THE INFLUENCE OF ORGANIZATIONAL FACTORS ON SALES FORCE PERFORMANCE IN THE ICT INDUSTRY IN KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

FALL 2017
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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirements for the Degree Of Masters in Business Administration (MBA).

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

FALL 2017
STUDENT DECLARATION

I, the undersigned, declare that this project is my original work and has not been submitted to any other university or institution of higher learning for academic credit other than the United States International University-Africa.

Signed: ___________________ Date: __________________________
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This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________ Date: __________________________
Dr. Peter Kiriri

Signed: ___________________ Date: __________________________
Dean, Chandaria School of Business
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ABSTRACT

The purpose of this project was to evaluate the influence of organizational factors on sales force performance in the ICT industry in Kenya. The research objectives were to examine the influence of supervisor support on sales force performance, examine the influence of organizational justice on sales force performance, examine the influence of work conditions on sales force performance and determine tactics used by companies to increase the sales force performance. The study provided significant insights into organizational factors and their influence on the performance of sales professionals, aiding in policy and strategy formulation.

The research utilized a descriptive research design, and comprised a population of 467 sales employees from 467 ICT organizations registered with the Communication Authority of Kenya. The sample of 199 respondents was selected using simple random sampling to select the organizations to participate in the study followed by convenience sampling to identify the study respondents. The study utilized primary data collected using 5-level Likert type scale questionnaires that were administered both in person and via telephone. Cronbach’s alpha was used to determine reliability of the questionnaire. Data analysis was conducted using SPSS software.

The findings of the study indicated that supervisors support influences sales force performance. Many respondents indicated their supervisors provided them with supportive leadership, positive behaviour and trust which subsequently had positive influence on their performance.

The findings of the study indicated that organizational justice influences sales force performance. The study established that a unit increase in organizational justice would lead to an increase in sales force performance. Categories of organizational justice; distributive justice, procedural justice and interactional justice were found to positively influence sales force performance.

The study found a positive relationship between work conditions and sales force performance. The study established that a unit increase in work conditions would lead to an increase in sales force performance. Both elements of workplace conditions; physical and behavioural had a positive influence on sales force performance.
The study recommends that supervisors should provide adequate support to their sales force teams. Supervisors should provide direction, support, and feedback to sales force teams in all situations even when sales performance is low. Effective supervisor leadership results in a well-motivated sales force consequently influencing their performance. Supervisors should in addition adopt behaviour that influences the sales force to improve their performance. They should have an ability to strike a balance between choosing a directive, participative, achievement oriented, or punitive behaviour based on the situation and nature of their subordinates. Supervisors should continually build trust with their sales force further improving cooperation within the sales force.

The organization should ensure that all the workers are treated with justice. Organizational justice should provide positive treatment of sales force employees, equitable task distribution, fair decisions making, and fair interpersonal treatment in distribution of rewards. Positive organizational justice leads to sales force employees feeling of increased equality and fairness in the organization, resulting in increased effort to achieve organization goals subsequently improving sales force performance.

The organization should provide a conducive work environment for its sales force. This can be done by ensuring provision of a workplace that provides tools and amenities for personal comfort, promotes informal interaction, privacy, freedoms and choices to enhance team collaboration. Organizations should continually monitor the work environment to determine how both physical and behavioural environment influence sales force performance and implement changes that promote the sales force wellbeing, interaction, privacy and functional effectiveness.

The organization should identify tactics that will improve its sales force performance. This study recommends that organizations should continually invest in sales force training, establishing sales force control systems that adequately monitor, direct and influence sales force performance. Employee compensation should be commensurate to their performance and organizations should explore both intrinsic and extrinsic compensation approaches. Additional studies should be carried out to establish other organizational factors and tactics that influence sales force performance in the ICT industry in Kenya.
ACKNOWLEDGMENT

I thank the Almighty God for His grace throughout my graduate studies and the research project. I also thank my supervisor, Dr. Kiriri, for his guidance and support throughout this project. His comprehensive guidance throughout the project was instrumental in ensuring achievement of high quality work. My unending gratitude goes to my family for their unconditional support both financially, motivation and understanding while working on this project. I thank those who participated in this research as respondents, without whom this project would not have been completed. Their timely and willingness to freely provide feedback was instrumental in ensuring speedy and timely completion of this research project.
DEDICATION

To my wife and mother for your support and encouragement.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organizations, in the greater part, achieve their objectives through instruments of marketing. As defined by Kotler (1991), marketing involves exploring, creating, and delivering value to target customers profitably. Profits sustain a successful organization, therefore, marketing is a key component for many profit making organizations. Marketing utilizes marketing mix of product, price, place, and promotion in commodity markets and in addition people, process and physical evidence for service industries. The marketing mix is used to deliver value to the customer. Marketing promotion involves raising awareness about the company products and services, brand awareness, generate sales while creating brand loyalty. Organizations have always used the elements under promotion mix to archive marketing promotion objectives.

Personal selling, an element in promotional mix in marketing uses the sales forces and it has become an important marketing instrument for many industries. Personal selling is the use of sales people to sell products and services through face to face interactions with customers. It is used as the key marketing strategy to present products and services to customers since modern business to business and business to customer sales transactions are complex and involve complex solutions and services. The sales process has also evolved, from a transactional focus to a consultative and enterprise selling with a focus on value creation rather than problem solving and pricing (Rackham & De Vincentis 1999).

Zoltners et al. (2008) report that the US economy is estimated to spend $800 billion on personal selling, almost three times the amount spent on advertising in 2006. The average company spends 10%, and some industries spend as much as 40% of their total sales revenues on sales force costs (Mantrala, Albers, Gopalakrishna & Joseph, 2008). Since personal selling emphases on building relationships rather than making short-term sales, the use of sales professional dictates changes in the way firms select, train, evaluate, compensate, motivate and manage salespeople.

Every organization wants to identify & evaluate the factors affecting sales force performance with the goal of enhancing performance of the sales team (Nema & Sethia, 2015). Employees have general perceptions concerning the extent to which the organization values their contributions and cares about their well-being based on the
This perception influences their actions, motivations, effort, commitment and attitude towards their work (Eisenberger, Huntington, Hutchison, & Sowa, 1987). Salespeople rely on their sales organization to provide varied forms of support to complement their efforts in the field. This support can come in many forms, such as a company car, expense account, equitable remuneration, training, or moral support (Stan et al., 2013). While organizations provide this support to the sales force, understanding how this support is valued by their sales people and how it influences sales force performance is important to encourage improvement.

Organizations have for a long time used reward as a standard to recognize good performance and motivate increased performance while closely monitoring and controlling sales force actions. This premise has mainly been guided by the theory of scientific management which concluded that employees were fully motivated by pay (Taylor, 1911). This has however been disputed and more recent studies indicate that several factors influence employee performance.

Information Communication Technology market continues its impressive double-digit growth due to increased expenditures in IT by governments and organizations globally (Yonazi, Kelly, Halewood, & Blackman, 2012). Spending on IT solutions for Asian Banks was at US$70.3 billion followed by European and North American banks at US$64.8 billion and US$62.2 billion respectively per the report on IT spending in the Banking sector. Within Africa, ICT spending is expected to exceed US$150 billion by 2018 as reported in a report on ICT competitiveness in Africa by e-Transform Africa (2012). This increased in spending by customers has led to accelerated growth of the ICT industry around the world and in Kenya.

The growth of the ICT sector in Kenya has been significantly influenced by global trends with Kenya being recognized as an up-and-coming global source of innovative software, especially mobile applications software. Key developments have been in the areas of broadcasting and telecommunications, internet access, increased number of ICT service providers, development and adoption of mobile commerce (Waema & Ndung, 2012). Data from the Communication Authority of Kenya indicates there are over 844 ICT service and solutions providers. Human capital in the ICT industry continues to grow both in the technical arena and on the sales force. The availability of capable ICT human capital has seen leading global IT corporations like Oracle, IBM, Microsoft, SAP,
Lenovo, Samsung, Intel, GE and Google set up their regional hubs in Kenya. The growth of the sector offers tremendous opportunities for growth to innovative ICT firms offering business solutions to other organizations.

The information and communication technology (ICT) industry has become highly competitive, with competitors offering highly homogeneous products and services to meet the dynamic needs of customers. Performance of the sales forces i.e. ability to perform and produce desired outcome during customer interactions in the sales process has become critical to success of organizations (Dwyer, Hill, Martin, 2000). Sales force performance highly influence profitability and it’s a key driver to any organizations performance in the ICT industry (Horsky & Nelson, 1996, Nema & Sethia, 2015). Sales professional’s direct interaction with customers remains the most effective method to make a sale (Sujan, Weitz & Sujan, 1988). However, many factors, including organizational factors such as supervisor support, work place environment, and organizational justice affect the sales force ability to effectively carry out their work and archive desired results.

1.2 Problem Statement

In many organizations, the sales person is the single most important link to the customer (Jobber, Lancaster & Jamieson, 2011). Sales professionals spends almost all their time working on the front line of business, prospecting customers, listening to customers, assessing customer needs, solving customer problems, persuading needs and generating revenue. Their mission-critical efforts impact the organization balance sheet subsequently delighting management and shareholders. Organizations spend a substantial amount of money recruiting, training and maintaining the sales force. However, many sales managers and business owners find it difficult to determine what factors contribute to an effective and highly performing sales force. Is it simply a matter of hiring the most talented salespeople? Or are there ways an organization can help a sales force team become effective? Are there strategies and tactics managers can use to enhance sales force performance?

Available research literature on sales force & sales performance focus on; the outcome of a single sales management decision, specific external factors, or the sales person themselves (Zolters, Sinha & Lorimer, 2008). Research has been geared to addressing personal factors of the sales person; cognitive (e.g. intelligence, experience, social
intelligence, empathy, sales aptitude), demographic (e.g. age, sex, marital status) and behaviours & perceptions sales persons (Shoemaker and Pelham, 2013), and perceptions of the customer (Bishop, Webber, O’Neill, 2011, Fu, Richards, Hughes, Jones, 2011) and how these factors influence sales persons’ customer oriented behaviours and performance of the sales force. These previous studies have provided an understanding of the degree to which sales persons’ practices marketing concepts to create value for customers and increase customer satisfaction, and none has focused on the influence of organizational factors on sales force performance specifically in the technology or ICT industry.

Much of what is expected of the sales force in terms of their role; performance targets, incentives and compensation are well outlined in job descriptions and organizational policies. While the sales force may be motivated by incentives and guided on what to do by procedures and processes, their effectiveness and performance is influenced by several other factors (Mayo, 1933). This study therefore established the influence of organizational factors on sales force performance by examining the extent to which they influence the performance of sales professionals.

1.3 General Objective

The general objective of the study was to establish the influence of organizational factors on sales force performance in the ICT industry in Kenya.

1.4 Specific Objectives

The study was guided by the following specific objectives: -

1.4.1 Examine the influence of supervisor support on sales force performance in the ICT industry in Kenya.

1.4.2 Examine the influence of organizational justice on sales force performance in the ICT industry in Kenya.

1.4.3 Examine the influence of work conditions on sales force performance in the ICT industry in Kenya.

1.4.4 Determine the tactics used by companies in the ICT industry in Kenya to increase the sales performance.
1.5 Significance of the Study

This study was valuable to the following stakeholders;

1.5.1 ICT Companies

The study provided the sales and marketing managers of ICT companies in Kenya with a clearer understanding of how organizational actions influence the performance of their sales force. The knowledge will allow ICT companies develop strategies and policies that augment their sales force teams’ activities to generate required results. ICT companies will increase organizational awareness of how organizational factors and tactics influence sales force performance while providing an opportunity to understanding what works and what does not in enhancing sales force performance.

1.5.2 Scholars

This study adds information to existing knowledge in the body of research on the influence of organizational factors on sales force performance. This study will provide literature review to future academic researchers seeking to better understand the influence of organizational factors on sales force performance.

1.5.3 Sales force

The study will provide the sales force professionals with an understanding of the how an organization’s decisions and actions influence their performance. With this knowledge, the sales force professionals will adequately adapt to the nature of the organization and allow them to make necessary adjustment to ensure they can perform as expected.

1.6 Scope of the Study

The study focused on the sales force professionals of Telecommunication Contractors (TEC) ICT companies registered by the Communications Authority (CA) of Kenya in accordance to the Register of Unified Licensing Framework Licensee of 2016. This study however was limited to conducting the survey and analysing data from sales professionals of companies with head offices in Nairobi. Data used in the study was collected over a period of three months between the months of July and September 2017. Data collection was limited to four research objectives variables; supervisor support, organizational justice, workplace conditions and sales force tactics.
1.7 Definition of Terms

1.7.1 Information Technology

Information technology is defined as those technologies engaged in the operation, collection, transport, retrieving, storage, access presentation, and transformation of information in all its forms (Boars, 1997).

1.7.2 Sales force

The Sales force consists of an organizational structure with salespeople in defined roles performing selling activities that enable the company to meet customer needs and achieve financial goals (Zolters, Sinha & Lorimer, 2008).

1.7.3 Sales force Performance

Sales performance is defined as the evaluation of salespeople based on what they produce i.e. sales outcome as well as what they do i.e. sales behaviours (Anderson and Oliver, 1987).

1.7.4 Supervisor Support

Supervisor support is defined as the extent to which leaders value their employees’ contributions and care about their well-being (Eisenberger et al., 2002).

1.7.5 Work Environment

Work environment is defined as the sum of the interrelationship that exists within the employees and the environment in which the employees work (Kohun, 1992).

1.7.6 Organizational Justice

Organizational justice can be defined as the evaluation process of administrative decisions by employees and employees’ perceptions of internal decision making processes and how these decisions are shared with employees (Kaneshiro, 2008).

