INPUT OF THE SALES FORCE CONTRIBUTION ON

ORGANIZATIONAL PERFORMANCE: THE CASE OF NATION MEDIA

GROUP (K) LIMITED.

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DECLARATION

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

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

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DEDICATION

To my Parents, Mr & Mrs. G.R Wanjohi for instilling the discipline of Education in me and being there to fully support me. To my siblings for always looking up to me and giving me the extra push.

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ABSTRACT

The Study sought to establish how the Input of Sales Force contributed to Organizational Performance. This was done through conducting interviews through an interview Guide to the Sales Force of Nation Media Group who were based in Nairobi. There were variables such as Communication, Motivation, Customer Service, Quality Management, Teamwork, Efficiency in Processes, Equity in Remuneration and Reward for Performance and Achievability of Targets. Each of these variables has a varying effect on overall Organizational Performance and thus the study led to the conclusion that Organizational Performance is greatly influenced by the Sales Force in the Organization. The study revealed that if the Sales Force needs is addressed then the Organizational Performance will improve tremendously and will lead to overall achievement of the Organizational Objectives. The results indicated that the Sales force contribution through the various factors had a major impact on the organizational performance. Emphasis therefore needs to be put into these variables in order to analyze each of them and find out how to enhance the Sales Force in order to achieve the overall objectives.

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LIST OF ABBREVIATIONS

KARF	-	Kenya Audience Research Foundation
KARF Q1 2013	-	Kenya Audience Research Establishment Survey Quarter 1 2013
NMG	-	Nation Media Group
TV	-	Television
FM	-	Frequency Modulation
BPR	-	Business Process Reengineering
IQ	-	Intelligence Quotient
EQ	-	Emotional Intelligence
SQ	-	Social Intelligence
TQM	-	Total Quality Management

CHAPTER ONE:

INTRODUCTION

1.1 Background of the study

The market environment refers to factors and forces that affect a firm's ability to build and maintain successful relationships with customers. Three levels of the environment are: Micro (internal) environment - small forces within the company that affect its ability to serve its customers. Meso environment; the industry in which a company operates and the industry's market(s). Macro (national) environment; larger societal forces that affect the microenvironment. The micro environment refers to the forces that are close to the company and affect its ability to serve its customers. It includes the company itself, its suppliers, marketing intermediaries, customer markets and publics.

The company aspect of microenvironment refers to the internal environment of the company. This includes all departments, such as management, Sales, finance, research and development, purchasing, operations and accounting. Each of these departments has an impact on marketing decisions. The suppliers of a company are also an important aspect of the microenvironment because even the slightest delay in receiving supplies can result in customer dissatisfaction. (Kotler et al 2003) Competitive advantage is the favorable position an organization seeks in order to be more profitable than its competitors. Competitive advantage involves communicating a greater perceived value to a target market than its competitors can provide.

This can be achieved through many avenues including offering a better-quality product or service, lowering prices and increasing marketing efforts. Sustainable competitive advantage refers to maintaining a favorable position over the long term, which can help boost a company's image in the marketplace, its valuation and its future earning potential (Margaret 2012). The competitive environment is the dynamic system in which a business competes. The state of the system as a whole limits the flexibility of the business. World economic conditions, for example, might increase the prices of raw materials, forcing companies that supply the industry to charge more, raising the overhead costs. At the other end of the scale, local events, such as regional labor shortages or natural disasters, also affect the competitive environment. Nation Media Group is a Giant player in the Media Industry and has a large number of sales force personnel who are in its different facets of Business. Thus it needs to be effective in the training, motivation and retention of its sales force in order to ensure it has a competent sales force. (www.nationmedia.com)

1.1.1 The Concept of Organizational Performance

Organizational performance relates to   how successfully an organized group of people with a particular purpose perform a function. High organizational performance is when all the parts of an organization work together to achieve great results with results being measured in terms of the value we deliver to customers.(Pitcher ,2012) These parts are: Strategic objectives which provide the direction in which everyone within the organization should head. Organizational structure which this represents the form in which the organization will deliver its services.

The structure must support the strategy just as the strategy must have regard to the structure. Business performance measures which represent the measures by which each area of the organization will be assessed. In order to be relevant and of use to the organization, the measures must be determined in light of the organization's goals and the strategies put in place to achieve those goals. It is this measurement process that will direct behaviour more than any other system that may be put in place. Further, the information must be easily obtainable in a timely manner. This requires the management information systems to be developed to collect the right data in an efficient way.

Allocation of resources and processes which relates to the decision making approach that takes place within the organization. It is how the organization goes about deciding where to apply its scarce resources – including money, time and effort - in order to achieve its objectives. Values, culture and guiding principles – this part is unique to the organization. Reward structures – must reinforce the culture and direct efforts to support the achievement of strategic objectives.

Reward structures may include various forms: monetary (for example, bonus on achievement of short term goals), promotion (recognition of having acquired certain skills), celebration event (recognizing and congratulating team efforts), leave of absence / day off (recognition and 'thank you' for a job well done), and so on. All these parts are inter-related and a change to one will impact one or more of the others. Similarly, one poor performing part will potentially negatively impact the others and lead to less than successful results. So, organizational performance is getting all of these parts to work in harmony in order to achieve great results. (Pitcher 2012)

1.1.2 Sales Force Performance

The Sales Force refers to the Division of a business that is responsible for selling products and services and bringing in the revenue. (www.enterprenuer.com). Evaluating the current sales force is an important step in the process of deciding whether and how to grow the sales team. If the existing sales force is fine and will be more than adequate to fuel future growth, the number of people can be the same and simply add some additional training or perhaps a revamped compensation package. On the other hand, the sales force may need to grow by a few heads, or may stay the same size but have different people filling the sales positions. Evaluating the sales force is to decide what one may want it to do for them. Evaluating your sales force should not be based on some other company's needs. For instance, if salespeople are primarily charged with following up on leads generated by advertising, they ought not to be penalized if they aren't making a lot of cold calls. Decide on what jobs the sales force is intended for, check their performance against the requirements.

