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Factors Affecting Sales Team Motivation in Multi-National Pharmaceuticals In Kenya: A Case Study of Astrazeneca, Eastafrica

Jacqueline Mukami WAMBUA[1] &- Dr. Joyce NZULWA[2]

[1]M.Sc Scholar, Jomo Kenyatta University of Agriculture and Technology, Kenya
[2] Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT
The role of the sales team managers is to realize that there is a combination of motivation factors which influence performance. The salesperson is influenced not only by the amount of reward but by the desirability of receiving increased reward through extra effort which influence performance. In pharmaceutical Companies sales teams play a critical role and when incentives right are well instituted will yield good performance has been the generally accepted wisdom. This study seeks to investigate factors affecting sales team motivation in multinational pharmaceuticals companies focusing on AstraZeneca in Kenya. AstraZeneca was chosen as it focused on pharmaceuticals, the largest pharmaceuticals company in Kenya and has large sale team. The main objective of the study was to investigate factors affecting sale team's motivation in multinational pharmaceuticals companies in Kenya focusing on AstraZeneca. The study used descriptive research design. The population of study consisted of sales managers; sales representative and general staff at the AstraZeneca East Africa headquarter in Nairobi. All the respondents were considered as target population hence it was a census study. The study collected both primary and secondary data for the purpose of analyzing factor affecting of sales team motivation in multinational pharmaceuticals companies in Kenya. Primary data was collected using a questionnaire. The descriptive statistical tools such as SPSS helped the researcher to describe the data and determine the extent used. The findings were presented using tables and charts, percentages, tabulations, means and other central tendencies. Qualitative data that was collected through open ended questionnaire was analyzed through content analysis and presented in prose form. From the findings, Companies that adhere to successful motivational approaches such as working conditions, Job enrichment and has Compensation programme influence its sale team greatly. The study recommended that management at multinational pharmaceuticals companies in Kenya should be committed maintain favorable working conditions to ensure a high level of sale team. From the findings the study concluded that in an organization where management supports sales team and have products that improve customer satisfaction as well as proper communication influences motivation of sale team in the company. Through motivation sales persons responsible for product promotion and making a particular brand popular amongst the end users.
Key words: Motivation, Rewards, working condition and Sales team

INTRODUCTION

A fundamental shift is occurring in the world economy. As firms move progressively away from a world in which national economies were relatively isolated from one another into an interdependent global economic system, they are witnessing the rapid appreciation for and development of all aspects associated with and affected by human resource management (Hope, 2004). While the emerging international economy creates opportunities it also presents challenges and threats with which yesterday's business

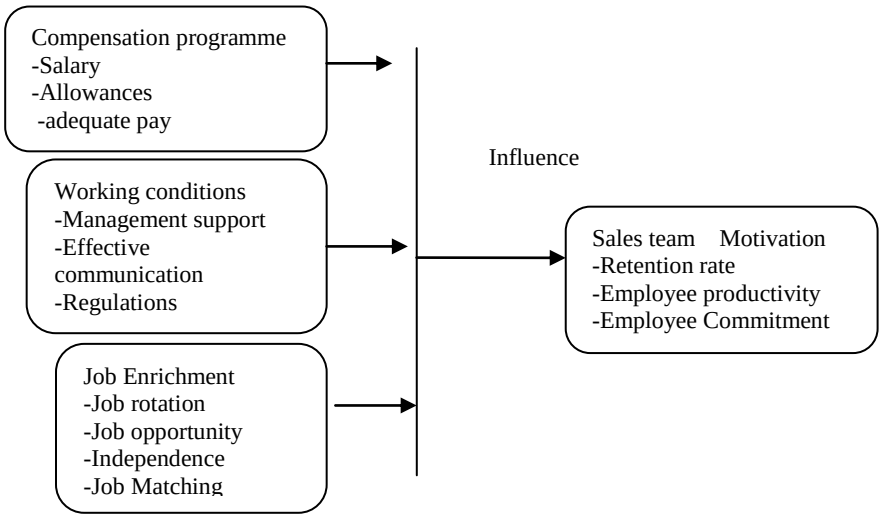
managers did not have to deal with. Insight into employees' perceptions regarding job content and context factors is usually considered important to aid in uplifting their morale.

The study of motivation forms an integral part of industrial and vocational psychology in which the concepts of need, incentive and attitude are discussed extensively than the concepts of ability and skill .The role of the sales team manager is to realize that there is a combination of motivation factors which influence performance. The salesperson is influenced not only by the amount of reward but by the desirability of receiving increased reward through extra effort which influence performance (Siu, Tsang, and Wong, 2011). An important and related factor is the level of job satisfaction the salesperson experiences. Job dissatisfaction means lower sales and less enthusiasm for the job, affecting drive and hours worked. However, increased job satisfaction does not necessarily result in improved job performance. Greater effort on the wrong activities will not lead to better performance, but it may lead to the conclusion that performance is not related to effort (Magrath, 2006).

Sales team are often faced with a diverse set of selling and non-selling job responsibilities, their choice of which activities warrant action is as important as how hard they work or how well they persist in their efforts (Watson, 2006). When sales team is certain that their performance will be personally rewarding, their motivation will be higher. Sales processes and compensation aimed at improving sales performance have been seen as the key to motivating sales team and increasing performance throughout in manufacturing industry (Locke, Durham & Knight, 2001). According to Amue, (2015), Sales employees play a key role in organizations. They are the main public faces of the organization, with the primary responsibility for generating sales hence profits and for initial customer service. The quality of the salesperson can be the difference between making a sale and not (Ryals and Rogers, 2005). Companies commonly assume that money is the key motivator for sales team. 'Get the incentives right and good performance will follow' has been the generally accepted wisdom. According to Bakoshi and Sharry (2014) reward packages for sales team are often designed and operated quite separately from the rest of the work team. Variable pay such as bonuses and incentives has generally been a feature of the compensation package for sales staff.

Conceptual Framework

Commitment



Independent variables **Dependent variable**

Motivating sales teams to perform at a high level of performance is a challenge that faces companies (Amue, 2015). The pharmaceutical industry is no different in this aspect. In fact, the challenges facing the pharmaceutical industry are compounded by a variety of factors that many other industries do not face including government regulation of sales practices, non-direct tracking of sales results, and the impact of managed care on sales performance. In addition, over the last five years many of the leading pharmaceutical companies have moved towards a team based sales structure (Abbas, 2009).