1.8 Chapter Summary

This chapter provides a background on the area of sales force performance and discusses studies that have been conducted to understand which factors influence sales force performance. The chapter outlines the context of the study which is the ICT industry in Kenya discussing the global and regional developments of the industry.
This chapter outlines the problem statement of the study and provides the key objectives of the study within a given scope. Significance of the study is also outlined highlighting theoretical, policy and practical importance. The chapter concludes by outlining the scope and boundaries of the study. The following chapters of this report comprise of literature review that will be guided by the stated research questions.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter of the study reviews previous studies on the influence of organizational factors on sales force performance. The chapter is divided into several sections. The first section presents literature review on the influences of supervisor support to sales forces performance. The second section presents literature review on the influence of organizational justice on sales force performance, the third section discusses literature review on influences of workplace conditions to sales force performance and finally the forth section provides literature review on the sales force performance tactics. Supervisor support, organizational justice, work place conditions, and sales force performance tactics are identified as the dependent variables of the study while sales force performance is the independent variable under study.

2.2 Supervisor Support and Sales Force Performance

Supportive supervisors care about their subordinates’ career goals, they give credit for work well done and help employees develop job-relevant skills and competencies (Bhate, 2013). A supportive supervisor can make the difference in sales professional’s work by influencing their performance and task outputs. As the support of the supervisor increases, the quality of employment for the sales employee increases leading to increased job satisfaction, increased efficiency and increased job performance. There is likelihood of a sales person who is under supervised, developing poor attitude towards work. More important, without proper supervision and guidance to improve performance, such a salesperson may eventually be fired or quit (Uduji, 2013). Moreover, Uduji and Onwumere (2013) indicate there is a limit to the degree sales people can be directly supervised without becoming resentful and unproductive.

According to Goutam (2000) and his colleagues, supervising a sales force is difficult because sales professionals are accustomed to work with high levels of autonomy with minimal observation. However, it’s the supervisor’s duty to monitor their subordinates work, provide guidance, and offer continuous assessment and feedback to enhance their subordinate’s performance. It’s therefore important for the supervisor to understand the
levels of support they should offer their sales force for them to feel adequately supported without feeling micro managed (Uduji et. al., 2013).

Supervising managers closely represent the organization and act on behalf of the organization (Eisenberger et al., 2010). Managers play a key role in providing their subordinates with required organizational resources, support and reward, hence viewed as a great source of organizational support. As managers help other employees carry out their work more effectively, such efforts led to greater productivity from employees since they perceive the supervisor’s support as representative of organizational support. (Rhoades & Eisenberger, 2002).

Organizational support theory suggests that employees repay the organization’s favourable treatment with supportive behaviours such as helping other employees with their jobs and increasing their efforts towards achieving organizational objectives (Shanock & Eisenberger, 2006). The expected favourable treatment would come from the supervisor or managers and would include providing task support to subordinates. A sales agent who experiences increased support from the supervisors, will in turn increase their effort to archive sales targets, improve efficiency in their work and ultimately delight the customer.

2.2.1 Supervisor Leadership

Leadership involves the direction, support, evaluation and control of employees. Leadership requires a balance between achieving the task, building and developing the team, and being concerned for the individual (Szilagyi & Wallace, 1990). Effective leadership requires role clarity, feedback dispensation, i.e. providing positive and timely feedback about performance, access to required resources, action orientation i.e. making necessary decisions instead of leaving issues unresolved, even if appropriate decisions are unpopular, and responsiveness to the concerns of staff so that work related uncertainty is reduced (Viljoen & Dann, 2003). An effective leader also needs to be able to effectively motivate his or her employees, using both financial and non-financial motivations. Various researchers and other writers have provided support for the proposition that leadership influences sales force performance (Wilkinson, 2009)

Effective supervisor support results from the manager’s leadership abilities. Leadership is the process of influencing others to get work done, while earning their respect, loyalty and cooperation (Plunkett, 2007). When the manager offers direction, encouragement,
empathy, consideration, and support, they inspire their sales force teams to accept challenges and archive goals (Mahsud, Yulk and Prussia, 2010). Churchill et. al. (1997) sees the sales manager as being a major contributor to sales team performance.

According to Schwepker (2016), supportive supervisors are seen to exercise servant leadership. In his interpretation of servant leadership, he outlined their main focus being concern and service to others. Servant leaders serve employees, customers and other stakeholders with honesty and personal integrity and putting others before themselves (Schwepker, 2016). This is contrary to transformational leaders whose primary goal is to achieve organizational objectives. Servant leaders view follower’s success as an end to itself (Earhart, 2004). According to Soulen (2003), supportive treatment from supervisors is clearly related to an employee’s commitment and performance. Developing of the supervisors’ leadership skills and consideration for employees could have important performance consequences that should be considered by practitioners.

According to Uduji (2013), in his study on transformational leadership of a sales force for higher level of job satisfaction and performance using sales professionals from multinationals in Nigeria, he pointed out that leadership is complex due to differences in individual’s personalities. Therefore, in exploring what leadership does and how it does it to be effective, it is important to recognize the factor of the followers. Individuals differ in their personalities; some may have high predisposition to independence, status and recognition while others may have need for order, security and stability. According to Johnson and Marshall (2010), it is the situations that determine which traits, which ability, task-oriented or group maintenance ability to use in managing a team of diverse professionals.

2.2.2 Supervisor Behaviour

According to Uduji (2013), the nature of subordinates and the type of work they do is seen as influencing the type of leadership behaviour the leader adopts to effectively influence the subordinates. Directive behaviour may be beneficial when subordinates are having difficulty completing assigned tasks, but it might be detrimental when subordinates are independent thinkers who works best when left alone. Participative behaviour can be particularly effective when subordinates’ support of a decision is required. Achievement oriented behaviour may increase motivation levels of highly
capable subordinates who are bored from having too few challenges, but they might backfire if used with subordinates who are already pushed to their limits (Uduji, 2013).

Previous research has identified many supervisory behavioural factors that determine employee performance and resulting in different employee’s perception on supervisory behaviours across organizations. A survey conducted on sales employees in micro-finance banks indicated that bank marketers place more emphasis on supervisory attitude like autonomy, praise, participatory leadership, recognition, reward and lesser control as factors that motivate their work behaviour (Nkanikpo, Ibok & Sunday, 2013). Organizations inability to retain highly performing sales employees results in the organization’s inability to increase future growth of the business. Thus, while satisfactory relationship retains talented sales professionals, dissatisfaction arising from poor supervisor – subordinate relationship drives sales professionals away from the business and it is a key factor in employees switching behaviour. Therefore, boss subordinate relationship has been found and regarded as a fundamental determinant of work performance (Chowdbury, 2007).

Contingent approving behaviour consists of a supervisor giving recognition to his or her subordinates for outstanding work, praising subordinates when need arises and criticising them when performance seems to be bad, including approval for best efforts exhibited by employees. Accordingly, Kohli (1985) found a significant strong relationship between job satisfaction among employees and contingent approving behaviour. Kohil (1985) further urges that making positive reinforcement contingent upon good performance is likely to clarify what constitutes good performance and what is expected of salespeople, that is, improve their role clarity. (Kohli, 1985).

Supervisors with upward influencing behaviour attempt to maintain a good rapport between themselves and their subordinates with the hope that they will act in a way that is favourable for the sake of the organization (Fulk & Wendler, 1982). A supervisor showing upward influencing behaviour is likely to obtain resources and rewards for sales people from top management. Sales people are therefore likely to believe that if they perform well, their supervisors are in a position to influence the management to reward them accordingly (Kohli, 1985). Kohil (1985) further indicates that supervisors who related well with their superiors, clearly understand what the superiors expect from the sales team, therefore are more consistent themselves in their expectations of the sales team.
Achievement oriented supervisory behaviour consists of setting challenging goals, expecting high levels of performance, and expressing confidence that the subordinates will meet these goals and expectations (House and Mitchell 1974). Yukl and Van Fleet (1982) found that an emphasis on performance by leaders was instrumental in enhancing subordinate effort. Further, an achievement-oriented supervisor is likely to be perceived as monitoring performance closely. Therefore, salespeople are likely to expect that good performance will be noticed and rewarded (Kohli, 1985).

Arbitrary and punitive supervisors are more autocratic, and attempt to ensure conformity to work processes, schedules, methods, and increase performance through arbitrary and punitive measures (Schriesheim et al., 1976). This supervisory behaviour leads to dissatisfaction among sales people (Fulk & Wendler, 1982). Kohli (1985), however, found a significant relationship between supervisor's arbitrary behaviour and job satisfaction.

Finally, Chowdhury (2007) classified supervisor behaviour as authoritarian or positive achievement motivation behaviour. Authoritarian behaviour of a supervisor describes a supervisor who exercises autocratic authority and ensure conformity to work standard (Chowdhury, 2007). Positive achievement motivation behaviour, the supervisor attempts to create a positive work environment to ensure reinforcement of appropriate and acceptable behaviours by employees.

2.2.3 Supervisor Trust

According to Mallin and Hu (2009), trust is the expectancy held by one person to another that they can be relied upon. It is fundamentally a psychological construct widely applied in psychology, management, and sales research. Trust results from previous interactions between to people where the outcomes are favourable. This applies to a sales manager and sales professional relationship where the manager’s trust in the salesperson is his expectation that the salesperson will perform as required and fulfil the desired actions (Williamson, 1985). Trust is an essential factor in the acceptance of duties and information from supervisors. Mallin and Hu (2009) define supervisor trust as the expectation and confidence the supervisor has on the salespersons ability to achieve future performance goals. When a sales supervisor or manager trust the sales person to undertake their task, they rely less on supervision and monitoring.
Trust in the supervisor is a psychological state comprising of the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of a supervisor (Rousseau, Sitkin, Burt & Camerer, 1998). Although employees are expected to act in ways favourable to the organization, either on their own volition or under supervisor instructions, if an employee feels that his/her supervisor may give incorrect information or a task that will not benefit the company, the employee may take extra precautions and/or be reluctant to perform the task (Elmuti & Kathawala, 1997). It’s therefore important that the supervisor builds trust with the subordinates to ensure that support provided is for the collective good of the organization.

Elangovan and Karakowsky (1999) further indicated that as trust between an employee and the supervisor increases, supervisors tend to respond by providing the employee with additional duties and responsibilities. To ensure that employees recognize this addition of duties as a sign of trust, the assigned work must be given with a corresponding increase in responsibility. When employees are given more work duties without increased responsibility, it may indicate to the employees that they are not doing enough work or that they are being punished. On the other hand, if more work is delegated and responsibilities increased, employees could presume this to be a sign of appreciation and trust in their performance, which translates to a boost in self-esteem and motivation to perform better (Gómez & Rosen, 2001).

Morgan and Hunt (1994) found an increase in cooperative behaviour when trust was present among intra-organizational members. Increase in the need for cooperative behaviour has arisen due to the use of self-managed teams in organizations and the elimination of mid-level management position as a way of organizational restructuring. Trust becomes a key factor in harnessing this cooperative behaviour among employees to foster performance (Jones & George, 1998). This is particularly important to today’s sales teams which have become highly autonomous in their activities, working most of the time from direct supervision of sales managers.

Jones and George (1998) further point out conditional and unconditional trust that influence interpersonal cooperation and teamwork which results to increased performance. Conditional trust is based on developing attitudes that are favourable enough to support future interactions while unconditional trust is based on shared values which create a common bond. Many supervisor-subordinate relationships of trust exist based on conditional trust. Further, Brashear et al. (2005) study showed that salesperson
trust was related to job satisfaction, organizational commitment, and turnover which in turn had an influence on sales force performance.

2.3 Organizational Justice and Sales force Performance

2.3.1 Organizational Justice

Organizational justice is the process employees use to evaluate administrative decisions in the frame of various variables; task distribution, fair employee empowerment opportunities, fair wage scales, distribution of awards and punishment, fair economic and social working environments and involvement in decision making (Kalay, 2016). Organizational justice is generally divided into three aspects: distributive, procedural and interactional justice (Wang et al., 2010, Brockner, 1994). Distributive justice is the fairness of outcomes while procedural justice is the fairness of process to achieve these outcomes. There has been a theoretical separation within procedural justice between how decisions are made and how they are implemented and communicated. This has led to a third category, interactional justice (Rowland and Hall, 2010).

Organizational justice has been studied to understand its influence on work performance (Warokka & Gallato, 2012). Warokka and Gallato (2012) study in the Malaysian context found out that employees were more satisfied when they felt they were rewarded fairly for the work they had done by ensuring the reward systems were equitable and consistent (Fatt, Khin & Heng, 2010). Prior studies also revealed that the employees’ perception of organizational justice influenced their work performance, especially when they were under the performance appraisal process (Warokka & Gallato, 2012). To give annual bonuses, promotions, sales organizations rely on appraisal system and they need to be fair in the sight of sales force professionals.

Chang and Dubinsky (2005) further outlined the importance of organizational justice to the sales professionals in comparison to the general employees. They argue that sales professionals are usually physically, socially, and psychologically separated from other company personnel. This offers them with fewer opportunities to express their needs, concerns and inputs in the design and implementation of organizational policies. They further point out minimal supervision of sales professionals being of importance in ensuring organizational justice. Indirect supervision techniques employed to manage sales professional need to be equitable.
Distributive Justice

The early focus of organizational justice was in distributive justice grounded in the contributions of Homans (1961) and Adams (1965), whose equity theory suggested that workers compare their own input/output ratios with that of others. A repercussion of this was that both behaviours and attitudes changed where there was inconsistencies as workers attempted to achieve symmetry.

Distributive justice refers to the fair distribution of outcomes proportional to input (Muzumdar, 2006). Distributive justice is also defined as concerns expressed by employees regarding the distribution of resources and outcomes (Fernandes & Awamleh, 2006). Employees disburse their effort and time to acquire rewards from the organization (Chang & Dubinsky, 2005). The outcomes/rewards could be in the form of wages, promotions, commissions, bonuses, and job security while employee inputs would be in terms of training, effort, education, and experience. It may be difficult to determine what constitutes an appropriate level of reward for a particular degree of inputs and outputs but employees tend to judge inputs and outputs in relative terms while looking for input output ratio similar to their peers (Baldwin, 2006). Employees evaluate outcomes in comparison to what other employees receive to determine equality of distribution. If there is an indication that they did not receive what they deserve, then to archive equity, they adjust their input or increase or reduce output.