The key measure when it comes to evaluating a sales force is sales productivity. The simplest measure of sales productivity is the dollar amount of sales per salesperson. This is by dividing the volume of sales by the number of salespeople on staff. That will give an average sales productivity figure and let one know how the average salesperson in the organization is doing. More useful, though, is to know how each individual salesperson is doing compared to the average. There may be a handful of relatively productive people who are carrying the load for a raft of underperformers. This is the kind of information a manager needs to know to decide whether to make a change.

Sales productivity may involve more than simply generating dollars of sales. The sales force may be moving a lot of product now but costing the organization sales later by alienating customers with poor service. They may be making promises they can't deliver on, overburdening your production and shipping departments. They may be selling a lot of the wrong products (items with low margins or high support costs) while ignoring the more profitable lines. The manager needs to ascertain whether certain salespeople have large numbers of returns or tend to sell to customers who don't pass credit checks. These salespeople could be costing the organization more than they are worth. Adding salespeople can result in steadily increasing sales. This can free up time and energy on other tasks. Hiring salespeople could also hurt sales, erode profits, damage valuable customer relationships, and destroy the organizations image in the industry.

The difference between these two scenarios is the difference between hiring the right salespeople and the wrong ones. There also is Sales planning which involves strategy, setting profit-based sales targets, quotas, sales forecasting, demand management and the writing and execution of a sales plan. A sales plan is a strategic document that outlines the business targets, resources and sales activities. It typically follows the lead of the marketing plan, strategic planning and the business plan with more specific detail on how the objectives can be achieved through the actual sale of products and services. (Spiro et al, 2008)

Salespeople are the front-line troops, the ones with the most daily contact with the customers. It's important to not only grow the sales force, but to grow it properly. To start with, the manager needs to understand that there may not be any truly bad salespeople.

There may just be good salespeople in the wrong positions. To hire the right salesperson for the job, the Manager has to understand and be able to describe what the job is. That means clarifying whether this sales position is intended to immediately generate sales or perhaps develop contacts for a sales cycle that may stretch into months or years. Does one want someone who is a closer or one who takes more of a consultative approach? Matching the company's sales needs and selling style to the new hires is the first step in getting good salespeople.

Few salespeople are motivated by altruism, and misunderstanding the company's compensation package is one of the main reasons for sales staff dissatisfaction and turnover. For all potential new hires, the manager needs to explain precisely what the compensation plan is. In addition, clarify the territory, performance expectations, any training to be offered and any sales tools to be provided. The manager should also provide candidates with a thumbnail description of the market and the competition. Then he will know that he has explained the opportunity accurately to anyone who is interested. One should not stop by describing the Organization's needs. He needs to Imagine the ideal salesperson for the job, including his or her personality, experience, energy level, reputation and abilities. One may not find someone exactly like that, but if one doesn't know what he wants, the odds of making a bad hiring decision are high.

1.1.3 An Overview of the Media Industry in Kenya

The Media Industry in Kenya is a diverse and vibrant growing industry which faces an uncertain future. It includes four major daily newspaper manufactures, more than 32 FM radio stations and 8 television stations. Relations between the mass media and the Kenyan government are tense and the question of controlling these outlets is

controversial. An important issue for the future of the press is the extensive cross-media ownership in Kenya, with certain media houses owning newspapers, television stations and radio stations. The political transition from British colony to independent country was mirrored by changes in the mass media in Kenya. In 1963 when Kenya became independent the vast majority of broadcasts on government-owned radio and television stations were imported British and American programmes, but this was set to change. Kenyan culture was promoted via the mass media under the presidency of Jomo Kenyatta as more programmes were broadcast in Swahili and there was a focus on African music and dance. Likewise, newspapers covered more African traditions and culture. (Collander, 2009). The Daily newspaper market increased to four.

1.1.4 Nation Media Group

Nation Media Group was founded by His Highness the Aga Khan in 1959. The Daily Nation took its place on the newsstands on October 3 1960 and is now the flagship brand of the group. The Daily Nation sales are approximately 220,000 copies per day. Taifa Leo was launched in 1958 and is the only Swahili national newspaper. It is owned by NMG.

Taifa Leo is an approved newspaper by the Ministry of Education to be used as a teaching aid in schools. The Taifa Leo sales are approximately 5,000 copies per day. The Business Daily was launched in 2006 as a business oriented paper meant to look into the business aspects and carry business stories. It has a circulation of 20,000 copies each day. The East African Paper is a weekly newspaper published in Kenya by the Nation Media Group, which also publishes Kenya's national Daily Nation. The East African is circulated in Kenya and the other countries of the African Great Lakes region, including

Tanzania, Uganda and Rwanda. It contains stories and in-depth analysis from each country in the region, in addition to international stories. As the leading multi-media house in the East African region, Nation Media Group (NMG) has print as well as electronic media and the Internet which attracts a regular readership quite unparalleled in the region. In the print category, there are four Products which are The Daily Nation, Business Daily, The East African and Taifa Leo. Out of the 6,008,487 respondents in the survey who read newspapers in the past 7 days, 80% read The Daily Nation and 16% read Taifa Leo. (KARF Q1 2013).The Daily Nation is Kenya's leading newspaper (KARF Q1 2013). It is a product of Nation Media Group (NMG) Limited.

1.2 Research Problem

Managing the performance of employees, and eventually of organizations, is arguably one of the most critical issues within the management sciences (Griffin, Neal & Parker, 2007). Consequently, an enhanced understanding of why some employees and organizations outperform others is very valuable for both management researchers as well as practitioners (for example den Hartog, Boselie & Paauwe, 2004). 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. If they are perceived as unattainable, they negatively affect motivation. Completeness whereby there are many factors that can affect sales people's performance (for example Environmental, Individual among others.) Reliability where the data used for setting targets must be reliable. If it is not, there is a high probability that targets will be perceived as unachievable or distorted. This perception will have a negative effect on sales people's behavior. Agreement where each

sales person must accept and agree with his or her performance targets in order to be committed to delivering them. Targets review is also important as performance targets are periodically reviewed in order to keep being valid and achievable. Fairness of sales people must perceive their targets fair and equitable.