The challenge of motivating sale teams has long been recognized as critical in manufacturing companies. According to Armstrong (2006), motivating sales employees plays an exceedingly important role in increasing sales of the company and subsequently improving company profits. Sales employee performance is a joint function of ability and motivation (Amon and Markoshi, 2012). Therefore, motivating employees to perform to the best of their ability is seen as one of the manager's primary tasks (Bakoshi and Sharry 2014). AstraZeneca East Africa has experienced increased sale team turnover and low sale margins (Olongo, 2011). The company sales have been dropping by 8% annually for the last four years. The high turnover rates and high rate of absentees among the sales team has affected the performance of the company. These coupled with low sales experienced by the AstraZeneca East Africa raises concern on what factors were affecting sales team motivation.

Various local researchers have reviewed different factors that influence staff motivation. For instance, Kihara (2008) investigated factors influencing staff motivation in the Teachers Service Commission (TSC) of Kenya and found that structured incentives and clear communication were the outstanding factors affecting employee's motivation. Kiilu (2008) carried out a study on factor influencing employee motivation at the Kenya Polytechnic University College and revealed that monetary rewards, recognition, representation in decision-making and job enrichment were factors that motivated employees to a great extent. Despite the high sales team turnover at AstraZeneca East Africa, there has been no study that has reviewed the factors that affect motivation of sale employees working in AstraZeneca Company in Kenya (Kiilu, 2008). Therefore the study sought to fill the existing knowledge gap by investigating factors that affect motivation of sale teams working in AstraZeneca East Africa in Kenya.

Research Objectives

The main objective of the study was to determine factors affecting sales team motivation in multinational pharmaceuticals companies focusing on AstraZeneca in Kenya

Theoretical Review

Managers often complain that their employees are no longer motivated to work. However, it is often the managers and organizational practices that are the problem, not the employees. When there is a lack of motivation, the problem usually lies in one of the following areas: poor selection; unclear goals; an inadequate performance-appraisal system; unsatisfactory reward systems; or the manager's inability to communicate the appraisal and reward systems to the employees properly (Robbins, 2003). A lack of motivation occurs when the employees see a weakness in one of three relationships. The first of these is the relationship between the employees' effort and their performance. Managers must make sure that the employees believe that if they exert maximum effort in performing their jobs, it will be recognized in their performance appraisal.

One of the most widely-accepted theories of motivation is Abraham Maslow's , hierarchy of needs that classifies needs according to a pyramidal hierarchy, consisting of levels Physiological, Safety, Social, Esteem and Self-actualization. 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 (Creswell, 2002). This theory accurately describes many realities of personal experiences. Many sales team 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 (Ernest .2006). Maslow has set up a hierarchic theory of needs. All of his basic needs are

instinctual, equivalent of instincts in animals. Humans start with a very weak disposition that is then fashioned fully as the person grows.

The level of Physiological needs indicate the biological needs. They consist of needs for oxygen, food, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, the physiological ones would come first in the person's search for satisfaction (McCaslin, 2005). When all physiological needs are satisfied and are no longer controlling thoughts and behaviors', the needs for enrichment can become active. Adults have little awareness of their enrichment needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting). When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states those sales teams seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging (Ryan and Deci, 2000). When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless (Suls, 2001).

When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was born to do. The hierarchy is used to depict the different levels of importance of each need. The most predominant needs; those at the lower end of the pyramid, must be satisfied before the next higher level of needs can be addressed. Thus, although all sales team need food, safety, social acceptance and esteem, they must demand food first and more strongly than anything else. This hierarchy of needs gives us a beginning point for understanding how to motivate sales team in different situations (Whyte, 2005). Creative sale managers can do very well at helping sales team build esteem and self-actualization. Cultivating a participatory management approach is one excellent method. In a typical multi business firm, sales workers often need motivation, so it is very important that they be "replenished" vis-à-vis esteem and self-actualization. It is unfortunately relatively rare to find an organization or sales managers that recognizes this need (Whyte, 2005).

Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Herzberg, (1956) believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are, Job enlargement, workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting. Job enrichment involves workers being given a wider range of more interesting and challenging tasks surrounding a complete unit of work to give a greater sense of achievement. Empowerment means delegating more power to employees to make their own decisions over areas of their working life. Importantly Herzberg viewed pay as a hygiene factor, which is in direct contrast to Taylor who viewed pay and piece-rate in particular (Kovach, 2008).The theory is relevant to the study. The sale teams need to be empowered through training to enhance their understating and improve decision making improving their motivation.

Individuals are constantly predicting likely future outcomes and create expectations about future events. If things seem reasonably likely and attractive and they know how to get there individuals effort depends on their characteristics and role to make the difference, then this will motivate us to act to make this particular act come true (Boen ,2006). Expectancy theory suggests that motivation is based on how much we want something and how likely we think we are to get it. The formal framework of expectancy theory was developed by (Higgins, 2004). This framework states basically that motivation plus effort leads to performance, which then leads to outcomes. According to this theory, three conditions must be

met for individuals to exhibit motivated behaviour: Effort-to-performance expectancy must be greater than zero; performance-to-outcome expectancy must also be greater than zero and the sum of the valances for all relevant outcomes must be greater than zero. Effort-to-performance expectancy is the individual's perception of the probability that effort will lead to high performance. This expectancy ranges from 0 to 1, with 1 being a strong belief that effort will lead to high performance (Locke and Latham, 2002). An outcome that an individual wants has a positive valance. An outcome that the individual does not want has a negative valence. When the individual is indifferent to the outcome, the valence is zero (Barrick, and Ryan, 2003). Porter and Lawler (2006) extended the basic expectancy model by suggesting that high performance may cause high satisfaction. When performance results in various extrinsic and intrinsic rewards, the individual evaluates the equity of these various rewards relative to the effort expended and the level of performance attained. The sale satisfied if the rewards relative to the effort expended and the level of performance attained.

Empirical Review

There various motivating factors that affects sale staff motivation that are discussed in the study including reward, workplace environment, job enrichment, compensation and sales team performance (Holman and Wood, 2002). Deci and Ryan (2000) conducted and replicated an experiment that showed the negative impact of monetary rewards on intrinsic motivation and performance. A group of college students were asked to work on an interesting puzzle. Some were paid and some were not paid for the work. The students that were not being paid worked longer on the puzzle and found it more interesting than the students being paid. When the study was brought into a workplace setting, employees felt that their behavior was being controlled in a dehumanizing and alienating manner by the rewards. It was discovered that rewards would seriously decrease an employee's motivation to ever perform the task being rewarded, or one similar to it, any time in the future (Maja, and Valdete, 2007).

Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities (Amue, 2015). It can be contrasted to job enlargement which simply increases the number of tasks without changing the challenges. In enriched jobs, sales team complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance (Locke and Latham, 2002). Sales team should be given the opportunity to use a variety of skills, and perform different kinds of work. Job enrichment is an attempt to motivate sale employees by giving them the opportunity to use the range of their abilities. It can be contrasted to job enlargement which simply increases the number of tasks without changing the challenges. The central focus of job enrichment is giving sales team more control over their work (lack of control is a key cause of stress, and therefore of unhappiness (Lucas and Dienern, 2003). Where possible, allow them to take on tasks that are typically done by supervisors. This means that they have more influence over planning, executing, and evaluating the jobs they do. In enriched jobs, sales team complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance. Some strategies to enrich jobs in the workplace include, Sales team should be given the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences. This can be very motivating, especially for sales team in jobs that are very repetitive or that focus on only one or two skills (Rao , John and Weitz , 2005).

Combined work activities provide a more challenging and complex work assignment. This can significantly increase "task identity because sales team see a job through from start to finish. This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. Management in Organization can apply this model wherever you have sales team or groups that typically perform only one part of an overall process (Gresoi, 2011). Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process. Aside from the diversity of the work team, there are a number of other factors that affect the compensation package of sales staff. The products and services being sold, as well as the types of customers, will impact on how staff are paid and

the level of remuneration. Armstrong (1999), for example, says sales representatives who promote ethical pharmaceutical products to doctors will clearly require different qualifications and abilities from those developing new outlets for fast-moving consumer goods and taking orders from existing ones .The use of the word 'ethical' here also indicates an issue: to the seller the product might be viewed as ethical and necessary, but not necessarily to the buyer (Rajagopd, 2010). Regulation of health care products throws up many instances of difference in perception. Certainly, the complexity of the product will affect the skill requirements of the job, but so will whether the product is perceived as useful/necessary by customers and whether the method of selling is deemed suitable (think of the direct selling methods of charities and the reaction that can produce). Krafft *et al*. (2004) found the ease with which products can be explained had a direct impact on the proportion of salary in the total compensation plan.

Tremblay *et al*. (2003) revealed that the service industries, including retail and finance, tend to pay sales team a higher proportion of variable pay than do manufacturers. However, Kalu and Better (2010) found that manufacturing industry was more inclined than other sectors of the economy to pay sales staff a salary, claiming that this was because they are more capital-intensive, something that is inversely related to the use of variable pay. Misra et al. (2005) found that firm demographics of the firm play an important role in the design of the optimal compensation scheme for sales staff. Organizational size is a key driver; allocate a large proportion of pay to incentives. The scale of the selling operation is also significant, with sales staff operating internationally or nationally more likely to be rewarded differently from those working in specific location, such as a department store. Maturity of the form is an issue when determining sales team compensation, with more mature companies favouring salary-based rewards, while newer businesses include a high level of variable pay (Abbas, 2009).

Sale employee motivation is influenced by other employee, the management and the environment. Motivating the employee is the manager's job (Whyte, 2005). It is therefore the manager's job to understand what motivates the employees. Based on Locke and Latham's integrated model of work motivation, various theories of work/employee motivation will be discussed, including Maslow's need hierarchy; These theories attempt to explain employees' behavior. They provide understanding to both managers and employees of how to motivate others and/or become more involved in one's own motivation (Rees, 2013). Locke and Latham (2004) indicate that, all of the above theories have limitations and criticisms. Early research into performance at work identified the importance of the social aspects and the influence of workplace colleagues. If a high level of motivation is to be achieved, managers need to focus on relations between peers. Teamwork can be especially useful in bringing together the different types of sales team within a section. Group training and briefing sessions can help to raise self-esteem, confidence and even motivate an employee who is currently de-motivated.

The creation of social spaces for shared lunches and breaks where possible, can also make a contribution, even when space is limited. Some managers also encourage social outings and celebrations to further maintain or improve working relationships.

In many organizations, those sale staff who will be most affected by a change of policy are the least likely to be consulted in the sales development stages. The strategic plans and decisions taken by management officers are essential to their progress and development within their organizational environments. Involving staff in such processes should increase their confidence and sense of ownership of new policies and changes. This in turn should contribute to their personal and professional motivation (Morgan 2000). Proper communication of strategic awareness can act as a cohesive sales team and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp end. Involving employees in decision making, especially when the decisions affect them directly, is both respectful and practical. Those closest to the problem typically have the best insight as to what to do (Milkovich, 2011). Kahle (2001) warns that most sales compensation programmes work against effective corporate strategy because they encourage the sales sales team to do what is easiest – sell the easiest item to the sales team who most like them rather than what is in the best interests of the company.

He believes that every sales compensation decision encourages and discourages certain behaviour. Straight commission, for example, encourages the quickest, easiest sales, but discourages strategic behaviour that has a long-term payoff, such as acquiring new customers and emphasizing certain strategic product lines. By contrast, straight salary encourages staff loyalty, steadiness and attention to service, but discourages individual initiative. The main elements of the sales reward are basic salary, commission, bonus and noncash incentives rewards in kind in the form of gifts, travel vouchers and competition prizes. Getting the right combination depends largely on the primary objectives. Zingheim and Schuster (2004) advice setting realistic goals, warning that too often a firm will set selling targets based on what it needs or hopes for rather than what is possible. Salary-only compensation for sales staff is relatively rare, particularly for top performers involved in direct selling and where sales volumes and achieving sales targets, rather than wider customer service, is the primary goal. There is intense competition for high-performing sales staff, so to retain such individuals, firms must ensure total earnings are at least comparable on average with what other companies are paying, whether the remuneration package consists of straight salary or straight commission or a mix of the two. Nonetheless, salary-only compensation is appropriate in certain circumstances, though such a strategy will need to be accompanied by good prospects for development, including promotion and training opportunities, if it is to retain staff (Lal ,Oultand , and Staelin, 2014).

Other reasons for using salary-only compensation are where sales fluctuate considerably due to the seasonal nature of the product or service, and where there is little opportunity for creative selling, such as with repeat or regular orders. Zingheim and Schuster (2004) say that where the role of sales staff has changed to a more consultative selling one, with greater responsibility for developing relationships with customers (coordinating a selling team to solve customers' problems, for example), then the reward mix may need to be made up of more base pay and less incentive. They also believe greater salary in relation to incentives is consistent with developing and emphasizing new behaviour and capabilities (Rees, 2006).