Where the employees perceived distributive justice as existing in the organization, influences their work output and attitude. Distributive justice was found to be most positively and significant correlation to job performance \( r = 0.848, \ p < 0.05 \) among factory employees (Munir et. al., 2014.). In contrast, is a study by Wang et. al. (2010), distributive justice was found to be significant but with a weak relationship to task performance and job dedication in the context of employees in China (Wang, Liao, Xia, & Chang, 2010b).

The concept of equality is upheld by many organizations through defined human resource policies such as predetermined job grades and salary scales, commission structures, training opportunities and appraisal systems (Baldwin, 2006). However, many times employees feel that there is unfair distribution of resources. Sales commissions may not be distributed equitably or some employees receive favouritism in promotion and training opportunities while others receive more leniency in dealing with their shortcomings.
In general, organizational justice’s contribution to the employees’ work performance has become a focus of justice researchers (Wang et al., 2010a). According to the equity theory, employees alter their actions to restore justice when the ratio of input and output is perceived to be unequal (Adam, 1965). Some empirical studies have found that individuals decrease their performance to reduce input when they are underpaid, and increase their performance to produce more input when they are overpaid (Wang, Liao, Xia, & Chang, 2010). Organization should strike a balance that ensure that the employees feel there is distributive justice in the way it makes its decision to ensure optimal performance by its employees.

2.3.3 Procedural Justice

Procedural justice is the fairness perception employees have in relation to the methods and processes used during the distribution of organizational outcomes; pay, promotions, rewards, evaluation, assignments among employees (Kalay, 2016). Procedural justice examines to what extent outcomes reflect effort put in work, contribution in the work, and overall performance. Employees perceive procedural justice from two perspectives; hierarchical levels at which organizational outcomes are distributed and during distribution, equitable communication provided to employees by their seniors (Suliman and Kathairi, 2013). Procedural justice has been conceptualized in two parts: formal procedures and fair outcomes which are extended into four dimensions; fair formal procedures, fair outcomes, interpersonal justice and informational justice (Colquitt, 2001). Fair formal procedures concern employees’ degree to which they perceive as fair the procedures used in the distribution of outcomes while fair outcomes refer to employees’ degree to which they perceive that relevant procedures have been used in determining the outcomes they receive (Colquitt, 2012). While Interpersonal justice refers to how employees relate with their supervisors, informational justice refers to the quality of communication between employees and their supervisors (Kalay, 2016).

Previous studies have provided evidence that when people perceive that fair procedures have been used in determining the outcomes; it influences their perceived organizational support and trust, increasing their performance and commitment to the organization. Kalay (2016) study on the influence of organizational justice on work performance in the context of Turkish teachers found distributive justice as being the only aspect of organization justice with significant determinant of task performance. This was in
contradiction to Cohen-Charash and Spector (2001) study. The study however coincides with many other earlier studies. Suliman and Kathari (2013) determined that distributive justice aspect has a positive impact on job performance in the context of employees in the UAE. According to Moorman (1991) study, procedural justice has a symbolic function of helping to strengthen the individual’s relationship with the leader which in turn influences trust and commitment to the organization. In a study by Munir (2014) and his colleagues correlation analysis was successful to detect positive significant relationship between procedural justice and work performance (r=0.582, P<0.05).

2.3.4 Interactional Justice

Interactional justice is based on peer to peer relationships where employees seek justice when communicating with their managers (Suliman, 2012) and other organizational agents, which renders it as interpersonal justice (Wang et al., 2010b). Employee may regard interactional justice as an outcome from the supervisor or organization, thus influencing his outcome/input ratio. Interactional justice can be split into interpersonal justice and informational justice (Colquitt, 2012). Interpersonal justice refers to the fairness of the explanations provided as to why and how decisions are made while informational justice refers to sensitivity by which procedures are carried out. While procedural justice refers to the existence of fair procedures, interactional justice is the way supervisors apply the existing mechanisms and regulations (Abubakr Suliman, 2012). Interactional justice deals with dignity, motivation, encouragement and respect towards employee by his manager based on how procedures are implemented and information communicated to the employees (Muzumdar, 2006). When an employee is treated with respect and dignity, they perceive interactional justice and equity as existing in the organization.

Suliman (2007), stated that fairness is the one of the most important factors of work environment that influences manager employee relationships, employee relationships and organizational employee relationship. The employee’s perceptions of fairness in the organization procedures and processes is assumed to influence his or her relationship with the organization, co-workers and managers, which in turn affect his or her behaviour and work outcomes. Munir et. al. (2014), argued that creating and managing fairness is important for the organization because it has an impact on employee’s attitudes and performance.
Interactional justice has been found to be weaker in its influence toward work performance (Munir et al., 2014). Munir and his colleagues in a study on organizational justice influence on employee performance in the context of manufacturing firms in Pakistan accepted correlation analysis because the relationship between interactional justice and work performance since it was found to be significant ($r = 0.384$, $p < 0.05$) but was weaker compared to that of distributive justice $r = 0.848$, $p < 0.05$) and Procedural justice ($r=0.582$, $P < 0.05$).

2.4 Work Environment and Sales force Performance

Chandrasekar (2011), while evaluating the impact of work environment to public sector organizations, argued that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive to increase profits for the organization. The work environment plays an important role in every organization. It impacts on employee morale, productivity and engagement—both positively and negatively (Sharma and Lakshmi, 2016). Spector (1997) observed that many businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. He further elaborated that once employees realize that the firm considers them as important by providing them with a good work environment, they will have high level of commitment and a sense of ownership for their organization.

According to Kyko (2005), working environment can be divided into several components which determine if the work environment is favourable or unfavourable. These components were identified as opaque management, the boss, company policies, working conditions, interpersonal relationships and pay to the employees. Kyko identifies working conditions to involve such factors as hot and noisy work place, unsafe work conditions, dirty work environment, insufficient resources, and old technology.

2.4.1 Physical Environment

Kohun (1992), defines work environment as comprising the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance. Physical work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which they work (Noah & Steve, 2012). According to research conducted by the architects, Gensler (2005) of 200 UK business managers, supports the contention
that an improved physical workplace would increase employee productivity by 19 per cent. This was in agreement with consequent research in which a survey of 2,000 office workers in the USA which found that 90 per cent of the survey respondents believed that better workplace design and layout result in better overall employee performance (Chandrasekar, 2011). Dole and Schroeder (2001), stated that in the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work outcomes.

According to Evans and McCoy (2012), many physical workspaces are typically designed for functional effectiveness, and do not typically take into account the needs and goals of those who will use and interact with this workspace. They therefore propose a need for physical workplace design to consider the needs, goals, and motives of the end user, as a central and guiding component to the design. This in effect improves workplace wellness and performance by assisting in coping with the task at hand; by not raising obstacles to coping with the task at hand; by not creating added stress in themselves; and by utilising stress reducing elements. Vischer (2007) study agrees with Evans and McCoy (2012) propositions and found that more personal control over the physical workspace and easy access to meeting places led to higher perceived group cohesiveness and job satisfaction resulting to improved performance.

Newsham et. al. (2004) found that for the workers who work under difficult working conditions, the physical environment is an important factor for job satisfaction, so workers under difficult working conditions are dissatisfied through this factor. To improve satisfaction of employees working under difficult working conditions, it is necessary for the management to improve the working conditions. This will make them equally satisfied as those who work under normal working condition and in return overall performance will increase. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure physical working environment is without danger to life or health, or, to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences (Newsham et. al., 2004). For the sales force, who spend a lot of time on their computers or on the road, ergonomically comfortable workstations should be provided to guarantee the safety of the employees.

Research has consistently demonstrated that characteristics of the office environment can have a significant effect on behaviour, perceptions, and productivity of workers. Studies

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in the area of ergonomics which focused on office furniture and equipment to protect workers from long-term muscular or nerve injury due to poor bodily positioning or muscle use have gained focus in recent research (Vischer, 2007). Those ergonomic features most frequently studied in the workspace include lighting and daylighting, noise and noise control, and office furniture and spatial layouts in offices. Temperature, air quality, lighting and noise conditions in the office affect the work concentration and productivity. In a study by American Society of Interior Designers (1999), employees and their managers were asked about the importance of the physical workplace environment. Employees identified the effective utilization of space and having a workplace allows them to work efficiently as the most important aspects of the work environment. Managers focused on issues of privacy and flexible workspaces but included personal comfort and visual appeal as important in the design of their workspaces.

Office space layout is a fundamental aspect of the workplace environment that contributes to improved employee behaviour (Kamarulzaman et al., 2011). Conventional workplace designs are characterized by closed private offices for employees. In contrast, the more contemporary and modern open-plan design characterized by absence of walls and internal boundaries has become more prevalent. Open office layout encourages face-to-face interactions which are crucial in encouraging collaboration between employees (Wolfeld, 2010). Open office layouts develop greater solidarity among employees and offer more personal contact, but also create more opportunities for visual and acoustical distractions than closed offices. Short, Williams, and Christie (1976) social presence theory suggests that non-verbal cues, which are only available via face-to-face meetings, are essential to communication within a team. An open office layout encourages collaboration and team work leading to improved performance. Penn, Desyllas and Vaughan (1999) found that employees are more likely to interact with their colleagues in spaces that are more accessible.

Ajala (2012) in a study of 350 respondents reported that workers believed that workspace quality affects their attitude and increases their productivity. Chandrasekar (2011) also confirm that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers productivity and health. Hameed and Amjad (2009) in a survey of banks in Pakistan showed that comfortable and ergonomic office design motivates the employees and increased their performance substantially. Furthermore, Ajala (2012) study on worker’s welfare indicated that quality
lighting programme in an office environment would boost productivity and performance, reduce fatigue and eye strain thereby increasing organizational productivity.

2.4.2 Behavioural Environment

Workplace design needs to consider a wide range of issues. Creating better and higher performing workplace requires an awareness of how the workplace impacts behaviour and how behaviour itself drives workplace performance. Joroff et al., (2003) argues that in the relationship between work, the workplace and the tools of work, workplace is an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics: it performs different functions and there are different ways people work to achieve desired objectives. People work individually and interact with others and this requires different workplace solutions.

Waiganjo, Kioma and Gitahi (2015) in a study on effects of work place environments of the bank employees in Nakuru, they identify individual association with the working environment as being important since it impacts upon the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002). According to Waiganjo et.al (2015), the behavioural factors that may affect the performance of employees at the work place include exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over time (Warr, 2002).

Brenner and Cornell (1994) investigated the possible behavioural tensions within office environment by evaluating of office environments that had been specifically designed to enhance privacy and collaboration. The environments evaluated consisted of a small enclosed area called a “personal harbour workspace” and a group area called “common space”. The personal harbour workspace gave its occupant the opportunity to withdraw physically and obtain territorial privacy. The commons space consisted of group space, which was configured according to work processes, and technology needs (Brenner & Cornell, 1994). The environments created conformed to the “commons” and “caves” metaphor (Hurst, 1995). The meaning of the metaphor is that when people are in the “common” areas they are available to interact with other group members, and when they wish to be on their own they can withdraw to the “caves” thereby signalling they want their privacy.
Brenner and Cornell (1994) investigate the willingness of the team members to trade off the need for privacy with the need for collaboration with other team members. They reported that the need for privacy diminished over the time of the experiment, and concluded that this was as a consequence of the team becoming more cohesive. Also whilst the door on the personal harbors was not used as often as expected, it was deemed to be important by the office occupiers, as it provided them with an element of control over their environment, an issue also identified by (Leaman & Bordass, 1993).

The door was used to restrict their level of interaction with the other team members, and ultimately to regulate their level of privacy (Newsham et al., 2004). Becker and Steele (1995) reiterate the benefits of their organizational ecology concept, by claiming that it can transform physical workplace environments to support the organization’s business processes. It could be argued that the connection between the workplace and the organization is central to the development of strategic facilities management. Becker and Steele (1995) propose that to ensure that the work environment supports the organization’s objectives, then consideration needs to be given to the work processes undertaken, and the culture the organization wants to portray with its physical workspace.

The influence of working environment, which is mostly composed of physical, social and psychological factors, has been extensively examined in past two decades. In a number of studies, employees’ motivation, job satisfaction, job involvement, job performance, and health have been found to be influenced by psycho-social environment of work organization (Franco, Bennett, Kanfer & Stubblebine, 2000). According to Franco performance relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards.

2.5 Sales Force Performance Tactics

A salesperson is often the face of the organization in customer meetings and in the sales process. The sales force is the primary vehicle for presenting the organization’s products and services to the customer (Womack, 2009). A sales function is considered an important aspect of a firm’s operations. Global sales perspective survey report for the year 2007-2008 approximated that half of the buyers viewed a sales professional as a business partner with relationship building seen as a key component of this partnership.
Different authors and research agree and acknowledge that the sales force constitutes one of the main marketing expenditure in the marketplace. In establishing a highly performing sales force, organizations utilize several tactics to ensure they have highly performing sales force teams.

### 2.5.1 Sales force Training

Several changes have affected the personal selling function since customers are now more knowledgeable, have more information, demand higher quality services and have high expectations. Competition has increased due to globalization and technology is becoming more advanced especially in the telecommunication industry (Anderson, 1996). This changing operational environment requires new and improved skills from salespeople which can be gained through training (Dubinsky, 1999). Jobber et. al. (2016) points out that for companies to survive, they must pay great attention to the training of their sales force.

According to Anderson (1996), personal selling, a key role undertaken by sales professionals are the key to the success of many firms. The role of the salesperson has also expanded beyond generation of sales but has extended to customer relationship building (Wilson et. al, 2000). Therefore, enhancing the performance of the sales professionals is an important task faced by organizations (Boles et. al. 2000). Sales persons are also required to focus on implementing a customer oriented approach to selling which requires them to solve customer problems, provide opportunities and add value to the customers’ business over a long period of time.