There needs to be clarity where sales people need to clearly understand their targets and how they are estimated as this seems to have a positive effect on their commitment with the targets and on their motivation to achieve them. Communication is also required as Performance targets need to be communicated clearly. Sales people need to know what the target is, how it has been calculated who is responsible for achieving them and how well are they doing against it.

Nation Media Group has benchmarks which are used to gauge the performance of the Sales Force Personnel and these are the Key Performance Indicators which include: Achievements of budgets based on the targets given, Yield based on level of business generated compared to previous years, Debt Management for existing clients, Market Share as based on competition, Customer Service for potential and existing clients, Quality process management which ensures that the deadlines are met for optimal market arrivals, Creativity and innovation as well as planning. (www.nationmedia.com). Previous studies on organizational Performance which have been conducted have yielded several results.

Kamau (2001) did research on the performance of daystar university business administration and management graduates as perceived by their employers and the survey indicated that 92.6 percent of Daystar University Business Administration &

Management graduates meet their employers' performance expectations in applying the training and skills acquired and the attributes they portray. It can therefore be concluded that the training and skills acquired by these graduates from Daystar University meet the perceived expectations of employers. Therefore, the training offered was appropriate for the job market in Nairobi, Kenya.

Carlton (2004) did research on measuring Organizational Performance and focused on the important issue of organizational performance measurement. As organizational performance can be judged by many different constituencies, resulting in many different interpretations of "successful performance", this research examined organizational performance from a single constituency perspective, that of the common stockholder in for-profit organizations. From this perspective, successful organizational performance can be equated with successful value creation for stockholders. Ellinami (2005) did research on Performance management in Divisionalized companies in Kenya and found out that the level of autonomy granted to divisional heads to be generally low even in operating policy area. The consequence was affecting the aspects of performance measurement covered in the study. 'Divisional performance is measured mainly for control purpose and provision of information for planning and strategy formulation but not often for determining remuneration to division heads.

Hence this research will focus on an assessment of input of sales force contribution on Organizational performance. The research question is what is the input of Sales force Contribution on Organizational Performance?

1.3 Research Objective

The objective of the study is to investigate the input of Sales Force contribution on Organizational Performance.

1.4 Value of the study

This study will be of importance to Nation Media Group as it will give insights into how to effectively manage its Sales Personnel and how it is impacting the company's performance. This will enable the organization to have a better means of gauging their performance indicators

The study will be of importance as it can be used as a reference material to other companies that wish to grow and measure their Sales Personnel Performance against their peers. Stakeholders (both internal and external) as well as other players in the Industry will directly benefit as result of the organization being able to post better profits and sustaining a better working environment.

The study will be of importance as the academia will be able to understand the area of study on Sales Personnel and also will be useful in being a basis for future research as will have been extensively studied. As well as be used for reference in future studies.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This Chapter covers the literature review in the form of theoretical foundations. The issues to be discussed will include Motivation of the Sales Force, Challenges of Managing the Sales Force today, Managing teams, Total Quality Management of the Sales Force and Communication in regard to the Sales Force Performance.

2.2 Conceptual and Actionable Blueprint

This entails various blueprints which are integral in determining performance. They include: Power versus Authority. Power refers to the ability of a person or a group to influence the beliefs and actions of other people. (Hunter, 2004) It is the ability to influence events. To be able to influence organizational and employee behavior and related management processes, a manager must have the power to be able to influence their own employees, other managers and other stakeholders both within and outside the organization.

Whilst a person may be delegated the formal responsibility for managing or facilitating the whole or specific parts of the strategic management process and be assigned the formal authority to do so, it is critical to appreciate that other forms of power exist that can help or hinder this formal authority. Authority refers to the right given to a manager to achieve the objectives of the organization. (Hunter, 2004). Efficiency versus effectiveness. Efficiency is doing things right. Effectiveness is doing the right things.

If you cannot manage yourself for effectiveness, you cannot expect to manage others. (Drucker, 1993) Effectiveness can be learned - and it has to be learned - it is not something that comes naturally. There is no such thing as an "effective personality". Intelligence, knowledge, and hard work are not enough. Effectiveness requires learning certain a practice until they become habits.

2.3 Challenges Confronting Modern Management in Organizations

The biggest challenge managers in modern organizations face today; one that encompasses most of the above challenges is that of managing smart people. In today's environment a manager is not necessarily the best professional. These days are over. He no longer has the ultimate knowledge and the ability to understand all issues of the business, department, division or sometimes, even the team. The people he works with, most of the times know more about specific things then he does and have skills that he doesn't. And they are smart. Not only smart in terms of pure intelligence (IQ) but smart in terms of emotional intelligence (EQ) and social intelligence (SQ). (Sherfelad, 2009).

According to Natalia, (2011) Lack of capital is also a critical challenge that a successful manager or leader faces as its very success creates this and it quickly becomes a vicious circle. Without very diligent cash flow management and/or raising of more capital, including debt, the business often is constrained by capital as it grows. Often the profit in one operating cycle is insufficient to fund the extra working capital required for the next operating cycle. Lack of management skills is a problem that is very difficult to deal with in most small and medium enterprises as the size of the senior management team is necessarily limited. Lack of focus is another challenge that a manager may face and

especially when managing a team. Ignoring risks in their assessment of alternatives and opportunities. There also is Lack of a plan and also Failure to plan for issues absorbing the majority of your time. Global Competitiveness- the ability of a firm or a nation to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them. Globalization: In any business of significant size today, the competition is almost never limited to local competitors. Market changes: Keeping a constant watch on market trends and evolving the business to adequately match the consumers' demands is another challenging responsibility.