Recognition and reward plus a sense of achievement are central to the motivation process (Bakker, 2009). Managers need to address the ways in which they reward staff, as each member of staff is different and will react in different ways to reward and recognition. Higgins, (2004) recognizes the importance of addressing the individual needs of staff: If the abilities and motives of the sales team under them are so variable, managers should have the sensitivity and diagnostic ability to be able to sense and appreciate the differences. Rather than regarding the existence of individual differences as a painful truth to be wished away, managers should learn to value differences and to value the diagnostic process which reveals differences. To take advantage of diagnostic insights, managers should be flexible enough and have the interpersonal skills necessary to vary their own behavior. If the needs and motives of subordinates are different, they should be treated differently (Rajagopd, 2010).

The diverse nature of sales means that compensation packages for sales staff vary greatly, with a number of organizational factors influencing both the type and level of rewards on offer. The products and services being sold, as well as the types of customers, will impact on how sales team are remunerated. Krafft, DeCarlo, Poujol & Tanner (2012) Firm demographics, such as size, sector and length of time in business, also play an important role in the design of compensation schemes for sales staff. The extent of the role of an individual sales employee in the actual selling process compared with the other factors commonly influencing customers' choice, such as price, advertising, product quality and wider customer service is another factor in determining remuneration, as is the amount of time spent selling relative to non-selling activities. The sales cycle in relation to the product offered also impacts on the reward strategy for sales staff.

While the rewards from variable pay schemes can be substantial, employees are team to shoulder more of the business risks. The relatively large potential reward makes variable pay schemes appealing to many employees, while the link to performance and their ability to promote a common interest between staff and management make such arrangements increasingly attractive to employers. Although performance targets, such as sales volume, that are linked to reward will encourage employees to pursue the behaviour

and actions that trigger the payout, it is often at the expense of other, equally important, business objectives. Hope (2014) reported that a study by the Institute of Customer Service at Aston University. This was sometimes regardless of customer satisfaction. For example, there was a three-minute customer time limit in one contact centre, which encouraged staff to terminate calls in mid-transaction. Ryals and Rogers (2005), who looked at the impact of variable pay on account managers, concluded that it can be highly problematic, as the nature of the work of this group of sales staff is to cultivate long-term relationships with customers, so high levels of commission or bonus can 'confuse and demotivate'. They also say that variable pay can lead to sales staff concentrating their efforts on picking low-hanging fruit rather than on strategic sales. Organizations have essentially two ways of ensuring sales staff perform adequately. They can opt for an outcome control system, which means sales team are held accountable for their results but not behaviour. Alternatively, an organization can use a behavioural control system that makes sales staff accountable for their behaviour – with results eventually expected to follow. So, outcome systems monitor the final results of the selling process, while behaviour systems monitor the individual stages of the process (Anderson and Oliver, 2007). In the former, there is very little monitoring of the sales team by managers and very little direction of their activities or effort. Sales staff are simply covered by straightforward objective measures, which are used to evaluate and compensate, rather than measures of how they achieve results. Behaviour-control systems involve considerable monitoring of sales staff and high-levels of managerial direction and intervention.

Such an approach is also associated with more complex and subjective evaluation of performance, including what the individual brings to the selling process (such as aptitude and product knowledge); their activities (such as the number of calls); and their sales strategies (Anderson and Oliver, 2007). The implications of using a behavioural-type approach are that sales managers can more easily direct staff to perform specific marketing duties. Although performance targets, such as sales volume, that are linked to reward will encourage employees to pursue the behaviour and actions that trigger the payout, it is often at the expense of other, equally important, business objectives. Hope (2004) reported that a study by the Institute of Customer Service at Aston University Business School, which examined how 22 Organizations rewarded and recognized the performance of their customer-facing staff. The majority used performance-related pay, including bonuses, to encourage staff to make as many transactions in a short a time as possible.

Ryals and Rogers (2005), who looked at the impact of variable pay on account managers, concluded that it can be highly problematic, as the nature of the work of this group of sales staff is to cultivate long-term relationships with customers, so high levels of commission or bonus can confuse and demotivate. Sales team operating under an outcome-control system tend to not look beyond the following week; they often work hard; are more interested in tangible rewards, such as money; and are more likely to sell on personal relationships and closing techniques. By contrast, the characteristics of sales staff operating under a behaviour control system include taking a more long-term outlook. Care has to be taken that the measures are not easy to manipulation. Compensation and Benefits Review reports that measures of leads generated can lead to sales sales team copying names from directories or that measures based on orders placed may lead to customers being pushed to put in orders that they soon cancel (Buchenroth, 2006). But equally, the targets must be reasonably achievable, otherwise sales sales team may move to jobs where they perceive the targets are easier to reach.

From the literature good pay and recognition are the most effective motivators of sales team. On the other hand, benefits, working environment and co-workers also have effects on motivation although the degree of relationship differs. In another study, the main motivators were found to be accomplishment, job responsibility and recognition. The study concludes that successful application of motivators improves job satisfaction and therefore increases performance of employees. Review of study suggests that money becomes less of a motivator as employees' income increases, it seems that, as employees get older, interesting work becomes more of a motivator. From the review of the literature that employment for many is a vicious cycle of disadvantage. According to Anderson and Oliver (2007), Staff/workers receive

reduced entitlements, inferior training opportunities, poor working conditions (diminished quality of occupational health and safety) and become trapped which reduces their motivation. Research has also attributed lacking commitment to lack of stimulus jobs and no opportunity for advancement and training, poor promotion chances and less exciting place to work. None of these studies had focused on the factors influencing motivation of sales team in pharmaceutical companies. This study therefore will seek to fill the gap by providing literature on the factors affecting Sales team Motivation in Multinational Pharmaceuticals in Kenya focusing on a case study of AstraZeneca East Africa.

RESEARCH METHODOLOGY

This research problem was studied through the use of a descriptive research design. Research design has the advantage in that helped in collecting that can be used to answer research questions. This research design enables the study to generalise the findings to all the departments in the organization. The main focus of this study was quantitative which the data concerned could be and interpretations made. However, some qualitative approach to describe factors affecting sale teams motivation to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the quantitative study. According to Cooper and Schindler (2008), a study concerned with finding out who, what, when, where and how of a phenomenon is a descriptive study, which is the concern of the proposed research project. The population of study consisted of sales managers; sales representative and general staff at the AstraZeneca East Africa headquarter in Nairobi. The total senior staff population at AstraZeneca East Africa stands at 37 as indicated in the table below. These were the sales team best placed to provide the required information. The study considered all the target population; hence it was a census survey. The study collected both primary and secondary data for the purpose of analyzing factor affecting of sales team motivation in AstraZeneca East Africa. Primary data was collected using a questionnaire.