According to Roman (2001) and his colleagues, sales training includes three steps; assessment, training and evaluation. Assessment is the establishment of training needs and objectives. Training pertains to selection of trainers, trainees, training facilities, methods, content and implementation. Finally, evaluation involves assessing the effectiveness of the training. Training attempts to systematically describe, explain and transfer good selling practices to the sales professionals (Leigh, 1987).

The most common sales training methods include in-house training, external courses, on the job training and individual learning using internally or externally provided resources (Churchill et. al., 1997). On the job training is urged to be the most effective since it introduces the trainee to real world experience and allows them to practically practice knowledge and skills learned from classroom training therefore contributing to high sales
performance (Jackson and Hisrich, 1996). On the job training is also seen to contribute towards a customer oriented selling approach since sales professionals can consider customer problems as their own and become personally involved with the customer (Reynolds and Arnold, 2000).

In addition to training on how the sales process works and on presentation skills, product knowledge with the emphasis of applications, use, and benefits is important in helping the customer solve problems (Jackson and Hisrich, 1996). Market and customer knowledge enables the sales force professional identify prospective buyers needing the products and services offered by the organization as well as providing the sales professionals with resources to understand customer needs therefore becoming customer oriented.

As organizations offer sales training programs that lead to a greater sales force competence and enhance sales performance, technology and cultural differences become more apparent. The emergence of computer and networking technology has changed how information and training can be delivered (Tanner et al., 2005). Firms are now challenged to move toward more specialized training platforms (Cron et al., 2005). This is evidenced as the traditional methods of delivery such as classroom lectures and training seminars are being replaced with more high-tech instructional designs including computer simulations and distance learning modules (Zhang et al., 2004).

### 2.5.2 Sales force Control Systems

Control systems are organizational procedures that influence the activities of the employee to generate a benefit for the organization and ultimately increase the prosperity of the organization. They consist of the performance metrics and procedures used to monitor, direct, and evaluate salespeople (Stathakopoulos, Taylor, & Stathakopoulos, 2017). There are different types of control systems that bare different levels of risk between employees and the organization which depends on how much of the output performance responsibilities are endowed to the employee (Eisenhardt, 1985). Since control systems impact on the performance and motivation of the sales force, organizations use it as a tactic to influence sales force output (Mantrala et. al., 2010).

The original framework for sales force control systems was hypothesized by Anderson and Oliver (1987), who classified sales force control systems into two managerial strategies, output and behaviour control.
Output-based control requires low managerial involvement and focuses on objectives and measurable sales results. Organizations that use output control systems are organizations that endow the risk of reaching performance goals on the salespeople, the salespeople therefore have more freedom to accomplish the performance goals by using their own sales processes and tactics (Anderson and Oliver 1987). Basu (1985) emphasized absolute output-based control systems that uses incentive pay tied to sales-based performance metrics.

Behaviour-based control systems use a different perspective. The risk for achieving end-result performance goals is much lower for the salesperson than in output-based control. It involves high levels of supervisory monitoring direction, and intervention in activities by management. The management therefore focuses on the activities of the sales force rather than the end results and uses more subjective performance evaluation (Anderson and Oliver, 1987).

Jaworski (1988) argues for a traditional view of sales control systems which are more output oriented. He categorizes the control systems into formal and informal controls form of managerial control. The informal control system is a worker initiated control system which includes control systems that workers bring into the work environment such as culture, social and self-control. The formal control consists of output control and process control instituted by the organization.

2.5.3 Sales force Compensation

Compensation is the reward individuals receive in exchange for performance (John, Albert, & David, 2013). This performance is measured in terms of time employees’ work, their skills and knowledge, the output they produce and competencies or a combination of these competencies. Johnston and Marshall (2010) notes that the relationship between performance and rewards is complex and a firms use a variety of rewards; extrinsic and intrinsic.

Extrinsic rewards comprising of salary, financial incentives, security, recognition and promotion. Extrinsic rewards are said to have powerful and immediate effect on the performance of the employee (Johnston and Marshall, 2010). Intrinsic reward is seen to come from within the employee and previous research indicates that there is no significant decrement in intrinsic motivation when tangible rewards (extrinsic) are tied to outcomes or to performance (Eisenberger and Cameron 1996).
Organizations use a variety of compensation plans for the sales force. The most used plan is a salary which is a fixed sum of money paid at regular intervals (Marshall and Johnston 2010). John and Weitz (1989) agree that the role of the salary should be related inversely to the relative impact of selling effort on sales. The amount of salary paid to a given salesperson is usually a function of that salesperson's experience, competence, and time on the job, as well as the sales manager's judgments about the quality of the individual's performance (Marshall and Johnston 2010).

The other compensation plan is the straight commission plan. Straight commission plan is useful for companies that are focused on improving sales volume or profitability and since a direct link exists between sales volume and the amount of commission received (Marumbwa et. al. 2013). The third plan is the bonus plan which includes the payment of a bonus, a payment made at management's discretion for achieving or surpassing some set level of performance (Marshall and Johnston 2010).

The most widely used plan is a combination of base salary and financial incentives, such as commission, bonus or sales contests. Sales managers experience challenges in crafting payment plans that use both salary and incentive plans to maximize salespeople's performance as this is very complex, and companies often choose a program based on convenience or cost effectiveness rather than actual benefits to the company.

2.6 Chapter Summary

This chapter reviewed literature on the influence of organizational factors on sales force performance while discussing tactics organizations use to influence sales force performance. Several organizational factors influence sales force performance but this study is focused on supervisor support, organizational justice, work environment and sales force tactics and their influence on sales force performance. The next chapter of this research report will expound on the research methodology that was used by the researcher to collect data in this research.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology with highlights on research design, target population, sampling procedure, data collection techniques and data analysis techniques to be used in the study.

3.2 Research Design

Research design is a plan that describes how, when and where data is to be collected and analysed (Parahoo, 1997). It provides a blueprint for the collection, measurement and analysis of data. Research design outlines the activities to be undertaken to execute the research project (Burns and Grove, 2003).

This study adopted a descriptive survey research design to analyse the influence of organizational factors on sales force performance in the ICT industry in Kenya. A descriptive survey design is one in which information is collected without changing anything or manipulating the environment (Mugenda, 2008). The study adopted a cross sectional type of descriptive research which according to Ngechu (2004) involves the collection of information from any given sample of the population element once. A descriptive survey was selected for this study since its appropriate for collection of structured and semi structured data and can combine qualitative and quantitative data. The research design explored the influence of organizational factors; supervisor support, organizational justice, work environment and sales force tactics as the independent variables on sales force performance as the dependent variable.

3.3 Population and Sampling Design

3.3.1 Population

The target population is the complete set of individuals, cases, or objects with some common observable characteristics (Mugenda & Mugenda, 1999).

The target population for this study comprised of sales force employees from information technology limited companies registered by the Communication Authority of Kenya based on the latest Register of licensees under the Unified Licensing Framework (ULF).
The study targeted sales force employees from 393 limited companies registered as contractors by the CAK under ULF.

3.3.2 Sampling Design

Sampling is concerned with the collection of a subsection of personalities from within a statistical populace to gauge characteristics of the whole population (Saunder, Lewis & Thornhill, 2009). Sampling allows for the study of some elements of a population as representative of the population from which conclusions about the population are drawn. Sampling design is a working plan specifying the population frame, sample size, sample selection, and estimation method in detail. The objective of the sampling design is to know the characteristic of the population (Borg & Gall, 2010).

3.3.2.1 Sampling Frame

The Sampling frame is a list of elements from which the sample is drawn and closely related to the population (Saunders, et. al., 2009). Cooper and Schindler (2003) defined the sampling frame as a set of elements from which researchers can select a sample of the target population. For the purposes of this study, the sampling frame was a list of ICT limited companies registered by the Communication Authority of Kenya obtained from the register of Unified Licensing Framework licensees of February 2017.

3.3.2.2 Sampling Technique

According to Cooper (2014) the basic idea of sampling is that, by selecting some of the elements in a population, one may draw conclusions about the entire population. A sample is also described as accessible elements of a population that have been procedurally selected to represent the population (Onen & Oso, 2009). This study used simple random sampling technique. Simple random sampling is the basic sampling technique where a group of subjects, the sample is selected for study from the population with each member of the population selected by chance and has an equal chance of being included in the sample (Easton and McColls, 1997). Companies were selected from the sampling frame randomly with each organization having an equal chance of being selected. Once organization was randomly sampled, convenience sampling was used to select two sales force professionals from each organization in the sample.
3.3.2.2 Sample Size

The sample size measures the proportion or subset representative of the population of interest (Saunders & Thornhill, 2014). A good sample needs to be small enough but sufficient to be representative of the whole population to make an accurate inference of the population. From the target population of 393 ICT companies, Yamane (1964) sample size formula was used to calculate a sample size of 199 ICT companies. This represents 50.63% of the population. According to Mugenda and Mugenda (2003), sample size representing 20%-50% of the population is considered to be adequate in descriptive studies.

\[ n = \frac{N}{1 + N(e^2)} \]

\[
\frac{393}{1+393\times0.052} = 198.2
\]

Where:

- \( n \) = Sample size
- \( N \) = Population size
- \( e \) = estimated standard error at 95% confidence level

This study allowed the error of sampling of 0.05.

Once the companies to be used in the study were randomly sampled and the sample size obtained, convenience sampling was then utilized to select a sales force employee to participate in the study for a final sample size of 199 sales force professionals.

3.4 Data Collection Methods

The research collected primary data using structured questionnaires. Primary data is data that is gathered or obtained directly from the respondents (Sekaran & Bougie, 2013). The questionnaire, which is an appropriate tool for structured data collection, was used to obtain the primary data required for the project and are self-administered by the researcher in the field (Saunder et al, 2007). The questionnaire was developed from the literature review and organized to collect the background information of the respondents and data relating to the objectives of the study. The choice to use questionnaires was
based on the proposition that data collected using a questionnaire was easy to understand and perceived to be authoritative. The use of questionnaire provided greater control over the research process.

The questionnaire was structured into five sections. The first part had questions on the general information about the respondent and their organization. The second section had question on supervisor support in the organization, the third section addressed questions on organizational justice, the forth section addressed questions on workplace conditions while the fifth and final section addressed questions on sales force performance. The questionnaire employed both closes end questions and 5-level Likert type questions with scale of 1 to 5 where 1 - Highly Disagree; 2 - Disagree; 3 - Neutral; 4 - Agree; 5 - Highly Agree.

The respondents were required to read, understand and tick an appropriate choice. The questionnaires were administered by the researcher in person to the respondents or via telephone with the help of research assistants to ensure clarity of information obtained from the respondents and to improve the response rate.

3.5 Research Procedure

The accuracy of data collected largely depends on the data collection instruments in terms of validity and reliability (Mugenda and Mugenda, 2003). The questionnaires was first pretested to determine the suitability of the tool, clarity of questions, logical flow of questions, identification of any coding and analysis issues, establish response rates and ability of questions to generate the expected answers before the actual administration. Researchers recommend pretesting of a questionnaire under field conditions (Fowler 1993; Czaja & Blair, 1996). The pretesting was done by administering the questionnaire to 20 respondents who were selected using simple random sampling from the sample size.

Once the questionnaires had been pretested and improved, they were administered in person and over telephone with the help of research assistant. The questionnaire was estimated to take about 10 minutes to complete. Sampled respondents were first advised on the purpose of the study. Respondents were assured of anonymity by giving questionnaires unique numbers instead of respondents’ name. These codes had only meaning to the researcher therefore ensuring respondent confidentiality.
3.6 Data Analysis Methods

Before processing the responses, the completed questionnaire was checked for completeness and consistency. The data was coded to enable the responses to be easily analysed and counter checked. Data analysis employed quantitative methods of analysing data using IBM Statistical Package for Social Sciences (SPSS). Descriptive statistics provided description of data in terms of frequencies and percentages provided in form of figures, tables and charts. Pearson Correlation was used to establish the existence, nature and strength of the relationships between the independent variables and their significance of the relationship to sales force performance. Multiple regressions were then used to determine the level of significance in relationship between supervisor support, organizational justice, work conditions and sales force tactics to sales force performance.

3.7 Chapter Summary

This chapter discussed the research methodology and design utilized in this study. It provided a detailed analysis of the research design, which was descriptive in nature focused on the ICT industry in Kenya. The target population included ICT limited companies registered by the CAK. The chapter outlined the sample size, sampling techniques and data collection instrument used. The questionnaire developed was pre-tested to allow for refinement before administration to respondents. Data analysis was done using the Statistical Package for Social Sciences (SPSS) and presented in forms descriptive and inferential statistics. The next chapter of this study discusses the results and findings of this study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from data analysis on organizational factors influence on sales force performance in the ICT industry in Kenya. The chapter is categorized into five sections based on the research objectives of the study. The first section will analyse the demographic information of the study population. The second, third, fourth and fifth sections of this chapter examine the influence of supervisor support, organizational justice, workplace conditions and sales force tactics on sales force performance in the ICT industry in Kenya respectively.

4.2 Demographic Information

4.2.1 Response rate

In this study, a sample size of 199 respondents whereby 189 respondents filled in and returned the questionnaires making a response rate of 95.0 percent as indicated on Table 4.1. According to Mugenda and Mugenda (2008), the response rate was considered to be excellent.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>189</td>
<td>95.0</td>
</tr>
<tr>
<td>Unreturned</td>
<td>10</td>
<td>5.0</td>
</tr>
<tr>
<td>Total</td>
<td>199</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.2 Age of Respondents

The respondents were asked to indicate their age based on the age groups provided by the researcher. The results were as shown in Table 4.2. From the findings, 24.3% of the respondents were aged between 32-37 years, 22.2% of the respondents were aged between 38-43 years, 16.9% of the respondents were aged between 44-49 years, 14.8% of the respondents were above 50 years, 13.8% of the respondents were aged 26-31 years and 7.9% of the respondents were aged between 20-25 years.
Table 4.2: Age of Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25 Yrs.</td>
<td>15</td>
<td>7.9</td>
</tr>
<tr>
<td>26-31 Yrs.</td>
<td>26</td>
<td>13.8</td>
</tr>
<tr>
<td>32-37 Yrs.</td>
<td>46</td>
<td>24.3</td>
</tr>
<tr>
<td>38-43 Yrs.</td>
<td>42</td>
<td>22.2</td>
</tr>
<tr>
<td>44-49 Yrs.</td>
<td>32</td>
<td>16.9</td>
</tr>
<tr>
<td>Above 50 Yrs.</td>
<td>28</td>
<td>14.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>189</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.3 Gender of Respondents

The respondents were asked to indicate their gender. According to the findings 52.4% of the respondents were female and 47.6% of the respondents were male as indicated on figure 4.1 below.

