them that the information they gave would be treated confidentially and it was to be used purely for academic purposes.

5.6 Suggestion for Further Studies

This study was confined to sales crews in beer distribution, therefore further research can be conducted to determine factors influencing sales force motivation in other industries. Alternative studies can also be done to establish the motivational levels of the management teams that lead the sales force.

The study recommends that besides the motivational programs established in this study, other future studies should seek to establish if the findings are shared across other industries without necessarily limiting the study to Beverage industry and also check if the motivational programs are managed by the organization.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

29th August, 2016

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTORY LETTER – RESEARCH PROJECT

I am a graduate student in the School of Business at the University of Nairobi. In partial fulfillment of the requirements of the degree of Master of Business Administration, I am conducting a research on ***‘SALES FORCE MOTIVATION PROGRAMS AND PERFORMANCE OF DISTRIBUTORS OF EAST AFRICAN BREWERIES LIMITED IN MOUNT KENYA REGION’***

I kindly request your input through arranging for an interview. Please note that your honest responses will be strictly confidential and purely for academic purpose.

Your acceptance to complete this questionnaire is greatly appreciated.

Thanking you in advance for your co-operation

Sincerely,

KIAMBA MICHAEL KILUNGU

Reg No.: **D61/73074/2009**

Tel: 0722907731

Email: mkkiamba@gmail.com

APPENDIX II: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

- 1) Please indicate the name of your Distributor

- 2) How long has your distributor been working with EABL? _____
- 3) How long have you worked with this distributor in Mount Kenya region?

- 4) What is your highest education level attained?
 Secondary [] Diploma [] Certificate []
 University Degree [] Post Graduate Degree []
- 5) How long have you worked in the Beer sales distribution?
 Below 3 years [] 4- 6 years []
 7 to 10 years [] More than 10 years []

SECTION B: FINANCIAL MOTIVATIONAL PROGRAMS

- 6) Indicate by a tick [√] the extent to which each of the following financial motivational programs have been applied by your employer. Use a scale of 1 to 5, where
- 1: to no extent 2: to a small extent 3: to a moderate extent**
4: to a large extent 5: to a very large extent.

	1	2	3	4	5
The level of commissions offered motivate me to exert more efforts in my work					
The level of retainer offered to me motivate me to work hard					
The level of Bonuses offered to me motivate me to achieve set goals					
The amount offered to me as house allowance motivate me to work hard					
High salary offered to me motivate me to work hard					

Retirement Benefits being offered					
Insurance benefits offered to me and my family					

SECTION C: NON FINANCIAL MOTIVATIONAL PROGRAMS

7) Indicate by a tick [√] the extent to which each of the following non financial motivational programs have been applied by your employer. Use a scale of 1 to 5, where

- 1: to no extent 2: to a small extent 3: to a moderate extent**
4: to a large extent 5: to a very large extent.

	1	2	3	4	5
Being recognized by my boss					
Being recognized by my peers					
Effectively communicating with colleagues					
Increased responsibility with the current job					
Regular meetings with management					
Regular sales contests among sales force staff					
Regular gifts from the Employer					
The level of professional training received					
Holding of end year parties					
Trips organized for best performers in the region					
Flexibility of working hours					
Opportunity to improve my job related skills and knowledge					
A personal “thank you” note from my superior/ colleague					
Being offered a senior position in the Company than I currently hold					
Being allocated more responsibilities					

Gaining respect from others					
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SECTION D: SALES MOTIVATIONAL PROGRAM AND DISTRIBUTOR PERFORMANCE

8) Below are several ways that motivational programs affect the performance of organizations. Kindly indicate the extent to which it has affected the performance of your organization. Use a scale of 1 to 5, where

- 1: to no extent 2: to a small extent 3: to a moderate extent**
4: to a large extent 5: to a very large extent.

	1	2	3	4	5
Helped push slow moving brands					
Helped increase the sales level of the Company					
Helped improve customer satisfaction					

APPENDIX III: LIST OF DISTRIBUTORS

1. Kinginya Nkubu
2. Mount Kenya
3. Kinginya Meru
4. Tana Isiolo
5. Wamuti Nanyuki
6. Wamuti Nyeri
7. Peekay Distributors