Data Analysis and Presentation

Before the responses are processed, the completed questionnaires went through editing to establish their completeness and consistency. Coding of the data was then done to allow the grouping of the responses into various categories. Data collected was purely quantitative and it was analyzed by descriptive analysis techniques. The descriptive statistical tools such as SPSS helped the researcher to describe the data and determine the extent used. The findings were presented using tables and charts, percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages and measure of central tendency. Qualitative data that was collected through open ended questionnaire was analyzed through content analysis and presented in prose form.

RESULTS AND DISCUSSION

Working conditions

The study requested the respondents to indicate whether management supports sale team in company.

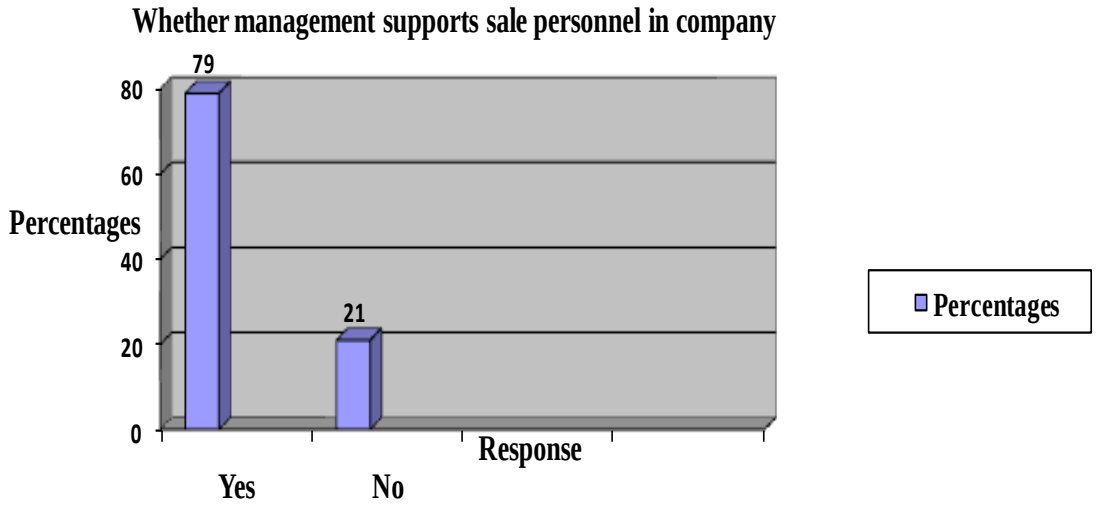


Figure 1. Whether management supports sale team in company

From the findings, majority 79% of the respondents indicated that management supports sale team in company while 21% of the respondents indicated that management does not support sale team in company. Respondents explained that management support Saleteam motivation reward systems. This implied that management in AstraZeneca East Africa in Kenya supports its sale team compensation schemes. This was in line with Locke, Durham and Knight, (2001) who stated that sales processes and compensation aimed at improving sales performance have been seen as the key to motivating sale team's increasing performance throughout in manufacturing industry.

Influence of proper communication influence motivation of sale team

The Table 1 indicates the responses of the extent to which the proper communication influence motivation of sale team in the company.

Table 1 Extent to which proper communication influences motivation of sale team

	Frequency	**Percent**
Very great extent	30	83
Great extent	7	17
Total	37	100

From the findings, 83% of the respondent indicated that the proper communication influence motivation of sales team in the company to a very great extent while 17% of the respondent indicated that proper communication influence motivation of sale team in the company to a great extent. This clearly indicated that effective communication among the sale teams and management as well as customer motivates sale teams. This implied there effective communication management motivated Sales team in AstraZeneca East Africa in Kenya. According to Milkoch, (2011) indicated that proper communication of strategic

awareness can act as a motivating factors of Sales team and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp end.

Regulation of health products influence the sale team motivation

The respondents were requested to indicate the extent to which regulation of health products influence the sale team motivation at the company as indicated in Table 2

Table 2. Extent to which regulation of health products influence the sale team motivation

	Frequency	**Percent**
Very great extent	33	90
Great extent	4	10
Total	37	100

From the findings, majority 90% of the respondents indicated that the regulation of health products influence the sale team motivation at the company to a very great extent while 10% of the respondents indicated that the regulation of health products influence the sale team motivation at the company to a great extent. The respondents explained that regulation prohibits companies from engaging in price or service discrimination, therefore a firm cannot offer special incentives to large customers based solely on volume, because such practices tend to hurt smaller customers. This implies that regulation of health products AstraZeneca East Africa in Kenya affected sale team motivation. This was in line with Misra et al. (2005) who found that found that sale of pharmaceutical products regulations plays an important role in the design of the optimal compensation scheme for sales staff.

Working conditions influence sale teams at AstraZeneca East

Table 3 Extent to which the given aspects of the working conditions influence sale team

Statement	Mean	Std
Number of working hours at the firm	4.86	0.87
Relations between peers	4.91	0.97
The complex of medical products	4.64	0.59
Skills required in sales of health care products	4.73	0.69
Group training and briefing sessions	4.13	0.59
Shared lunches and breaks where possible	4.33	0.35
Support from management	4.45	0.55
Team work spirit	4.01	0.35
Clearly set and communicated deadlines	4.82	0.67
Management styles in the company influence sale team motivation	4.89	0.88
Clear goals and objectives in the company create good working environment in the company	4.76	0.56
Clarity of the role of the individual	4.42	0.51
Training of the sale teams	4.71	0.53
Encouragement from the top management in the company	4.85	0.95

On the extent to which the given aspects of the working conditions influence sale team, a five point likert scale was used to interpret the respondent's extent. From the finding, the respondents indicated that relations between peers, number of working hours at the firm, skills required in sales of health care products and the complexity of medical products influence Sales team at the organization to a very great extent as indicated by a mean of 4.91, 4.86, 4.73 and 4.64 supported by a strong standard deviation of 0.97, 0.87, 0.69 and 0.59. The study also found that management styles in the company, encouragement

from the top management, clearly set and communicated deadlines, clear goals and objectives that create good working environment and training of the sale teams influences sale team at the organization to a great extent as indicated by a mean of 4.89, 4.85, 4.82, 4.76 and 4.71 supported by a strong standard deviation of 0.88, 0.95, 0.67, 0.56 and 0.53.

Most of the respondents indicated that support from management, shared lunches and breaks where possible, group training and briefing sessions and team work spirit influenced sale team at the organization moderately as indicated by a mean of 4.45, 4.33, 4.13 and 4.01 supported by a standard deviation of 0.55, 0.35, 0.59 and 0.35. This implies that there are critical working conditions elements at AstraZeneca East Africa in Kenya that motivate a successful and high performance professional sales team. The findings concurred with Morgan, (2000) who indicated that conducive working environment characterized by proper communication, management support, teamwork, trust and honesty and good relationship in the company motivates sale teams to a great extent.