![Figure 4.1: Gender of Respondents](image)

4.2.4 Years of Sales Experience of the Respondents

The respondents were asked to indicate their years of sales experience. The results were as shown in Table 4.3. From the findings, 29.6% of the respondents had between 5-6 years of sales experience, 21.7% of the respondents had between 3-4 years of sales experience, 19% of the respondents had between 7-8 years of sales experience, 16.9% of the respondents had above 8 years of sales experience and 12.7% of the respondents had between 0-2 years of sales experience.
Table 4.3: Years of Sales Experience of the Respondents

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2 Yrs.</td>
<td>24</td>
<td>12.7</td>
</tr>
<tr>
<td>3-4 Yrs.</td>
<td>41</td>
<td>21.7</td>
</tr>
<tr>
<td>5-6 Yrs.</td>
<td>56</td>
<td>29.6</td>
</tr>
<tr>
<td>7-8 Yrs.</td>
<td>36</td>
<td>19.0</td>
</tr>
<tr>
<td>8 Yrs. and above</td>
<td>32</td>
<td>16.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>189</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.4 Period of Working at the Current Organization as Sale Professionals

The respondents were asked to indicate the period they had worked in the current organization as sale professionals. The results were as shown in Table 4.4. According to the findings 36.0% of the respondents had been working in the current organization as sale professionals for less than 3 years, 30.7% of the respondents had been working in the current organization as sale professionals between 3-6 years, 22.2% of the respondents had been working in the current organization as sale professionals between 7-10 years and 11.1% of the respondents had been working in the current organization as sale professionals for more than 10 years.

Table 4.4: Period of Working at the Current Organization as Sale Professionals

<table>
<thead>
<tr>
<th>Period</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 Yrs.</td>
<td>68</td>
<td>36.0</td>
</tr>
<tr>
<td>3 - 6 Yrs.</td>
<td>58</td>
<td>30.7</td>
</tr>
<tr>
<td>7 - 10 Yrs.</td>
<td>42</td>
<td>22.2</td>
</tr>
<tr>
<td>More than 10 yrs.</td>
<td>21</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>189</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.5 Nature of Sales Position of the Respondents

The respondents were asked to indicate their nature of sales position. The results were as shown in Table 4.5. According to the findings 30.7% of the respondents were territory
managers, 26.5% of the respondents were product managers, 22.2% of the respondents were account managers and 20.6% of the respondents were general sales managers.

Table 4.5: Nature of Sales Position of the Respondents

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Territory Manager</td>
<td>58</td>
<td>30.7</td>
</tr>
<tr>
<td>Product Manager</td>
<td>42</td>
<td>22.2</td>
</tr>
<tr>
<td>Account Manager</td>
<td>39</td>
<td>20.6</td>
</tr>
<tr>
<td>General Sales Manager</td>
<td>50</td>
<td>26.5</td>
</tr>
<tr>
<td>Total</td>
<td>189</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.6 Category of IT Solutions Offered by the Organization

The respondents were asked to indicate the category of IT solutions offered by the organization. The results were as shown in Figure 4.2. According to the findings 43.9% of the respondents indicated that they offered IT services, 36% of the respondents indicated that they offered software solutions and 20.1% of the respondents indicated that they offered hardware solutions.

![Figure 4.2: Category of IT Solutions Offered by the Organization]

4.2.7 Number of Sales Professionals in the Organization

The respondents were asked to indicate the number of sales professionals in their organization. The results were as shown in Table 4.6. From the findings 27.5% of the respondents indicate that they had 7-9 sales professional in their organization, 25.9% of the respondents indicate that they had 4-6 sales professional, 23.8% of the respondents indicate that they had 1-3 sales professional and 22.8% of the respondents indicate that they had above 10 sales professional.
### Table 4.6: Number of Sales Professionals in the Organization

<table>
<thead>
<tr>
<th>Number</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 3</td>
<td>45</td>
<td>23.8</td>
</tr>
<tr>
<td>4 – 6</td>
<td>49</td>
<td>25.9</td>
</tr>
<tr>
<td>7 – 9</td>
<td>52</td>
<td>27.5</td>
</tr>
<tr>
<td>10 and above</td>
<td>43</td>
<td>22.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>189</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

#### 4.3 Influence of Supervisor Support on Sales Force Performance

The respondents were asked to indicate their level of agreement to the below statements regarding the immediate supervisor’s support towards their sales work. Supervisor support was measured by asking respondents questions regarding their supervisors’ leadership, behaviour and trust towards them. The results were as presented in Table 4.7, Table 4.8, and Table 4.9.

#### 4.3.1 Supervisor Leadership

The study sought to find out the level of influence of supervisor leadership on sales force performance. From the findings, the respondents agreed that the supervisors assist them in completing their sales task as shown by a mean of 4.15, the supervisor motivates and encourages the team in challenging sales tasks as shown by a mean of 4.10, the supervisor is concerned with the sales tasks of his/her subordinates as shown by a mean of 4.06, the supervisor provides adequate guidance before and during the sales tasks as shown by a mean of 4.04 and the supervisor provides helpful feedback regarding sales performance as shown by a mean of 4.03.
### Table 4.7: Supervisor Leadership and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor is concerned with my sales tasks</td>
<td>9</td>
<td>9</td>
<td>13</td>
<td>89</td>
<td>69</td>
<td>4.06</td>
<td>1.027</td>
</tr>
<tr>
<td>My supervisor assist me in completing my sales task</td>
<td>7</td>
<td>8</td>
<td>14</td>
<td>81</td>
<td>79</td>
<td>4.15</td>
<td>0.989</td>
</tr>
<tr>
<td>My supervisor provides adequate guidance before and during my sales tasks</td>
<td>8</td>
<td>11</td>
<td>12</td>
<td>92</td>
<td>66</td>
<td>4.04</td>
<td>1.015</td>
</tr>
<tr>
<td>My supervisor provides helpful feedback regarding my sales performance</td>
<td>10</td>
<td>9</td>
<td>10</td>
<td>97</td>
<td>63</td>
<td>4.03</td>
<td>1.028</td>
</tr>
<tr>
<td>My Supervisor motivates and encourages me in challenging sales tasks</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>83</td>
<td>76</td>
<td>4.10</td>
<td>1.048</td>
</tr>
</tbody>
</table>

### 4.3.2 Supervisor Behaviour

The study sort to find out the level of influence of the supervisor behaviour on sales force performance. From the findings the respondents agreed that the supervisor closely monitors sales performance and expresses confidence in abilities to complete tasks as shown by a mean of 4.06, the supervisor maintains a good rapport with his/her sales team subordinates as shown by a mean of 4.03, the supervisor maintains a good rapport with the management as shown by a mean of 4.00, the supervisor gives credit and recognition for sales achievement as shown by a mean of 3.94 and the supervisor assigns challenging sales assignments that offer opportunity to develop sales skills as shown by a mean of 3.98.
Table 4.8: Supervisor Behaviour and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor gives me credit and recognition for my sales achievement</td>
<td>6</td>
<td>8</td>
<td>15</td>
<td>69</td>
<td>91</td>
<td>3.94</td>
<td>1.085</td>
</tr>
<tr>
<td>My supervisor maintains a good rapport with the management</td>
<td>8</td>
<td>10</td>
<td>14</td>
<td>99</td>
<td>58</td>
<td>4.00</td>
<td>0.989</td>
</tr>
<tr>
<td>My Supervisor maintains a good rapport with his sales team subordinates</td>
<td>6</td>
<td>13</td>
<td>16</td>
<td>87</td>
<td>67</td>
<td>4.04</td>
<td>1.002</td>
</tr>
<tr>
<td>My supervisor assigns me challenging sales assignments that offer opportunity to develop my sales skills.</td>
<td>7</td>
<td>11</td>
<td>15</td>
<td>101</td>
<td>55</td>
<td>3.98</td>
<td>0.970</td>
</tr>
<tr>
<td>My supervisor closely monitors my sales performance and expresses confidence in my abilities to complete tasks</td>
<td>10</td>
<td>9</td>
<td>13</td>
<td>85</td>
<td>72</td>
<td>4.06</td>
<td>1.058</td>
</tr>
</tbody>
</table>

4.3.3 Supervisor Trust

The study sort to find out the level of influence of the supervisor trust on sales force performance. From the findings the respondents agreed that the supervisor allocates additional sales duties that come added responsibilities as shown by a mean of 4.10, the supervisor involves in establishing sales objectives as shown by a mean of 4.03, the supervisor provides accurate and adequate information and feedback regarding sales assignments as shown by a mean of 3.96 and the supervisor trusts their teams to do their sales work correctly as shown by a mean of 3.92.
Table 4.9: Supervisor Trust and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor trusts me to do my sales work correctly</td>
<td>9</td>
<td>13</td>
<td>19</td>
<td>85</td>
<td>72</td>
<td>3.92</td>
<td>1.026</td>
</tr>
<tr>
<td>My supervisor involves me in establish sales objectives</td>
<td>9</td>
<td>13</td>
<td>15</td>
<td>78</td>
<td>74</td>
<td>4.03</td>
<td>1.086</td>
</tr>
<tr>
<td>My supervisor allocates me additional sales duties that come added responsibilities.</td>
<td>8</td>
<td>9</td>
<td>12</td>
<td>88</td>
<td>72</td>
<td>4.10</td>
<td>1.006</td>
</tr>
<tr>
<td>My supervisor provides me accurate and adequate information and feedback regarding sales assignments</td>
<td>11</td>
<td>10</td>
<td>16</td>
<td>91</td>
<td>61</td>
<td>3.96</td>
<td>1.071</td>
</tr>
</tbody>
</table>

4.4 Influence of Organizational Justice on Sales Force Performance

The respondents were asked to indicate their level of agreement to statements regarding organizational justice/fairness in their organization towards the sales force. The results were as shown in Table 4.10, Table 4.11 and Table 4.12.

4.4.1 Distributive Justice

The study sort to find out the level of influence of the distributive justice on sales force performance as shown on Table 4.10. According to the findings the respondents agreed that they consider the amount of sales assignments given to them to be fair as shown by a mean of 4.22, work schedule was fair for the sales assignments undertaken as shown by a mean of 4.16, they are assigned with reasonable sales responsibilities as shown by a mean of 4.07, they are paid fairly for the sales work they do as shown by a mean of 4.07 and the monetary & non-monetary reward receive overall for sales performance is fair as shown by a mean of 4.03.
Table 4.10: Distributive Justice and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work schedule is fair for the sales assignments I undertake</td>
<td>5</td>
<td>6</td>
<td>14</td>
<td>93</td>
<td>71</td>
<td>4.16</td>
<td>0.891</td>
</tr>
<tr>
<td>I am paid fairly for the sales work I do</td>
<td>9</td>
<td>9</td>
<td>17</td>
<td>79</td>
<td>75</td>
<td>4.07</td>
<td>1.052</td>
</tr>
<tr>
<td>I consider the amount of sales assignments given to me to be fair</td>
<td>6</td>
<td>8</td>
<td>15</td>
<td>69</td>
<td>91</td>
<td>4.22</td>
<td>0.986</td>
</tr>
<tr>
<td>The monetary &amp; non-monetary reward I receive overall for sales performance is fair</td>
<td>7</td>
<td>10</td>
<td>13</td>
<td>100</td>
<td>59</td>
<td>4.03</td>
<td>0.964</td>
</tr>
<tr>
<td>I am assigned with reasonable sales responsibilities</td>
<td>4</td>
<td>11</td>
<td>14</td>
<td>98</td>
<td>62</td>
<td>4.07</td>
<td>0.908</td>
</tr>
</tbody>
</table>

4.4.2 Procedural Justice

The study sort to find out the level of influence of the procedural justice on sales force performance as indicated on Table 4.11. From the findings the respondents agreed any sales professional have the freedom to challenge decisions made by the sales manager as shown by a mean of 3.95, sales management decisions are applied consistently across all sales professionals as shown by a mean of 4.12, sales manager clarifies decisions and provides additional information when requested as shown by a mean of 4.07, sales manager ensures all sales professional concerns are heard before job decisions are made as shown by a mean of 4.06 and sales management decisions are made by my sales manager in an unbiased manner as shown by a mean of 4.04.
Table 4.11: Procedural Justice and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales management decisions are made by my sales manager in an unbiased manner</td>
<td>8</td>
<td>9</td>
<td>18</td>
<td>87</td>
<td>67</td>
<td>4.04</td>
<td>1.013</td>
</tr>
<tr>
<td>My sales manager ensures all sales professional concerns are heard before job decisions are made</td>
<td>6</td>
<td>12</td>
<td>16</td>
<td>84</td>
<td>70</td>
<td>4.06</td>
<td>0.998</td>
</tr>
<tr>
<td>My sales manager clarifies decisions and provides additional information when requested</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>95</td>
<td>64</td>
<td>4.07</td>
<td>0.931</td>
</tr>
<tr>
<td>Sales management decisions are applied consistently across all sales professionals</td>
<td>3</td>
<td>8</td>
<td>16</td>
<td>99</td>
<td>63</td>
<td>4.12</td>
<td>0.849</td>
</tr>
<tr>
<td>Any sales professional can challenge decisions made by the sales manager</td>
<td>9</td>
<td>13</td>
<td>19</td>
<td>85</td>
<td>72</td>
<td>3.95</td>
<td>1.068</td>
</tr>
</tbody>
</table>

**4.4.3 Interactional Justice**

The study sort to find out the level of influence of the interactional justice on sales force performance as indicated on Table 4.12. The respondents agreed that the organization discusses with them implications of decisions made regarding sales tasks as shown by a mean of 4.11, when decisions are made about sales tasks, the organization deals with the sales professionals in a truthful manner as shown by a mean of 4.08, when decisions are made about the sales professionals’ work, the organization is sensitive to their personal needs as shown by a mean of 4.04, when decisions are made about the sales professionals’ work, the organization treats them with respect and dignity as shown by a mean of 4.02 and when decisions are made about sales professionals’ tasks, the organization treats them with kindness and consideration as shown by a mean of 4.02.
Table 4.12: Interactional Justice and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>When decisions are made about my sales work, the organization treats me with kindness and consideration</td>
<td>9</td>
<td>12</td>
<td>17</td>
<td>80</td>
<td>71</td>
<td>4.02</td>
<td>1.074</td>
</tr>
<tr>
<td>When decisions are made about my sales work, the organization treats me with respect and dignity</td>
<td>8</td>
<td>10</td>
<td>14</td>
<td>96</td>
<td>61</td>
<td>4.02</td>
<td>0.997</td>
</tr>
<tr>
<td>When decisions are made about my sales work, the organization is sensitive to my personal needs</td>
<td>10</td>
<td>11</td>
<td>15</td>
<td>78</td>
<td>75</td>
<td>4.04</td>
<td>1.091</td>
</tr>
<tr>
<td>When decisions are made about my sales work, the organization deals with me in a truthful manner</td>
<td>8</td>
<td>8</td>
<td>11</td>
<td>95</td>
<td>67</td>
<td>4.08</td>
<td>0.980</td>
</tr>
<tr>
<td>The organization discusses with me implications of decisions made regarding my sales work</td>
<td>7</td>
<td>9</td>
<td>16</td>
<td>81</td>
<td>76</td>
<td>4.11</td>
<td>1.002</td>
</tr>
</tbody>
</table>

4.5 Influence of Work Conditions on Sales Force Performance

The respondents were asked to indicate their level of agreement regarding work conditions in the organization. The results were as shown in Table 4.13 and Table 4.14.