2.4 Challenges of Managing the Sales Force

The world of work is changing: Outsourcing. International mobility. Talent shortages. New labour laws. Globalization. Shifting demographics. An ageing workforce. Where, how, and for whom, people work is, in turn, transforming company structures and cultures. Over the next decade, the convergence of dominant business, demographic, and social trends will only accelerate the changes sweeping through today's workplace. Business leaders recognize the link between business performance and the people within their organization. And they understand that people-related issues need to be at the heart of the boardroom agenda. As a consequence, HR managers are being encouraged to implement people strategies that support the organization's business objectives and increase accountability and transparency around people management and reporting. According to Bionicash (2011) Challenges of Managing working people include: Managing and supervising people. Every day we are facing different problems and challenges. Variations of people should take into consideration in managing them.

Factors like timing, place, and situation would work well for the managers. Here are the most common problems in management and how to solve them. Employee motivation: Motivating the employees and maintaining their morale is essential for every business. However, this is only possible when any grievances of employees are adequately addressed while ensuring the company's interests. Recruitment: Hiring the right people for the right job is a tough task. Analyzing the skills required for a particular job and searching through the multitude of resumes to find the perfect match is a challenge for any management.

2.5 The Stirrings of Change in the Sales Force

This refers to agents which are integral in ensuring that organizations achieve their objectives. They include: Customer service: According to Bill horg (2010) It's common knowledge that customers are more loyal to companies who treat them as more than just a number. Providing exceptional customer service is the stated goal of every business leader, regardless of how large or small the company. Ways of Caring for these customers include: Be Genuine: Personalize the Conversation: When a customer calls with a complaint or a concern, make the time to treat them like an individual. And ensure your employees do, too. Using a customer's name whenever possible helps her see you are truly engaged in serving her, regardless of the problems she's brought to your attention. Be Accountable: Impeccable service ensures that every company employee, regardless of rank, handles customers to the fullest extent of their abilities. Ensuring your customer achieves a desirable outcome will ensure you create a customer for life.

 Be Empathetic: Listen, Acknowledge, Validate and Apologize: Listen to your customers. Learn to acknowledge the customer's issue, and train employees to do the same. It helps

your customer to know that someone understands their concerns. Be Innovative: Provide Solutions: Once you understand the customer's problem, offer a solution. Refrain from telling the customer what you can't do. Instead, focus on what you can do to remedy her situation, and offer some options. Working to solve your customer's problem even if not to the extent she may have hoped will help her feel as if you care about her and her business. A solution focused attitude will keep customers coming back even after they've faced a problem with your company. Be Trustworthy: Never Make Impossible Promises: Often, in an effort to appease a customer, an employee or company leader will make promises that are not only impractical, but which he or she is simply not able to honor. Bill horg (2010)

2.5.1 Managing Teams

A good starting point is Warren G Bennis' saying that "Leaders are people who do the right things; managers are people who do things right." Leadership involves creating a compelling vision of the future, communicating that vision, and helping people understand and commit to it. Managers, on the other hand, are responsible for ensuring that the vision is implemented efficiently and successfully. The Importance of Delegation: The top priority for team managers is delegation. No matter how skilled you are, there's only so much that you can achieve working on your own. With a team behind you, you can achieve so much more: that's why it's so important that you delegate effectively. Successful delegation starts with matching people and tasks, so a manager first needs to explain what your team's role and goals are. Motivating Your Team Another key duty you have as a manager is to motivate team members. Developing Your Team: Teams are made up of individuals who have different outlooks and abilities, and

are at different stages of their careers. Communicating and Working With Your Team and With Others and also communicating with People outside Your Team. Managing Discipline: Discipline may be subtly different from basic feedback, because it doesn't always relate specifically to the employee's work. (www.mindtools.com)

2.5.2 Total Quality Management (TQM) of the Sales Force

According to (Padhi, 2010) Total quality Management is a description of the culture, attitude and organization of a company that strives to provide customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's operations, with processes being done right the first time and defects and waste eradicated from operations. To be successful implementing TQM, an organization must concentrate on the eight key elements which are: Ethics, Integrity, Trust, Training, Teamwork, Leadership, Recognition and Communication (Davenport, 1990)

2.5.3 Business Process Reengineering in regard to the Sales force

Business Process Reengineering (BPR) is a Business Management Strategy, originally pioneered in the early 1990s, focusing on the analysis and design of workflows and processes within an organization. BPR aimed to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. BPR is basically rethinking and radically redesigning an organization's existing resources.

BPR, however, is more than just business improvising; it is an approach for redesigning the way work is done to better support the organization's mission and reduce costs. Reengineering starts with a high-level assessment of the organization's mission, strategic

goals, and customer needs. BPR seeks to help companies radically restructure their organizations by focusing on the ground-up design of their business processes. Business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasized a holistic focus on business objectives and how processes related to them, encouraging full-scale recreation of processes rather than iterative optimization of sub processes. (Hamscher, 1994)

2.6 Motivation of the Sales Force

Motivation is a psychological feature that arouses an organism to act towards a desired goal and elicits, controls, and sustains certain goal-directed behaviors. It can be considered a driving force; a psychological one that compels or reinforces an action toward a desired goal. For example, hunger is a motivation that elicits a desire to eat. Motivation is the purpose or psychological cause of an action. (Schater, 2012) Motivation is an important tool that is often under-utilized by managers in today's workplace. Managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner. It was once assumed that motivation had to be generated from the outside, but it is now understood that each individual has his own set of motivating forces. It is the duty of the manager to carefully identify and address these motivating forces. This paper will help managers become more effective at creating a positive motivational environment. Abraham Maslow developed a theory of personality that has influenced a number of different fields, including education. This wide influence is due in part to the high level of practicality of Maslow's theory. This theory accurately describes many realities of personal experiences. Many people find they can understand what Maslow says. They

can recognize some features of their experience or behavior which is true and identifiable but which they have never put into words. (Janet et al 1997).