Job Enrichment

Respondents opportunity to use different range of abilities in sale functions

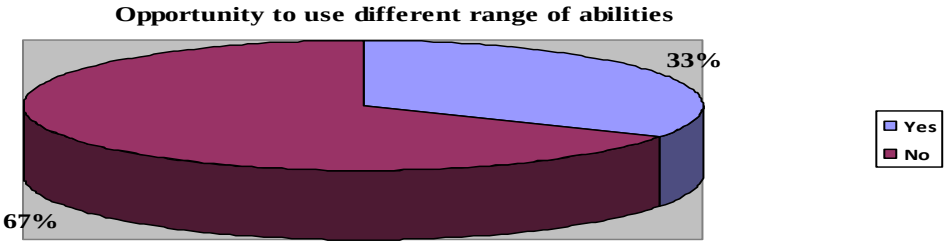


Figure 2 Whether given an opportunity to use different range of abilities in performing sale functions

The study sought whether the management had given it staff an opportunity to use their different range of abilities in performing sale functions as indicated by Figure 4.5. From the findings, 67% indicated that the management had given its staff an opportunity to use their different range of abilities in performing sale functions while 33% of the respondents indicated otherwise. The respondents explained that giving opportunity to sales team with different range of abilities to different market territories is an important sales function task. Typically, the top few territories produce a disproportionately high sales volume. This occurs because managers usually create smaller areas for trainees, medium-sized territories for more experienced team members, and larger areas for senior sellers. This implies that giving staff an opportunity to use their different range of abilities reinforces the company's goals of sale function act as motivating approach to sales team.

Freedom in Performing Duties

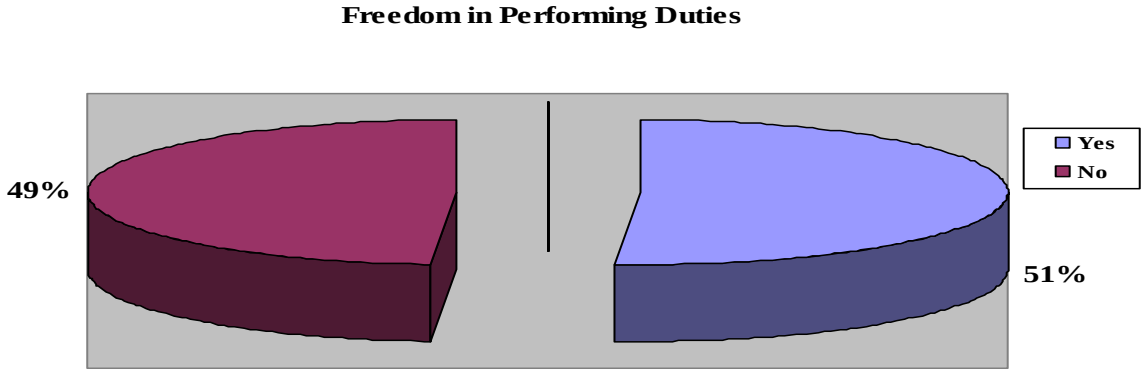


Figure 3. Freedom in performing duties

On whether the respondents had freedom in performing their duties, 51% of the respondents indicated that they had the freedom to perform their duties while 49% did not. The study found that sales team was given the freedom to use a variety of skills and perform different kinds of work through job rotation. The movements of workers through a variety of jobs allow them to see different parts of the organization learn different skills and acquire different experiences thus motivating then in the sale function. This implies that AstraZeneca East Africa in Kenya was giving its sale staff freedom in performing their duties to motivate them in their sale operations. This was in line with Locke and Latham, (2002) who stated that in enriched jobs, sales team complete activities with increased freedom, independence and responsibility.

Independence in making sales decisions

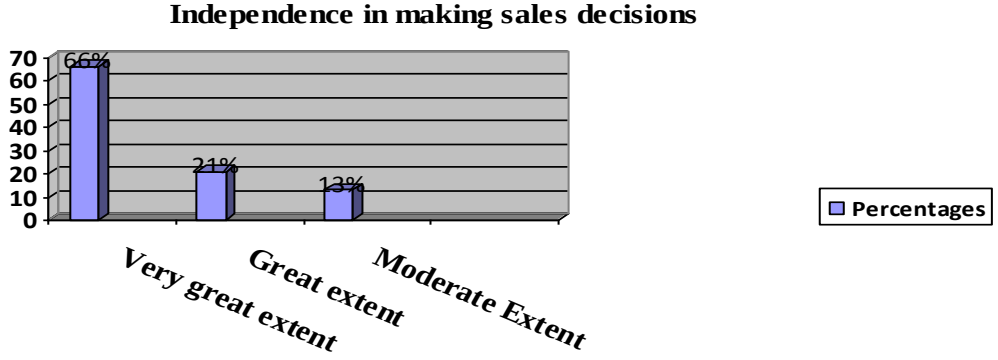


Figure 4. Independence in making sales decisions

The study sought the extent to which the respondents were independent in making sales decisions. From the findings, majority 66% of the respondents were independent in making sales decisions to a very great extent, 21% to a great extent while 13% of the respondents were independent in making sales decisions to a moderate extent.

Table 4. Extent to which respondent's agreed with the given statement about job enrichment

Statement	Mean	Std
Job enrichment exists at the organization	4.43	0.43
the responsibilities are well matched with the authority	4.49	0.46
Job simplification enhances motivation	4.76	0.68
Job enrichment influence motivation	4.78	0.66
Job enlargement enhances motivation	4.88	0.87
Job rotation enhances motivation	4.24	0.22
There is an effective implementation and monitoring job enrichment system	4.81	0.75
The excitement of participating in many areas of work has been the underlying motivation behind my career	4.21	0.25
Job matching with sale teams skills practiced	4.36	0.26