4.5.1 Physical Environment

The study sort to find out the level of influence of physical environment in which sales professionals worked on sales force performance as indicated on Table 4.13. From the findings the respondents agreed that their office set up allows for face to face communication as shown by a mean of 4.21, the organization provides sales tools and equipment to facilitate undertaking of sales tasks as shown by a mean of 4.16, the office furniture and physical environment is comfortable to undertake sales assignments as
shown by a mean of 4.13, the organization provides adequate work space to work comfortably as shown by a mean of 4.14 and the work place provides amenities for personal comfort as shown by a mean of 4.08.

Table 4.13: Physical Environment and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization provides me with adequate work space to work comfortably</td>
<td>4</td>
<td>10</td>
<td>17</td>
<td>83</td>
<td>75</td>
<td>4.14</td>
<td>0.935</td>
</tr>
<tr>
<td>The organization provides me with sales tools and equipment to allow me carry out my sales work</td>
<td>6</td>
<td>11</td>
<td>14</td>
<td>73</td>
<td>85</td>
<td>4.16</td>
<td>1.010</td>
</tr>
<tr>
<td>The office set up allows for face to face communication with my sales team</td>
<td>5</td>
<td>9</td>
<td>13</td>
<td>76</td>
<td>86</td>
<td>4.21</td>
<td>0.955</td>
</tr>
<tr>
<td>My work place provides amenities for personal comfort during my work</td>
<td>8</td>
<td>8</td>
<td>16</td>
<td>86</td>
<td>71</td>
<td>4.08</td>
<td>1.005</td>
</tr>
<tr>
<td>The office furniture and physical environment is comfortable to undertake sales assignments.</td>
<td>3</td>
<td>7</td>
<td>21</td>
<td>89</td>
<td>69</td>
<td>4.13</td>
<td>0.868</td>
</tr>
</tbody>
</table>

4.5.2 Behavioural Environment

The study sort to find out the level of influence of behavioural environment on sales force performance as indicated on Table 4.14. According to the findings, the respondents agreed that they are more productive while working at their designated work place as shown by a mean of 4.16, rules and procedures in the work place are fair as shown by a mean of 4.12, the work place encourages informal interactions between its employees as shown by a mean of 4.10, office space offers adequate visual and audio privacy for the sales team as shown by a mean of 4.08 and the work place allows for freedom of selecting a workstation as shown by a mean of 4.08.
Table 4.14: Behavioural Environment and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>High Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>High Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Office space offers adequate visual and audio privacy for the sales team</td>
<td>5</td>
<td>8</td>
<td>18</td>
<td>94</td>
<td>64</td>
<td>4.08</td>
<td>0.916</td>
</tr>
<tr>
<td>My work place encourages informal interactions between its employees</td>
<td>7</td>
<td>10</td>
<td>14</td>
<td>84</td>
<td>74</td>
<td>4.10</td>
<td>1.003</td>
</tr>
<tr>
<td>My work place allows for freedom of selecting a workstation</td>
<td>6</td>
<td>9</td>
<td>10</td>
<td>103</td>
<td>61</td>
<td>4.08</td>
<td>0.922</td>
</tr>
<tr>
<td>There rules and procedures in the work place are fair</td>
<td>4</td>
<td>11</td>
<td>13</td>
<td>91</td>
<td>70</td>
<td>4.12</td>
<td>0.923</td>
</tr>
<tr>
<td>I am more productive while working at my designated work place</td>
<td>3</td>
<td>6</td>
<td>18</td>
<td>93</td>
<td>69</td>
<td>4.16</td>
<td>0.842</td>
</tr>
</tbody>
</table>

4.6 Sales force Performance Tactics

The respondents were asked indicate their level of agreement regarding sales force tactics employed by their organization. The respondents were asked to indicate the level of influence of sales force training, sales force control systems and sales force compensation on their performance. The results were as shown in Table 4.15, Table 4.16, and Table 4.17.

4.6.1 Sales Force Training

The study sort to find out the level of influence of the sales force training on sales force performance as indicated on Table 4.15. The results indicated that a majority of organization provide either external courses training in other training institutions, on the job sales training for the sales professionals and in-house sales training as shown by a mean of 4.16, 4.12, and 4.01 respectively. Respondents also indicated that the sales organization equip their sales force with customer and market information as shown by a mean of 4.12. While equipping the sales force with the necessary technical, product and sales knowledge was indicated by a mean of 4.04. The findings indicated the respondents
valued the sales training investment provided by the organization and the use of technology to deliver sales training as shown by the mean of 4.10 and 4.03 respectively.

**Table 4.15: Sales force Training and Sales Force Performance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization sets side an annual training budget for the sales force</td>
<td>8</td>
<td>12</td>
<td>13</td>
<td>76</td>
<td>80</td>
<td>4.10</td>
<td>1.060</td>
</tr>
<tr>
<td>The organization provides adequate technical and sales training of the products I sell with emphasis on product application, use and benefits</td>
<td>7</td>
<td>13</td>
<td>15</td>
<td>84</td>
<td>70</td>
<td>4.04</td>
<td>1.031</td>
</tr>
<tr>
<td>The organization provides information on the market and customers I sell to.</td>
<td>9</td>
<td>11</td>
<td>16</td>
<td>66</td>
<td>87</td>
<td>4.12</td>
<td>1.095</td>
</tr>
<tr>
<td>The organization provides on the job sales training for the sales professionals.</td>
<td>4</td>
<td>10</td>
<td>12</td>
<td>96</td>
<td>67</td>
<td>4.12</td>
<td>0.900</td>
</tr>
<tr>
<td>The organization provides in-house training using either an internal trainer or external trainer</td>
<td>6</td>
<td>12</td>
<td>19</td>
<td>89</td>
<td>63</td>
<td>4.01</td>
<td>0.989</td>
</tr>
<tr>
<td>The organization provides external courses training in other training institutions</td>
<td>8</td>
<td>9</td>
<td>13</td>
<td>73</td>
<td>86</td>
<td>4.16</td>
<td>1.036</td>
</tr>
<tr>
<td>The organization encourages individual learning using internally or externally sourced sales training resources</td>
<td>3</td>
<td>13</td>
<td>17</td>
<td>99</td>
<td>57</td>
<td>4.03</td>
<td>0.902</td>
</tr>
<tr>
<td>The organization utilized technology to deliver sales training information and knowledge.</td>
<td>9</td>
<td>8</td>
<td>15</td>
<td>93</td>
<td>64</td>
<td>4.03</td>
<td>1.010</td>
</tr>
</tbody>
</table>
4.6.2 Sales Force Control Systems

The respondents were asked the level of influence of the sales force control systems on sales force performance. As outlined on Table 4.16, respondents indicated that their organizations measured sales force performance based on sales volumes as shown by a mean of 4.08 with the organization basing monetary sales target as a method of determining sales incentives as shown by a mean of 4.13. Respondents indicated that the organization closely monitors and controls sales activities as shown by a mean of 4.22, the organization gives freedom to use sales professional’s own tactics to ensure achievement of sales targets as shown by a mean of 4.17 and the organization focuses on the results rather than the process or achieving the results as indicates by a mean of 4.11.

Table 4.16: Sales force Control Systems and Sales Force Performance

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization measures my performance based on my sales volumes</td>
<td>6</td>
<td>14</td>
<td>11</td>
<td>86</td>
<td>72</td>
<td>4.08</td>
<td>1.010</td>
</tr>
<tr>
<td>The organization gives me the freedom to use my own tactics to ensure I achieve my targets</td>
<td>5</td>
<td>11</td>
<td>13</td>
<td>78</td>
<td>82</td>
<td>4.17</td>
<td>0.975</td>
</tr>
<tr>
<td>My organization sales incentives and pay increments are based on archived monetary sales targets</td>
<td>2</td>
<td>8</td>
<td>17</td>
<td>98</td>
<td>64</td>
<td>4.13</td>
<td>0.824</td>
</tr>
<tr>
<td>The organization closely monitors and controls my sales activities.</td>
<td>3</td>
<td>9</td>
<td>11</td>
<td>86</td>
<td>80</td>
<td>4.22</td>
<td>0.877</td>
</tr>
<tr>
<td>The organization focuses more on my results than how the results are achieved</td>
<td>6</td>
<td>8</td>
<td>14</td>
<td>93</td>
<td>68</td>
<td>4.11</td>
<td>0.939</td>
</tr>
</tbody>
</table>

4.6.3 Sales Force Compensation

Respondents were asked questions regarding their compensation models as indicated in Table 4.17. The respondents indicated a majority of organizations pay additional incentives, bonuses or sales commissions in addition to a fixed salary as shown by a mean
of 4.00. The respondents indicated that the majority of organizations pay performance based bonuses to all sales persons as shown by a mean of 4.14, the organization pay sales commissions for all sales made by sales persons as shown by a mean of 4.12 and the bonus, incentives and commissions are paid timely as shown by a mean of 4.04. Finally, the respondents indicated that their organization makes promotion based on sales performance as shown by a mean of 3.89.

**Table 4.17: Sales force Compensation and Sales Force Performance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Highly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Highly Agree</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization pay a fixed salary to sales persons</td>
<td>8</td>
<td>10</td>
<td>18</td>
<td>91</td>
<td>62</td>
<td>4.00</td>
<td>1.011</td>
</tr>
<tr>
<td>The organization pay performance based bonuses to all sales persons</td>
<td>7</td>
<td>7</td>
<td>21</td>
<td>71</td>
<td>83</td>
<td>4.14</td>
<td>1.008</td>
</tr>
<tr>
<td>The organization pay sales commissions for all sales made by sales persons</td>
<td>4</td>
<td>11</td>
<td>19</td>
<td>79</td>
<td>76</td>
<td>4.12</td>
<td>0.957</td>
</tr>
<tr>
<td>The organization pays bonuses and other incentives timely</td>
<td>9</td>
<td>9</td>
<td>13</td>
<td>93</td>
<td>65</td>
<td>4.04</td>
<td>1.018</td>
</tr>
<tr>
<td>The organization makes promotion based on sales performance</td>
<td>11</td>
<td>14</td>
<td>13</td>
<td>97</td>
<td>54</td>
<td>3.89</td>
<td>1.081</td>
</tr>
</tbody>
</table>

**4.7 Regression Analysis**

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The results were as shown in Table 4.18.

Adjusted R squared is coefficient of determination which indicates the variation in the dependent variable resulting from a changes in the independent variable. According to the findings, the value of adjusted R squared was 0.554. This is an indication that there was a variation of 55.4% on sales force performance resulting from changes in supervisor support, organizational justice, work conditions, or sales force tactics used in ICT at 95% confidence interval.
Table 4.18: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.744a</td>
<td>.554</td>
<td>.544</td>
<td>.33176</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Salesforce Support, Organizational Justice, Workplace Conditions, Supervisor Tactics

From the ANOVA statistics in Table 4.19, the processed data, which is the population parameters, had a significance level of 0.000% and F – calculated value (F(4,184) = 57.147) which shows that the data was ideal for making a conclusion on the population parameters at 95% confidence level since p < 0.05. This further indicates goodness of fit of the model.

Table 4.19: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>25.159</td>
<td>4</td>
<td>6.290</td>
<td>57.147</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>20.252</td>
<td>184</td>
<td>.110</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>45.411</td>
<td>188</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Salesforce Performance
b. Predictors: (Constant), Salesforce Support, Organizational Justice, Workplace Conditions, Supervisor Tactics

The established regression equation was;

\[ Y = -0.122 + 0.487 X_1 + 0.021 X_2 + 0.293 X_3 + 0.230 X_4 \]

From the above regression equation, it was revealed that holding supervisor support, organizational justice, work conditions, tactics used in ICT to a constant zero, sales force performance would stand at 12.20%. Therefore a unit increase in supervisor support would lead to an increase in sales force performance by 48.70%, a unit increase in organizational justice, would lead to increase in sales force performance by 21.00%. A unit increase in work conditions would lead to an increase in sales force performance by 29.30%. A unit increase in tactics used in ICT would lead to an increase in sales force performance by 23.00%. The study further revealed that supervisor support, work conditions and sales force tactics used in ICT were statistically significant to sales force

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performance, Since their significance values were less than 0.05 (p < 0.05). Organizational justice was however found not to be statistically significant (p=0.667 > 0.05). The study also found that there was a positive relationship between sales force performance and supervisor support, organizational justice, work conditions, sales force tactics used in ICT.