There also is the Herzberg two factor theory which is a content theory of motivation. Herzberg analyzed the job attitudes of 200 accountants and engineers who were asked to recall when they had felt positive or negative at work and the reasons why. From this research, Herzberg suggested a two-step approach to understanding employee motivation and satisfaction. Hygiene Factors are based on the need to for a business to avoid unpleasantness at work. If these factors are considered inadequate by employees, then they can cause dissatisfaction with work. Hygiene factors include: Company policy and administration, Wages, salaries and other financial remuneration, Quality of supervision, Quality of inter-personal relations, Working conditions and Feeling of Job Security. Motivator factors are based on an individual's need for personal growth. If they are effective, then they can motivate an individual to achieve above-average performance and effort.

Motivator factors include: Status, Opportunity for advancement, Gaining recognition, Responsibility, Challenging / stimulating work, Sense of personal achievement & personal growth in a job. There is some similarity between Herzberg's and Maslow's models. (Riley, 2012) They both suggest that needs have to be satisfied for the employee to be motivated. However, Herzberg argues that only the higher levels of the Maslow Hierarchy (self-actualization, esteem needs) act as a motivator. The remaining needs can only cause dissatisfaction if not addressed.

2.7 Communication Practices and Sales Force Performance

A skilled business manager must be able to manage. She must also be able to delegate, spearhead new ideas and assess business successes and failures. (Morley 2013) According to the Psychologically Healthy Workplace Program, "Communication plays a key role in the success of any workplace program or policy. Two types of communication are important for managers: top-down communication and bottom-up communication. Managers should be able to communicate policies, procedures and instructions clearly to their employees. Business managers also need to be able to communicate in a number of different ways, including in large groups, face to face, online and in writing. Another fact of communication in the organization is the process of one-to-one or interpersonal communication, between individuals.

Such communication may take several forms. Messages may be verbal (that is, expressed in words), or they may not involve words at all but consist of gestures, facial expressions, and certain postures ("body language"). Nonverbal messages may even stem from silence (Johnson, 1976). Frequency of Communication: Managers not only need to be good communicators, they also need to communicate with their employees frequently to stay abreast of changes and assess new programs and policies. Further, the Management Skills Advisor website suggests that managers have an "open door policy" by which they encourage employees who need to communicate with them to do so often. It's important that managers have a keen understanding of what subjects need to be communicated to which people in an organization. Communication traits of successful business managers include being able to listen to others' ideas well and respond to them appropriately and

clearly. Business managers should be able to give concise directions and clearly articulate policies, consequences and expectations. Managers need to understand both verbal and nonverbal communication and about the messages that both send. Finally, business managers should be able to communicate well during emergencies or in less-than-ideal situations; they must also know how to communicate bad news, such as a firing, with tact. (Morley 2013)

2.8 Approaches to Better Management of the Sales Force

According to (Fishler 2001) there are some factors that if managers follow will enable them be better at what they do. These include: Acknowledge that managing sales people is different from your core technical skills, and recognize that people management is essential to your own career growth. It means providing direction and then doing everything you can to make sure your subordinates are allowed to do their jobs. Micromanagers are too close; this lowers trust, disempowers subordinates and destroys their motivation. Absentee managers are too far away; they provide insufficient guidance, don't keep track of work being done, and aren't there to listen and provide answers to questions that come up. The optimal distance is in between. Make your subordinates' careers a priority. The better they do, the better you look; becoming known as an incubator of talent makes you more valuable to your company.

Ask your subordinates what their career goals are, and tell them you'll do everything you can to promote them, whether in your department or elsewhere. Acknowledge: At a psychological level, people value acknowledgement of their good work more than they value money. Document your work: Managers are accountable for their actions with

respect to their subordinates, and this is as it should be Work by agreement. Make agreements with those who work for you. Be objective. This has several aspects.

For example, be consistent and constructive in your communication; the emotional objectivity required will give you a solid foundation and make you appear reliable to others, a key factor in your work relationships. Being objective also means not playing favorites; this requires emotional discipline on your part but is important for group morale. Finally, being objective means observing yourself as well as others -- another way of playing fair, which is what objectivity leads to in the realm of action. (Fishler 2001)

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methods used in Research which included the Research design, Data collection method used and the Data analysis method.

3.2 Research Design

A case study research design approach was used. Case study method is a very popular form of qualitative analysis and involves a careful and complete observation of a social unit, be that unit, a person, a family, an institution, a cultural group or even the entire community. It is a method of study in-depth rather than breadth. The case study places more emphasis on the full analysis of a limited number of events or conditions and their interrelations. The study was a case study since it involved one organization which is the Nation Media Group Ltd, Kenya.

The case study deals with the processes that take place and their interrelationship. Thus, a case study is essentially an intensive investigation of the particular unit under consideration. The object of the case study method is to locate the factors that account for the behavior and patterns of the given unit as an integrated totality (Kothari, 2007). A case study sought to describe a unit in detail, in context and holistically. It is a way of organizing educational data and looking at the object to be studied as a whole.

3.3 Data Collection

The type of data collected was the primary data. Primary data is information gathered directly from respondents. This was done through interview guides. It involves creating "new" data. Data is collected from the existing sources (Kombo and Tromp, 2006). In content analysis, a classification system is developed to record the information. In interpreting results, the frequency with which a symbol or idea appears was interpreted as a measure of importance, attention or emphasis. The data for this study was collected from the Management of the Sales force which included the Business Managers, Commercial Managers and the Advertising Director of Nation Media Group (K) Ltd headquarters in Nairobi. This study used an interview guide to collect data from the targeted respondents. The interview schedule structure was based on the research objective stated. It entailed general information of the respondents and contained open ended questions that sought response of the Sales of in regard to their input and its effect on the Organizational Performance of Nation Media Group (K) Ltd.