The respondents were requested to indicate the extent to which respondents agreed with the given statements concerning job enrichment influencing sales team motivation as indicated by Table 4. From the finding, respondents strongly agreed that job enlargement enhances motivation, that there was an effective implementation and monitoring job enrichment system which influences sales team motivation and that job simplification enhances motivation as indicated by a mean of 4.88, 4.81, 4.78 and 4.76 supported by standard deviation of 0.87, 0.75, 0.66 and 0.68. The study also found that most of the respondents agreed that responsibilities in the organization were well matched with the authority in

existence of job enrichment matching with sale teams skills practiced, that job rotation enhances motivation and the excitement of participating in many areas of work has been the underlying motivation behind employee's career as indicated by a mean of 4.49, 4.43, 4.36, 4.24 and 4.21 supported by standard deviation of 0.46, 0.43, 0.26, 0.22 and 0.25. This implied that sales team job enrichment influence Sales team motivation to a great extent. This clearly demonstrated that job enrichment influence Sales team motivation had a sig .The most common way to do this is through job rotation. Move workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences. This can be very motivating, especially for sales team in jobs that are very repetitive or that focus on only one or two skills. Rajagopd, (2010) noted that giving sales team more control over their work and compensating them influence firm performance

Compensation Programme

Table 4 Type of rewards Motivate sales team to a Great Extent

	Frequency		% of yes
	Yes	No	
Salary	26	9	70
Commission	31	6	85
Gifts	23	14	61
Travel Voucher	22	15	60
Bonus	19	18	50
Competition Prize	21	16	59

The study sought to investigate which rewards motivate sale team to a great extent as indicated by 4.7. From the findings, 85% of the respondents indicated that the sales commission, 70% indicated salary, 61% indicated gifts and travel voucher were the rewards that motivated sale team in the company. From the findings 59% and 50% indicated that completion prize and bonus rewards motivated sale team in the company. The study found that financial rewards were the primary means of motivating workers; the organizations also employed employee's participation and recognition as well as secured their jobs. This implied that the types of rewards given by the management at AstraZeneca East Africa in motivated sales team. The findings concurred with Zingheim and Schuster (2004) who indicated that main elements of the sales reward were basic salary, commission, bonus and noncash incentives rewards in kind in the form of gifts, travel vouchers and competition prizes.

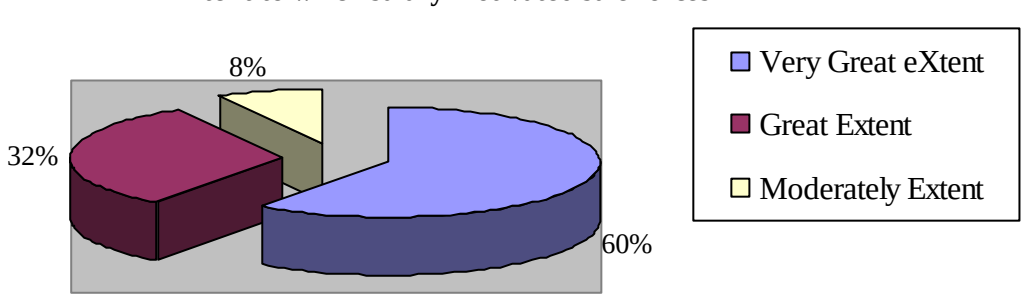


Figure 4 Extent to which salary motivated sale teams

The respondents were requested to indicate the extent to which salary motivated sale teams in AstraZeneca East Africa, Kenya as indicated in Figure 4.10. Most 60% of the respondents indicated that

salary motivated sale teams in selling pharmaceutical products in the company to a great extent, 32% of the respondents said to a great extent while 8% of the respondents indicated that salary motivated sales team in selling pharmaceutical products in the company to a moderately extent. The study found that use of salary gave the sales manager added control over the salesperson's activities and provided the salesperson with greater motivation to sell. This implied that management at AstraZeneca East Africa in Kenya utilized a salary as compensation approaches to sales team. The findings concurred with Lal, Oultand, and Staelin, (2014) who found that salary compensation was significant in motivating employees in organizations.

Table 5. Extent to which compensation system affect sale team

Statement	Mean	Standard deviation
Pay structure in my company motivate sale team	3.62	0.28
The salary for sale team attract high-quality employees	4.60	0.76
The pay are adequate for the sale team	3.76	0.31
Pay equity in the organization has been achieved has influence motivation of sale team	4.53	0.68
Motivation extra role behavior in employees	4.78	0.86
Insure adequate role behavior is exhibited among employees	3.55	0.26

The study sought the extent to which respondents agreed with the given statement concerning compensation system as presented in Table 4.8. From the findings, majority of the respondents strongly agreed that motivation add extra role behavior in employees, the salary for sale team attract high-quality employees and that pay equity in the organization has been achieved and influence motivation of sale team as indicated by a mean of 4.78, 4.60 and 4.53 supported by standard deviation of 0.86, 0.76, and 0.68. The study further found that most of the respondents were neutral on whether the pay is adequate for the sale team, pay structure in the company motivate sale team and whether insure adequate role behavior is exhibited among employees as indicated by a mean of 3.76, 3.62 and 3.55 supported by standard deviation of 0.31, 0.28 and 0.26. This implied that management at AstraZeneca East Africa use compensation systems to a very great extent to motivate sales team. The findings concurred with Krafft, DeCarlo, Poujol & Tanner (2012) who found that compensation packages for sales staff vary greatly, with a number of organizational factors influencing both the type and level of rewards on offer influencing firm performance.

Reward and recognition

Table 6 Reward and recognition

Statement	Mean	Standard deviation
Job enrichment through guaranteed work, benefits, pension scheme exists	4.32	0.46
Financial rewards such as pay rise exists	3.19	0.15
Financial rewards such as pay rise influence performance	4.29	0.40
An effective reward system exist	3.71	0.25
The reward system is understood by all motivating sale team	3.92	0.33
There is an effective implementation and monitoring reward system	3.50	0.35
The rewards are adequate	2.29	0.20
The reward system is based on performance level	2.21	0.12

Table 7 indicates the extent to which respondents agreed with the given statement about reward and recognition. From the findings, majority of the respondents agreed that job enrichment through guaranteed work, benefits, pension scheme exists and that financial rewards such as pay rise influence performance as indicated by a mean of 4.31 and 4.29 with standard deviation of 0.46 and 0.40. Most of the respondents were neutral on whether the reward system is understood by all motivating sale team, an effective reward system exist and whether there is an effective implementation and monitoring reward system 3.92, 3.71 and 3.50 with standard deviation of 0.33, 0.25 and 0.35. From the findings, most of the respondents disagreed that financial rewards such as pay rise exists, rewards are adequate and that reward system at is based on performance level as indicated by a mean of 3.19, 2.29 and 2.21 with a standard deviation of 0.15, 0.20 and 0.12. This implied that the reward system adopted by different pharmaceutical companies influence sales team motivation to a great extent. The finding were similar to Amue, (2015) who indicated effective reward systems encourage sales employees to pursue the behaviour and actions that trigger the payout in Institute of Customer Service at Aston University.