Table 4.20: Coefficients Correlation on Organizational Factors and Sales Force Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-.122</td>
<td>.353</td>
<td>-.345</td>
</tr>
<tr>
<td></td>
<td>Supervisor Support</td>
<td>.487</td>
<td>.054</td>
<td>.638</td>
</tr>
<tr>
<td></td>
<td>Organizational Justice</td>
<td>.021</td>
<td>.048</td>
<td>.030</td>
</tr>
<tr>
<td></td>
<td>Workplace Conditions</td>
<td>.293</td>
<td>.055</td>
<td>.260</td>
</tr>
<tr>
<td></td>
<td>Salesforce Tactics</td>
<td>.230</td>
<td>.058</td>
<td>.196</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Salesforce Performance

4.8 Chapter Summary

This Chapter mainly described the research findings from the data collection and analysis on the influence of organizational factors on sales force performance in the ICT industry in Kenya. The influence of supervisors support, organizational justice, work conditions, tactics used in ICT on sales force performance were determined from the data analysis. Inferential statistics used to determine the correlation between the variables were also highlighted. The next chapter expounds on the discussion of the findings, conclusions and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made thereto. The conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher had intended to examine the influence of supervisor support on sales force performance in the ICT industry in Kenya, examine the influence of organizational justice on sales force performance in the ICT industry in Kenya, examine the influence of work conditions on sales force performance in the ICT industry in Kenya and determine the tactics used by companies in the ICT industry in Kenya to increase the sales performance.

5.2 Summary

The general objective of the study is to establish the influence of organizational factors on sales force performance in the ICT industry in Kenya. The specific objectives of the study was to examine the influence of supervisor support on sales force performance in the ICT industry in Kenya, to examine the influence of organizational justice on sales force performance in the ICT industry in Kenya, to examine the influence of work conditions on sales force performance in the ICT industry in Kenya and to determine the tactics used by companies in the ICT industry in Kenya to increase the sales performance.

The research utilized a descriptive research design, and comprised a population of 393 sales employees from 393 ICT organizations registered with the Communication Authority of Kenya. The sample of 199 respondents was selected using simple random sampling to select the organizations to participate in the study followed by convenience sampling to identify the study respondents. The study utilized primary data collected using 5-level Likert type scale questionnaires that were administered both in person and via telephone. Cronbach’s alpha was used to determine reliability of the questionnaire. Data analysis was conducted using SPSS software.

The study established that supportive supervisors influence the performance of the sales force professionals in the ICT Industry and has a statistically significant influence on sales force performance. The study show sales professional considered supervisor’s leadership, behaviour and trust as an influential factor towards their sales performance.
Supervisor support is more effective to influencing sales force performance when the supervisor shows strong leadership to the team by providing guidance, feedback, motivation and assistance.

The second objective of the study was to examine the influence of organizational justice on sales force performance in the ICT industry in Kenya. The study revealed that they sales professional consider procedural, interactional and distributive justice as important factors influencing sales force performance. However, organizational justice was not found to be statistically significant in influencing sales force performance. According to the finding of the study, sales professionals should be treated with fairness in the way tasks are assigned, responsibilities distributed, and compensated. Organization should also involve them in decision making while treating them with respect and dignity.

The third objective of the study was to examine the influence of work conditions on sales force performance in the ICT industry in Kenya and has a statistically significant influence on sales force performance. The study found that the sales professionals see the physical environment and behavioural environments as influencing factors towards their sales force performance. Conducive work places environments encourage collaboration between sales professionals and provide adequate tools and resources for them to effectively undertake their tasks.

In establishing the tactics used by ICT organizations in influencing sales force performance and has a statistically significant influence on sales force performance. Organization should train their staff, compensate them adequately and utilize various sale force control systems. Organization can utilize a combination of tactics to influence their sales force performance since the three factors examined in the study indicated as having a strong influence on the sales force performance.

5.3 Discussions

5.3.1 Influence of Supervisor Support on Sales Force Performance

The study revealed that supervisors support is attributed to the supervisor’s leadership, behaviour towards the sales force, and trust established with the sales force in influencing the sales force performance. Supervisors with strong leadership qualities are considered by the sales force as being a key factor in influencing their performance. Sales force professionals also thrive best in environments where they have conducive supportive
relationship with their supervisors who trust them with additional tasks and responsibilities.

Organizational support theory suggests that employees repay the organization’s favourable treatment with supportive behaviours such as helping other employees with their work and increasing their efforts towards achieving organizational objectives (Shanock & Eisenberger, 2006). The finding of this study are in agreement with a survey conducted on sales employees in micro-finance banks indicated that bank marketers place more emphasis on supervisory attitude like autonomy, praise, participatory leadership, recognition, reward and lesser control as factors that motivate their work behaviour (Nkanikpo & Sunday, 2013).

According to the findings of this study, supervisors trust contributes towards sales force performance. This outcome is in agreement with Elangovan and Karakowsky (1999) who indicated that as trust between an employee and the supervisor increases, supervisors tend to respond by providing the employee with additional duties and responsibilities. To ensure that employees recognize this addition of duties as a sign of trust, the assigned work must be given with a corresponding increase in responsibility.

According to Goutam et. al. (2000), supervising a sales force is difficult because sales professionals are accustomed to work with high levels of autonomy with minimal observation. However, it’s the supervisor’s duty to monitor their subordinates work, provide guidance, and offer continuous assessment and feedback to enhance their subordinate’s performance. Effective leadership requires role clarity, feedback dispensation, i.e. providing positive and timely feedback about performance, and access to required resources, action orientation i.e. making necessary decisions instead of leaving issues unresolved, even if appropriate decisions are unpopular, and responsiveness to the concerns of staff so that work related uncertainty is reduced (Viljoen and Dann, 2003).

According to the findings of this study, the sales force performance is influenced by the behaviour of their supervisor. Supervisors project a variation of behaviours towards their subordinated with each behaviour having a varying outcome on how it influences performance based on the nature of the task. Directive behaviour may be beneficial when subordinates are having difficulty completing assigned tasks, but they might be detrimental when subordinates are independent thinkers who works best when left alone.
Participative behaviour can be particularly effective when subordinates’ support of a decision is required.

As established in this study, supervisors with upward influencing behaviour attempt to maintain a good rapport between themselves and their subordinates with the hope that they will act in a way that is favourable for the sake of the organization (Fulk & Wendler, 1982). A supervisor showing upward influencing behaviour is likely to obtain resources and rewards for sales people from top management. Although employees are expected to act in ways favourable to the organizations, either on their own volition or under supervisor instructions, if an employee feels that his/her supervisor may give incorrect information or a task that will not benefit the company, the employee may take extra precautions and/or be reluctant to perform when working (Elmuti, 1997). It’s therefore important that the supervisor builds trust with the subordinates to ensure that support provided is for the collective good of the organization.

According to the findings of the study, trust between the supervisor and the sales force team has an influence on the sales force performance. The supervisor’s ability to relate freely with his or her employees and build trust with the subordinates has been observed to have a significant impact on performance. Employee satisfaction with a supervisor is a necessary pre-requisite for building long term boss-subordinate relationship and likely to increase commitment (Bloemer, 2001).

5.3.2 Influence of Organizational Justice on Sales Force Performance

The study found that those sales professionals consider distributive, interactional and transactional justice as influencing factors to their performances. Sales professionals are to be treated fairly by the organization in how tasks are assigned and distributed, decisions are made and consistently applied in the organization, and how their concerns are handled. Organizations need to be considerate towards their sales professionals, involve them and make decisions that do not adversely affect their performance.

As established in this study, organizational justice influencing sales force performance can be categorized into three primary types. The first commonly accepted type of justice is distributive justice. In the distributive-oriented perspective, the fairness of the outcomes of a particular decision is the main consideration. In this case employees disburse their effort and time to acquire rewards from the organization (Chang & Dubinsky, 2005). The outcomes/rewards could be in the form of wages, promotions, commissions, bonuses, and
job security while employee inputs would be in terms of training, effort, education, and experience. Sales force professionals agree that they perform better when they perceive their organizations recognize their effort and performance in equal measure through task distribution.

Procedural justice, concerns with the fairness of the process that leads to the outcome. The findings of this study ascertain the influence of procedural justice on sales force performance. The majority of research conducted in the organizational justice’s field has put procedural justice as the foundation in the last twenty years (Byrne & Cropanzano, 2001). Those studies indicate that people will accept a certain amount of unfairness in distribution if they perceive that the process by which the distribution decisions were made is fair. Sales force performance is influenced when sales force teams perceive as fair the procedures used in the distribution of outcomes and that relevant procedures have been used in determining the outcomes they receive (Colquitt, 2012).

According to the findings of this study, interactional justice influences sales force performance by improving sales professionals’ relationship and interaction with the organization. The employee’s perceptions of fairness in the organization procedures and processes is assumed to influence his or her relationship with the organization, co-workers and managers, which in term affect his or her behaviour and work outcomes. Cottringer (1999), argued that creating and managing fairness is important for work organization because it has an impact on employee’s attitudes and performance. Suliman (2007), stated that fairness is the one of the most important factors of work environment that influences manager employee relationships, employee relationships and organizational employee relationship.

### 5.3.3 Influence of Work Conditions on Sales Force Performance

The study established that work place conditions influence sales force performance through the enhancement of team collaboration, comfortable work environment, tools and resources to undertake sales tasks, and amenities for personal comfort. Besides the physical work place conditions that enhance collaboration and comfort, the organization should ensure the work place provide sales force professionals with an environment for informal interaction, privacy, freedoms, and choices. According to the outcomes of this study, both physical and behavioural workplace conditions influences sales force performance.
The results of this study also agree with Evans and McCoy (2005), who stated that many physical workspaces are typically designed for functional effectiveness, and do not typically take into account the needs and goals of those who use and interact with the workspace. They therefore propose a need for physical workplace design to consider the needs, goals, and motives of the end user, as a central and guiding component to the design. This in effect improves workplace wellness and performance by assisting in coping with the task at hand; by not raising obstacles to coping with the task at hand; by not creating added stress in them; and by utilising stress reducing elements. Waiganjo, Kioma and Gitahi (2015) identify individual association with the working environment as being important since it impacts upon the ability of the individual to take control of their work and the level of stress they experience within the workplace.

To attain the objective, management of any organization must identify factors both in employment situation and in the psychology of the workers that best motivate them and to enhance these factors in order to boost productivity. Work environment needs to be conducive by providing pleasurable experience to employees and enable them to actualize their abilities and behavior Kyko (2005). This type of environment also reinforces self-actualizing behaviour. For instance, an irresponsible employee can change into a responsible employee in a conducive work environment.

An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do. As established in this study, organizations offering comfortable well equipped work environment that fosters collaboration, interaction, freedom of choice, positive work behaviour influence the performance of the sales force.

5.3.4 Tactics Used by Companies in the ICT Industry in Kenya

The study focused on establishing the tactics utilized in the ICT industry to influence sales force performance. The results of the study indicated that the three tactics under focus in this study; sales force compensation, sales force training and sales force control systems influence sales force performance. According to the outcomes of the study, all tactics had a positive influence on the sales performance and organizations can therefore utilize a combination of this tactics to influence sales force performance.
Anderson (1996), argued that, personal selling, a key role undertaken by sales professionals is the key to the success of many firms. The role of the salesperson has also expanded beyond generation of sales but has extended to customer relationship building (Wilson, 2000). Therefore, enhancing the performance of the sales professionals is an important task faced by organizations (Boles et. al. 2000). Organizations therefore need to invest in training their sales force using both in-house and external training on both the market and products they sell.

Training on how the sales process works and on presentation skills, product knowledge with the emphasis of applications, use, and benefits is important in helping the customer solve problems (Jackson and Hisrich, 1996). Market and customer knowledge as well enables the sales force professional to identify prospective buyers needing the products and services offered by the organization as well as providing the sales professionals with resources to understand customer needs therefore becoming customer oriented. As organizations offer sales training programs that lead to a greater force competence and enhance sales performance, technology and cultural differences become more apparent. The emergence of computer and networking technology has changed how information and training knowledge can be delivered (Tanner et al., 2005).

Similar to the finding of this study, Johnston and Marshall (2010) notes that the relationship between performance and rewards is complex and a firms use a variety of rewards; extrinsic and intrinsic. Extrinsic rewards comprising of salary, financial incentives, security, recognition and promotion. Extrinsic rewards are said to have powerful and immediate effect on the performance of the employee. Intrinsic reward is seen to come from within the employee and previous research indicates that there is no significant decrement in intrinsic motivation when tangible rewards (extrinsic) are tied to outcomes or to performance. Organization need to utilize a mix of both extrinsic and intrinsic reward systems for sales professionals.

Several scholars view compensation as a reward individuals receive in exchange for performance. Employees can be paid for the time they work, skills and knowledge, the output they produce and competencies or a combination of these competencies. According to Johnston and Marshall (2010) three basic factors drive successful compensations initiatives and these are related to specific selling situations and activities, level of incentives in relation to basic pay and finally the mix of financial ,non-financial compensation and incentives. John and Weitz (1989) provide an excellent overview of
compensation initiatives and state that plans emphasizing salary require more managers resulting in a lower span of control to monitor and assess performance of salespeople.

According to the study, sales force control systems that monitor sales force performance while allowing sales professionals to utilize their own sales tactics to archive results were seen to be effective. Basu (1985) emphasized absolute output-based control systems that uses incentive pay tied to sales-based performance metrics. Behaviour-based control systems use a different perspective. The risk for achieving end-result performance goals is much lower for the salesperson than in output-based control. It involves high levels of supervisory monitoring direction, and intervention in activities by management. The management therefore focuses on the activities of the sales force rather than the end results and uses more subjective performance evaluation (Anderson and Oliver, 1987).