3.4 Data Analysis

The data obtained from the interview guide was analyzed using content analysis. Most of the data collected was expected to be qualitative. Qualitative data analysis makes general statements on how categories of data are related (Mugenda and Mugenda, 2003). In this case, content analysis was used. Content analysis is a method for summarizing any form of content by counting various aspects of the content. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 2003). It involves observation and detailed description of objects, items or things that comprise the object of study (Cooper and Schindler, 2003).

The variable to be used in the analysis is: The Input of the Sales force of Nation Media

Group (K) Limited contribution on its performance.

CHAPTER FOUR:

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, interpretation and presentation of the data as was obtained from the factors that affect the sales force and their effect on organizational performance and gives an indication of the response to the objective of this research.

The analyzed data from the interviewees is based on the Variables used to measure the Input of the Sales force of Nation Media Group (K) Limited contribution on its performance. A total of Eleven (11) respondents were interviewed by the researcher relative to the study specific aspects in the interview guide.

4.2 General information of the Respondents

The study targeted Eleven (11) respondents in collecting the data within Nation Media Group based in Nairobi who were the Management of the Sales force which included the Business Managers, Commercial Managers and the Advertising Director of Nation Media Group (K) Ltd headquarters in Nairobi. 10 out of the 11 target respondents were involved in the Interviews contributing to 91%.

4.3 Response Rate by age category and level of Education

The respondents were requested to indicate their age and level of education. 30% of the respondents who indicated their age fall in the age category of 20-29 years. 33% of the respondents in this age category have an undergraduate level of education while 66% have postgraduate qualification. 50% of the respondents fall in the age category of 30-39 years, with 20% of respondents in this age category having undergraduate qualifications

and 80% with postgraduate qualification. Only 20% of the respondents are in age category 40 years and above with 100% postgraduate qualification. This is as shown below:

Table 1: Response Rate by age category and level of Education

Age Category	Level of Education		Frequency	Percentage
	Undergraduate	Postgraduate		
20-29 years	1	2	3	30%
30-39 years	1	4	5	50%
40 and above	0	2	2	20%
Total	**2**	**8**	**10***	**100%**

Source: Researcher (2013)   *1 missing value

4.4 Response Rate by Position and Length of Service

The respondents were asked to indicate their position and the Length of time they had served in those positions. The study found that 60% of the respondents were Business Managers out of whom 66% had served for more than 5years in the organization and 34% had served for less than 5 years. 30% of the respondents were also commercial managers of whom 67% has served in their positions for more than 5years.33% had served for less than 5 years.10% of the respondents has served for more than 5years and this was the Advertising Director.

Table 2: Response Rate by Position and Length of Service

Position	Length of Service		Frequency	Percentage
	0 - 5 yrs.	*Above 5yrs*		
Business Managers	2	4	6	60%
Commercial Managers	1	2	3	30%
Advertising Director	0	1	1	10%
Total	**3**	**7**	**10**	**100%**

Source: Researcher (2013)

4.5 Communication and Sales Force Performance

The study required the respondents to describe how Communication affects Organizational Performance. The study found that 50% of the Business Managers considered communication as having a large effect on how the overall performance of the organization. 33% of the Commercial Managers also had the same conclusion. The advertising Director was also of the opinion that Communication to a very large extent had an effect on organizational performance. This was illustrated in the Table below:

Table 3: Communication and Sales Force Performance

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	3	2	1	0	6
Percentage	50%	33%	17%	0%	100%
Commercial Managers	1	1	1	0	3
Percentage	33%	33%	33%	0%	100%
Advertising Director	1	0	0	0	1
Percentage	100%	0%	0%	0%	100%

Source: Researcher (2013)

4.6 Motivation of the Sales Force

The study required the respondents to discuss the impact of motivation in the workplace. The study revealed that indeed motivation was one of the major determinants of productivity for the organization for sales people. The study found that 50% of the Business Managers considered Motivation as having a large effect on how the overall performance of the organization. 66% of the Commercial Managers also had the same conclusion as motivation having a very large and also a large extent of effect on the organizational performance. The Advertising Director also was of the opinion that motivation did have a very large effect on organizational performance.

This was illustrated in the Table below:

Table 4: Motivation of the Sales Force

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	3	3	0	0	6
Percentage	50%	50%	0%	0%	100%
Commercial Managers	2	1	0	0	3
Percentage	66%	33%	0%	0%	100%
Advertising Director	1	0	0	0	1
Percentage	100%	0%	0%	0%	100%

Source: Researcher (2013)

4.7 Contribution of Teamwork in the Sales Force

The respondents were of the opinion that Sales Force in NMG valued teamwork which created a better working environment and helped in achieving the overall objectives. The study found that 66% of the Business Managers to a very large were of the opinion that teamwork was addressed effectively. 66% of the Commercial Managers to a very large extent were also of the opinion that the Teamwork was effectively addressed. 33% of the Business and Commercial Managers also were of the opinion that Teamwork largely affected organizational performance. This was illustrated as below:

Table 5: Contribution of Teamwork in the Sales Force

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	4	2	0	0	6
Percentage	66%	33%	0%	0%	100%
Commercial Managers	2	1	0	0	3
Percentage	66%	33%	0%	0%	100%
Advertising Director	1	0	0	0	1
Percentage	100%	0%	0%	0%	100%

Source: Researcher (2013)

4.8 Customer Service and Quality Management

According to the study the respondents were to respond to measures that had been put in place to ensure proper Customer Service. They were of the opinion that there was good customer service as there they had developed tight bonds with the customers over time leading to long term relationships. It creates advantages for both customers and the business alike. The study found that 50% of the Business Managers were of the opinion that Customer service and Quality Management had a very large effect on organizational performance. 33% of the Commercial Managers were of the opinion that this was the case. 33% of the Commercial managers were of the opinion that Customer Service and Quality management had a moderate effect on organizational Performance. This was as illustrated below:

Table 6: Customer Service and Quality Management

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	3	2	1	0	6
Percentage	50%	33%	17%	0%	100%
Commercial Managers	1	1	1	0	3
Percentage	33%	33%	33%	0%	100%
Advertising Director	0	1	0	0	1
Percentage	0%	100%	0%	0%	100%

Source: Researcher (2013)

4.9 Efficiency in processes

Respondents were required by the study to indicate whether there was efficiency in the processes used in NMG. According to the responses received on this question, the study found out that Processes can be formal or informal. The study found that 33% of the Business Managers to a large extent were of the opinion that efficiency in processes affected the overall organizational performance. 66% of the Business Managers to a large extent were also of the opinion that efficiency in processes to a large extent affected the overall organizational performance. Only 33% of the Commercial Managers thought that Efficiency in Processes had an impact on the organizational performance. This was as illustrated below:

Table 7: Efficiency in Processes

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	2	4	0	0	6
Percentage	33%	66%	17%	0%	100%
Commercial Managers	1	2	0	0	3
Percentage	33%	66%	0%	0%	100%
Advertising Director	1	0	0	0	1
Percentage	100%	0%	0%	0%	100%

Source: Researcher (2013)

4.10   Equity in Remuneration and Reward for Performance

Respondents were required by the study to respond to whether Equity in Remuneration as well as Reward for performance had any effect on overall organizational Performance. According to the responses received on this question, the study found out that an organization must develop a comprehensive Remuneration plan in order for the Sales force to be able to be highly productive. The study found that 50% of the Business Managers were of the opinion that Equity in remuneration as well as reward for performance had a very large extent organizational Performance. 33% of the Business Managers were also of the same opinion. None of the respondents thought that Equity in Remuneration and Reward for performance did not have any effect on organizational performance. This was as illustrated below:

Table 8: Equity in Remuneration and Reward for Performance

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	2	3	1	0	6
Percentage	50%	33%	17%	0%	100%
Commercial Managers	1	2	0	0	3
Percentage	33%	66%	0%	0%	100%
Advertising Director	0	1	0	0	1
Percentage	0%	100%	0%	0%	100%

Source: Researcher (2013)

4.11 Achievability of Targets of the Sales Force

Participants in the study were requested to explain how the targets were arrived at and how they were distributed. From the findings, the interviewees indicated that the Targets were arrived at as a result of the previous year's performance with a 15% markup for the current year. The study found that 66% of the Business Managers were of the opinion that Achievability of Targets to a very large extent had an effect on Organizational Performance. 100% of the Commercial Managers were also of the same opinion which was also the case with the Advertising Director. 33% of the Business Managers were of the opinion that achievability of targets affected organizational performance to a a large extent. This was as illustrated below:

Table 9: Achievability of Targets of the Sales Force

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	4	2	0	0	6
Percentage	**66%**	**33%**	**0%**	**0%**	**100%**
Commercial Managers	3	0	0	0	3
Percentage	**100%**	**0%**	**0%**	**0%**	**100%**
Advertising Director	1	0	0	0	1
Percentage	**100%**	**0%**	**0%**	**0%**	**100%**

Source: Researcher (2013)

4.12 Challenges in Management of the Sales Force

Respondents were required by the study to respond to whether Challenges in Management had any effect on overall organizational Performance. The study found that 50% of the Business Managers were of the opinion that Challenges in Management to a very large extent had an effect on Organizational Performance.33% of the Commercial Managers were also of the same opinion. 66% of the Commercial Managers were of the opinion that achievability of targets affected organizational performance to a large extent. This was as illustrated below:

Table 10: Challenges in Management of the Sales Force

Extent	Very Large	Large	Moderate	Small	Total
Business Managers	3	2	1	0	6
Percentage	50%	33%	17%	0%	100%
Commercial Managers	1	2	0	0	3
Percentage	33%	66%	0%	0%	100%
Advertising Director	0	1	0	0	1
Percentage	0%	100%	0%	0%	100%

Source: Researcher (2013)

4.13 Other Factors Influencing Sales Force input on Organizational Performance.

The study sought to establish from the respondents other factors that influence the Sales force Input on Organizational Performance. The factors that stood out most were: State of the Economy, Sales Pipeline, Individual Performance and Sales Forecasting. Each of these factors was an integral part in getting to the objective of this research.

The study revealed that there were some factors that had more weight than others. These were factors such as Motivation The study found that 50% of the Business Managers considered Motivation as having a large effect on how the overall performance of the organization. 66% of the Commercial Managers also had the same conclusion as motivation having a very large and also a large extent of effect on the organizational performance. Factors that enhance employee motivation are fair pay, incentives, special

allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

There was also Equity in Remuneration and Reward for Performance where the study found that 50% of the Business Managers were of the opinion that Equity in remuneration as well as reward for performance had a very large extent organizational Performance. 33% of the Business Managers were also of the same opinion. None of the respondents thought that Equity in Remuneration and Reward for performance did not have any effect on organizational performance. The employees are at the heart of the business. Rewarding the staff when they effectively fulfill your directives is an often overlooked yet critical management tool. When properly administered and communicated, a reward program can create and maintain a highly motivated employee force working for the prosperity of your business.

There was also Achievability of Targets where the study found that 66% of the Business Managers were of the opinion that Achievability of Targets to a very large extent had an effect on Organizational Performance. 100% of the Commercial Managers were also of the same opinion which was also the case with the Advertising Director. We need to set targets at a high level to stretch staff, but the target needs to be perceived as achievable if the staffs are going to accept the stretch.

There was also Communication whereby the study found that 50% of the Business Managers considered communication as having a large effect on how the overall performance of the organization. 33% of the Commercial Managers also had the same conclusion. The advertising Director was also of the opinion that Communication to a very large extent had an effect on organizational performance Communication can influence on the perceptions and opinions about persons, communities, organizations, governments, and even society. One of the outcomes of administrative communication is related to the flow of information, regulations, policies, and procedures. As a managerial tool, communication is frequently expected to share information with the sales force, to coordinate activities, to reduce unnecessary managerial burdens and rules, and ultimately to improve organizational performance.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of findings from the study, a conclusion of the findings, recommendations given and suggestion for further studies.

5.2 Summary

The Study has revealed that there were areas in which the input of the Sales force was greatly valued and needed to be looked into in order to achieve the overall objectives. This can be seen through the performance of the Sales Force in relation to the overall organizational objectives. Motivation has been achieved through training of the sales force as well as getting ideas from the sales force in terms of what they need during the meetings and getting feedback from the management.

There were also areas such as Communication where the Sales force in NMG felt that transparency must be maintained at all levels for healthy relationship amongst the sales professionals. The sales representatives should be aware of their targets and incentives from the very beginning to avoid confusions later on. Make sure the targets are realistic and achievable. All important information should be circulated through emails. The related members should be kept in loop for everyone to get the same information. Many salespeople are money-motivated, so if there's no ongoing incentive for selling well, they'll either find a new job or stop trying. Sales jobs offering a base and a commission

can offer the best of both worlds. Salespeople are rewarded appropriately for successful sales, but don't have to worry about starving if they have a bad month. Often the commissions won't kick in until the salesperson reaches a specific goal, such as a certain number of sales or a minimum revenue amount for the period.

On Customer Service the respondents gave the indication that measures that had been put in place to ensure proper Customer Service. They were of the opinion that there was good customer service as there they had developed tight bonds with the customers over time leading to long term relationships. It creates advantages for both customers and the business alike. Customers benefit because the business is providing a service that meets their needs. The business benefits because satisfied customers are likely to be repeat customers. They will stay with the business. However, good customer service is not easily achieved. It takes time to establish. It requires investment to deliver consistent standards. There were also other variables such achievability of targets, efficiency in processes and teamwork all which are imperative in organizational performance.

5.3 Conclusion

The results indicated that the Sales force contribution through the various factors had a major impact on the organizational performance. Emphasis therefore needs to be put into these variables in order to analyze each of them and find out how to enhance the Sales Force in order to achieve the overall objectives. These factors are those such as Communication, which revolves around the flow of command and how efficiently it is done, Reward for Performance, where the sales force needs to feel appreciated in order for them to strive and achieve the best.

Teamwork, where most of the Sales Force is structured in teams which means there has to be brainstorming of ideas, networking and also working together of the Sales Force. Achievability of Targets, which needs to be communicated and understood by the Sales force not just given to them. Customer Service as well as Motivation in order to have the highest output and in turn achieve organizational objectives.

5.4 Recommendations for the Organization

To guarantee future business in the current dynamic media industry, it is recommended that NMG works on being flexible to the needs of the Sales Force as they bring the larger percentage of the revenue to the Business. There are many dynamics including Social Media as well as the digital Platform. Building customer relationships is also recommended to the Sales force. An immediate recommendation would be that Nation Media Group needs to look into each of the variables and decide on which ones need to be looked into. The crucial ones based on the results from the study are Motivation, Reward for Performance, Communication and Achievable Targets.

This study recommends that the management of NMG regularly seek feedback regarding personal effectiveness and development needs and take action. However, the study at the same time recommends that the management should use performance review forums to ensure alignment to NMG objectives. This should be done through performance appraisal, implementation and monitoring of the key performance indicators. The study also recommends that NMG management needs to be open to ideas and suggestions as well as create a climate for creativity and learning through success and mistakes in the Sales Environment.

The study appreciates that employees are key resource in organization and NMG should invest more in their training and development in order to bring the best out of them and retain key talent. On the basis of findings presented above, it is recommended that Nation Media Group should continue with the improvement of their organizational culture especially in the areas of recruitment and selection, promotion, adequate and not excessive work allocation so as to be seen as fair in all areas. The company should come up with better ways of retaining its best staff.

5.5 Recommendations for further research

This study recommends that in future, further studies be done on the same research problem but with the incorporation of other media houses in Kenya and East Africa at large to find out whether the same results will be replicated. The study recommends that besides the challenges of the sales force 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 media and also if the challenges are managed by the organization.

5.5 Limitations of the study

The study was limited to the Sales force of the Advertising Department of Nation Media Group in Nairobi. Nation Media Group is an Organization that has presence in six countries in Eastern Africa. Due to time constraints, the findings of the research were collected from eleven members of the Sales Force Management. This was due to time constraints as well as busy schedules due to the nature of their job. It would have been important to obtain the views and opinions of other Sales Force personnel based within the regional offices and the non- 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.

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APPENDICES

APPENDIX: INTERVIEW GUIDE

I am a student from the University of Nairobi pursuing a Master's Degree course in Business Administration (MBA). As part of the academic requirements, am required to undertake a research study entitled 'Input of the Sales Force Contribution on Organizational Performance'. I therefore request for your contribution to some chosen questions here in.

Kindly answer all the questions;

1. How old are you?

2. What is your academic Qualification?

3. What is your Position in the organization?

4. How long have you served in this position?

5. To what extent does Communication in the unit affect the Organizational Performance?

6. Does Motivation of the Sales force have an effect on output and overall organizational Performance?

7. How important is teamwork and how does it contribute towards overall organizational Performance?

8. What measures have been put in place to ensure proper customer Service and does that have an effect on the organization?

9. Are the processes Efficient and how do they contribute to productivity?

10. In your opinion is there Equity in Remuneration fairness in Reward for Performance and how does that affect productivity?

11. Do the targets have an effect on Organizational Performance?

12. To what extent are the Challenges in Management addressed and do they have an

impact to the overall Organizational Performance?

Thank you for your contribution.

LIST OF MEDIA FIRMS IN THE MEDIA INDUSTRY IN KENYA.

Nation Media Group

Standard Media Group

Royal Media Services

Media Max

Radio Africa

Kenya Broadcasting Co-operation

STV Holdings

Family Media

Christ is the Answer Ministries (NPC)

TBN Family Media

Capital Group

Kenya Institute of Management

Media 7 Group Kenya ltd.

Stellan Consult Limited.

Carole Mandi Media