Regression Analysis

R-Squared and is the correlation between the observed and predicted values of dependent variable implying that there existed a significant correlation between compensation programme, working conditions, and job enrichment and sale teams motivation with a correlation factor = 0.917 at significant level at 0.05.The Adjusted R^2 is called the coefficient of determination which indicates how the saleteam motivation varied with variation in factors effecting Sales team motivation, compensation programme, working conditions, and job enrichment, adjusted R^2 = 0.832, P=0.012 indicating a 83.2% of Sales team motivation varied with variation in factors effecting the Sales team motivation in AstraZeneca East Africa at a confidence level of 95%. The study established that there existed a significant goodness of fit between variable as F-test (F=2.307, P=0.01< 0.02). The calculated F=4.464 far exceeds the F-critical of 2.307. This implied there the level of variation between factors and saleteam motivation was significant at 95% confidence level.

Table 7: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.852	0.000	.375	2.445	.001
	compensation programme	.827	0.593	.632	2.712	0.003
	working conditions	.732	0.890	.523	3.019	0.001
	job enrichment	.636	0.542	.261	2.825	0.004

a. Predictors: (Constant) compensation programme, working conditions, and job enrichment
b. Dependent: Sales team motivation

The established regression equation was;

$Y = 3.852 + .827X_1 + .732X_2 + .636X_3 + ę$

From the above regression model in Table 4.18, it was found that sales team motivation in the compans would be at 3.852 holding factors effecting the sales team motivation compensation programme, working conditions, and job enrichment at a constant zero.

The positive coefficient indicate that there was a positive relationship between variables. The study established that compensation programme significantly affected sales teams motivation in the company (r= .827, t= 2.712, P=0.003<0.05). The regression results in Table 4.19 shows working conditions would significantly affect Saleteams motivation in AstraZeneca in Kenya as r=.732, p=0.001<0.05. The regression findings in indicated that job enrichment would positively and significantly affect Sale teams motivation in AstraZeneca in Kenya as r=.636, t=2.825, p=0.004<0.05. This implied that job enrichment significantly affects motivation among the Sales team in the company.

SUMMARY OF THE FINDINGS

The study finding revealed that compensation scheme, plays a significant roles in motivating Sales team. The study established that better salary for sale team attract high-quality employees, pay equity in the organization, pay structure in the company motivate sale team. Provision of insurance schemes for Sales team, adequate role behavior is exhibited among employees clearly revealing that compensating sales individuals motivate them to a great extent. The study established that conducive working environment motivate Sales team to a great extent. The management supports to sale team in company, proper communication, effective regulation of health products, better relations between peers, acceptable number of working hours at the firm, motivated Sales team at the company to a very great extent. Management styles in the company, encouragement from the top management, clearly set and communicated deadlines, clear goals and objectives that create good working environment and training of the sale teams motivated sale team at the organization to a great extent.

The study revealed that reward and recognition motivated Sales team to a great extent. The study established that rewards such as job enrichment through guaranteed work, benefits, pension scheme exists and that financial rewards such as pay, commissions and awards of bonuses influence Sales team motivation to a great extent. Effective reward systems encourage s ales employees. From the regression findings, the study revealed that job enrichment would positively and significantly affect Sales team motivation in AstraZeneca in Kenya. The finding also revealed that job enrichment through offering more responsibilities in the organization which well matched with the authority in existence of job enrichment matching with sale teams skills practiced, job rotation enhances motivation and the excitement of participating in many areas of work has been the underlying motivation behind sale employee's career. The study further revealed that engaging sales team in sale decision making, offering them authority over their responsibilities, providing them with independence over their sale decision; expanded responsibilities motivate them to a great extent.

CONCLUSIONS

While sales professionals play a pivotal role in generating revenues for the organization, motivating sales employees plays an important role in increasing sales of the company.

From the findings the study concluded that in an organization where management supports sale team, proper communication, effective regulation governing sales of pharmaceutical products, existence of good relationship and acceptable number of working hours at the firm as well as better management styles, encouragement from the top management, training, clearly set and communicated deadlines creates conducive environment that greatly motivate Sales team in pharmaceutical companies.

The study concluded that job enrichment is a strategy to motivate employees. From the regression findings, the study revealed that job enrichment would positively and significantly affect Sales team motivation in AstraZeneca in Kenya. The study concluded that job enrichment through offering more responsibilities in the organization which well matched with the authority in existence of job enrichment matching with sale teams skills practiced, job rotation enhances motivation and the excitement of participating in many areas of Sales motivate Sales team to a great extent.

The study concluded that compensation system used for the sales team as has most significant effects on salesperson motivation. The study concluded that compensation system, fixed salary commission, gifts and travel voucher, bonus, commission were the rewards that motivate sale team to a great extent. Compensation scheme plays significant roles in motivating Sales team. The study established that better salary for sale team attract high-quality employees, pay equity in the organization, pay structure in the company motivate sale team. Provision of insurance schemes for Sales team, adequate role behavior is exhibited among employees clearly revealing that compensating sales individuals motivate them to a great extent. The study concluded that reward and recognition motivated Sales team to a great extent. Effective reward systems encourage sales employees. This was because that rewards such as job

enrichment through guaranteed work, benefits, pension scheme exists and that financial rewards such as pay, commissions and awards of bonuses influence Sales team motivation to a great extent.

RECOMMENDATION

The achievement of acceptable sales results is an essential requirement of companies' performance as well as a requirement which enables sales team to achieve their individual objectives. That is why management centers on motivating their sales team as a tool for achieving success. Evidently, sales team is influenced by the way successful motivational approaches are adhered to by a company. From the conclusion the study recommended that company need to constantly evaluate their relationships with sales team.

Companies that adhere to successful motivational approaches such as working conditions, Job enrichment and has Compensation programme influence its sale team greatly. The study recommended that management at AstraZeneca East Africa in Kenya should be committed maintain favorable working conditions to ensure a high level of sale team. Creating a working environment where employees will have positive attitudes, commitment toward their work and most importantly the belief that they are valued should be crucial interest of the management.

To the extent that job enrichment is a strategy to motivate sale team, management should be in the frontline to give employees opportunity and freedom to use their different range of abilities in performing sale functions, effectively implement, monitor and simplify job enrichment system in order to maintaining good management-employee cooperation. From the findings, the study recommended that there should be a compensation system for organization effectiveness. Management at AstraZeneca East Africa in Kenya must appropriately allocate resources in order to develop innovation in work team through reward system. Compensation is a critical element to motivate a successful and high performance professional sales team. It is necessary to provide appreciation, recognition and compensation with integrity.

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