5.4 Conclusions

5.4.1 Influence of Supervisor Support on Sales Force Performance

Based on the findings, this study concludes that supervisors support has a positive influence on sales force performance. The study also established that a unit increase in supervisors support would lead to an increase in sales force performance. The sales force in the ICT industry performs better when the managing supervisors continuously provide leadership, trust their teams and their behaviour projected to the sales force is supportive and participatory.

5.4.2 Influence of Organizational Justice on Sales Force performance

Based on the findings of the study, there is a significant relationship between organizational justice and sales force performance. The study also established that a unit increase in organizational justice would lead to an increase in sales force performance. All the categories of organizational justice investigated in the study had a positive influence on the sales force performance. The study concludes that organizational justice is positively related to sales force performance.

5.4.3 Influence of work conditions on sales force performance

The study concludes that work conditions positively influences sales force performance. The study also established that a unit increase in work conditions would lead to an
increase in sales force performance. According to the study, both physical and behavioural work environment in which the sales force professional work have an influence on their performance. Organizations in the ICT industry in Kenya provide comfortable and collaborative work environment to their sales force experience as a result positively influencing sale force performance.

5.4.4 Tactics used by companies in the ICT industry in Kenya

This study concludes that a significant relationship exists between sales force tactics used in ICT industry and sales force performance. Organizations in the industry utilize compensation; intrinsic and extrinsic, training and sales force control structures to motivate, empower and direct the sales force. The use of this sales force tactics result in increased sales force performance.

5.5 Recommendations

5.5.1 Recommendation for Improvements

5.5.1.1 Influence of Supervisor Support on Sales Force Performance

The study recommends that supervisors should support their sales force in undertaking their tasks. This can be done by providing leadership, supportive relationships with the sales force teams, and trust towards the sales force subordinates. There should be adequate guidance and feedback provided by the supervisors towards ensure that the sales professional can confidently carry out their tasks. Supervisors should also engage and involve the sales force in decision making, task planning and task completion to encourage collaboration within the team. While supervisors aim to maintain a good rapport with their subordinates and management, they should also continuously provide challenging tasks to their sales teams that provide opportunities to their sales force teams to develop their skills. This encourages task ownership by the sales force professional as well as trust between the supervisors and sales force professionals consequently improving sales force performance.

5.5.1.2 Influence of Organizational Justice on Sales Force Performance

The organization should ensure that all the workers are treated with justice. Organizations need to ensure the fairly assign sales task reasonably to ensure the sales force professional can adequately complete the task successfully and be equitably
rewarded for the results archived. The sense of equality should also be on how decisions affecting the sales force professionals are made. Decisions should be made and applied in an unbiased manner, consider input of those effected by the decision, and clearly communicated to the sales force team. Organizations in the industry should ensure fairness of the explanations provided as to why and how decisions are made ensuring the sales force professional feel respected and their feelings and dignity considered in the decisions.

5.5.1.3 Influence of Work Conditions on Sales Force Performance

The organization should provide conducive work environment for the employee. This can be done by ensuring safe and clean work conditions, privacy and freedom of choice of desk location, collaborative work environment, sufficient technology and resources to facilitate task completion. This will help sales force professionals have a high level of commitment and sense of ownership positively influencing their performance.

5.5.1.4 Tactics Used by Companies in the ICT Industry in Kenya

The organization should identify tactics that will improve their sales force performance, by training their sales force, establishing sales force control systems and compensating employees. This will make the employees feel appreciated. Hence, help in improving sales force performance.

5.5.2 Recommendations for Further Research

The study sought to establish the influence of organizational factors on sales force performance in the ICT industry in Kenya. Others studies should be carried out to establish other organizational factors that influence sales force performance in the ICT industry in Kenya.
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Leaman, A, Bordass, B (1993), Building design, complexity and manageability. *Facilities* 11(9), 16-27


Roman, S., Ruiz, S., and Munuera, J. L. (2001). The Effects of Sales Training on Sales Force Activity, European Journal of Marketing, 36(11), 1344-1366


Wolfeld, L. R. (2010). Effects of Office Layout on Job Satisfaction, Productivity and Organizational Commitment as Transmitted through Face to Face Interactions, *Colonial Academic Alliance Undergraduate Research Journal*, 1(B), 223-234


P. O. Box 753, 00606,
Nairobi.
Phone: 0726 40 17 61
E-mail: fmirungu@usiu.ac.ke
4th July, 2017

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE

I am a graduate student pursuing a Master’s in Business Administration (MBA) in Marketing at USIU-Africa. I am currently undertaking a research project on organizational factors influencing sales force performance in the ICT industry in Kenya. This is a requirement in partial fulfilment of the Business Research Methods (BUS 6220) course.

The study will establish the influence of supervisor support, organizational justice/fairness and workplace conditions on sales force performance. The study is focused on sales professionals in the ICT industry in Kenya and you have been identified as one of the respondents to participate in the survey. The results of the survey will be instrumental for the organizational factors stated above influence sales force professional’s performance.

This is an Academic research and confidentiality shall be adhered to strictly. Your name will not appear anywhere in the questionnaire or report. Kindly spare at least 10 minutes to complete four sections of the questionnaire attached.

Yours faithfully,

Irungu, Francis Mwangi.
# APPENDIX II: RESEARCH QUESTIONNAIRE

## Section 1: General Information

*Kindly respond to the below question by checking on the appropriate box with an (X)*

| 1.1. How old are you? | 1. 20-25 Yrs ( )  
| | 2. 26-31 Yrs ( )  
| | 3. 32-37 Yrs ( )  
| | 4. 38-43 Yrs ( )  
| | 5. 44-49 Yrs ( )  
| | 6. 50 Yrs and above ( )  
| 1.2. What is your gender? | 1. Male ( )  
| | 2. Female ( )  
| 1.3. How many years of sales experience do you have? | 1. 0-2 Yrs ( )  
| | 2. 3-4 Yrs ( )  
| | 3. 5-6 Yrs ( )  
| | 4. 7-8 Yrs ( )  
| | 5. 8 Yrs and above ( )  
| 1.4. How long have you been working at the current organization as a sales professional? | 1. Less than 3 Yrs ( )  
| | 2. 3-6 Yrs ( )  
| | 3. 7-10 Yrs ( )  
| | 4. More than 10 Yrs ( )  
| 1.6. What is the nature of your sales position? | 1. Territory Manager ( )  
| | 2. Product Manager ( )  
| | 3. Account Manager ( )  
| | 4. General Sales Manager ( )  
| 1.7. Category of IT solutions offered by the organization | 1. Hardware solutions ( )  
| | 2. Software solutions ( )  
| | 3. IT services ( )  
| 1.8. How many sales professionals are in your organization? | 1. 1–3 ( )  
| | 2. 4–6 ( )  
| | 3. 7–9 ( )  
| | 4. 10 and above ( )  

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**Section 2: Supervisor Support**

In your own opinion, indicate your level of agreement to the below statements regarding your immediate supervisor’s support towards your sales work.

*Where: 5 = Highly agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Highly Disagree*

Assign a Score using an X

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<td><strong>Supervisor Leadership</strong></td>
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<td>2.1 My supervisor is concerned with my sales tasks</td>
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<td>2.2 My supervisor assist me in completing my sales task</td>
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<td>2.3 My supervisor provides adequate guidance before and during my sales tasks</td>
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<td>2.4 My supervisor provides helpful feedback regarding my sales performance</td>
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<td>2.5 My Supervisor motivates and encourages me in challenging sales tasks</td>
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<td><strong>Supervisor Behaviour</strong></td>
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<td>2.6 My supervisor gives me credit and recognition for my sales achievement</td>
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<td>2.7 My supervisor maintains a good rapport with the management</td>
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<td>2.8 My Supervisor maintains a good rapport with his sales team subordinates</td>
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<td>2.9 My supervisor assigns me challenging sales assignments that offer opportunity to develop my sales skills.</td>
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<td>2.10 My supervisor closely monitors my sales performance and expresses confidence in my abilities to complete tasks</td>
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<td><strong>Supervisor Trust</strong></td>
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<td>2.11 My supervisor trusts me to do my sales work correctly</td>
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<td>2.12 My supervisor involves me in establish sales objectives</td>
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<td>2.13 My supervisor allocates me additional sales duties that come added responsibilities.</td>
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<td>2.14 My supervisor provides me accurate and adequate information and feedback regarding sales assignments</td>
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<td>2.15 My supervisor support influences my sales performance</td>
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<td>2.16 Indicate in more details how your supervisor influences your sales performance.</td>
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**Section 3: Organizational Justice**

In your own opinion, what is your level of agreement to the below statements regarding organizational justice/fairness in your organization towards the sales force.

*Where: 5= Highly agree; 4= Agree; 3 = Neutral; 2= Disagree; 1= Highly Disagree*

Assign a Score using an X

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<td><strong>Distributive Justice</strong></td>
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<td>3.1 My work schedule is fair for the sales assignments I undertake</td>
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<td>3.2 I am paid fairly for the sales work I do</td>
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<td>3.3 I consider the amount of sales assignments given to me to be fair</td>
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<td>3.4 The monetary &amp; non-monetary reward I receive overall for sales performance is fair</td>
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<td>3.5 I am assigned with reasonable sales responsibilities</td>
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<td><strong>Procedural Justice</strong></td>
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<td>3.6 Sales management decisions are made by my sales manager in an unbiased manner</td>
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<td>3.7 My sales manager ensures all sales professional concerns are heard before job decisions are made</td>
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<td>3.8 My sales manager clarifies decisions and provides additional information when requested</td>
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<td>3.9 Sales management decisions are applied consistently across all sales professionals</td>
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<td>3.10 Any sales professional can challenge decisions made by the sales manager</td>
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<td><strong>Interactional Justice</strong></td>
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<td>3.11 When decisions are made about my sales work, the organization treats me with kindness and consideration</td>
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<td>3.12 When decisions are made about my sales work, the organization treats me with respect and dignity</td>
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<td>3.13 When decisions are made about my sales work, the organization is sensitive to my personal needs</td>
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<td>3.14 When decisions are made about my sales work, the organization deals with me in a truthful manner</td>
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<td>3.15 The organization discusses with me implications of decisions made regarding my sales work</td>
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<td>3.16 Organizational decisions &amp; processes influence my sales performance</td>
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<td>3.17 Indicate in more details how the organizational decisions and processes influence your sales performance?</td>
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</table>
Section 4: Work Conditions

In your own opinion, what is your level of agreement to the below statements regarding work conditions in your organization

*Where: 5 = Highly agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Highly Disagree*

Assign a Score using an X.

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<td><strong>Physical Environment</strong></td>
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<td>4.1 The organization provides me with adequate work space to work comfortably</td>
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<td>4.2 The organization provides me with sales tools and equipment to allow me carry out my sales work</td>
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<td>4.3 The office set up allows for face to face communication with my sales team</td>
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<td>4.4 My work place provides amenities for personal comfort during my work</td>
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<td>4.5 The office furniture and physical environment is comfortable to undertake sales assignments.</td>
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<td><strong>Behavioural Environment</strong></td>
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<td>4.6 My Office space offers adequate visual and audio privacy for the sales team</td>
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<td>4.7 My work place encourages informal interactions between its employees</td>
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<td>4.8 My work place allows for freedom of selecting a workstation</td>
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<td>4.9 There rules and procedures in the work place are fair</td>
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<td>4.10 I am more productive while working at my designated work place</td>
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<td>4.11 Work environment has an influence on my sales performance</td>
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<td>4.12 Indicate in more details how your work environment influences your performance?</td>
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### Section 5: Sales force Performance Tactics

In your own opinion, what is your level of agreement to the below statements regarding sales tasks employed by your organization

*Where: 5=Highly agree; 4= Agree; 3 = Neutral; 2= Disagree; 1= Highly Disagree*

Assign a Score using an **X**.

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<td><strong>Sales force training</strong></td>
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<td>5.1 The organization sets side an annual training budget for the sales</td>
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<td>force</td>
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<td>5.2 The organization provides adequate technical and sales training</td>
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<td>of the products I sell with emphasis on product application, use</td>
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<td>and benefits</td>
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<td>5.3 The organization provides information on the market and</td>
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<td>customers I sell to.</td>
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<td>5.4 The organization provides on the job sales training for the sales</td>
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<td>professionals.</td>
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<td>5.5 The organization provides in-house training using either an internal</td>
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<td>trainer or external trainer</td>
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<td>5.6 The organization provides external courses training in other training</td>
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<td>institutions</td>
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<td>5.7 The organization encourages individual learning using internally</td>
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<td>or externally sourced sales training resources</td>
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<td>5.8 The organization utilized technology to deliver sales training</td>
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<td>information and knowledge.</td>
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### Sales force Control Systems

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<tr>
<td>5.9</td>
<td>The organization measures my performance based on my sales volumes</td>
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<td>5.10</td>
<td>The organization gives me the freedom to use my own tactics to ensure I achieve my targets</td>
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<td>5.11</td>
<td>My organization sales incentives and pay increments are based on archived monetary sales targets</td>
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<td>5.12</td>
<td>The organization closely monitors and controls my sales activities.</td>
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<td>5.13</td>
<td>The organization focuses more on my results that how the results are achieved</td>
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### Sales force Compensation

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.14</td>
<td>The organization pay a fixed salary to sales persons</td>
</tr>
<tr>
<td>5.15</td>
<td>The organization pay performance based bonuses to all sales persons</td>
</tr>
<tr>
<td>5.16</td>
<td>The organization pay sales commissions for all sales made by sales persons</td>
</tr>
<tr>
<td>5.17</td>
<td>Does the organization use a combination of salary, commission and bonus compensation plans</td>
</tr>
<tr>
<td>5.18</td>
<td>The organization pays bonuses and other incentives timely</td>
</tr>
<tr>
<td>5.19</td>
<td>The organization makes promotion based on sales performance</td>
</tr>
<tr>
<td>5.20</td>
<td>Training, compensation and sales control influence my sales performance</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION.