

Influence of Environmental Variables on Marketing Executives' Performance in Deposit Money Banks in South East, Nigeria

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Abstract: This study examined the influence of environmental variables on marketing executives' performance in Deposit Money Banks in South East Nigeria. The specific objectives include: (i) to determine the influence of environmental variables on marketing executives' sales target performance in deposit money banks in South-East Nigeria and (ii) to ascertain the influence of environmental variables on marketing executives', qualitative performance in deposit money banks in South-East Nigeria. Quantitative survey research design methodology was adopted for the study. Primary data was gathered from 334 bank marketing executives and 219 bank branch managers using structured questionnaire. Secondary data was gathered from sales records supplied by 219 bank branch managers. Multiple Analysis of Covariance (MANCOVA) tool was used for testing the hypotheses. After data analysis, findings revealed that: environmental variables have significant positive influence on marketing executives' sales targets performance in deposit money banks in South East, Nigeria and (ii) environmental variables have significant positive influence on marketing executives' qualitative performance in deposit money banks in South East, Nigeria. It was recommended that bank managers should pay adequate attention to those specific environmental variables (sales territory potential, competition, target setting, workload, bank products, bank service charges, branch accessibility and bank policy) that have significant influence on both sales targets and qualitative performance of marketing executives by (i) adjusting those internal controllable factors found to have negative influence on performance of marketing executives (ii) ensuring that marketing executives working in a more competitive and difficult environments are not judged the same way with those that work in a more friendly sales regions (iii) marketing executives assigned to work in more troubled sales territories should be given more incentives to boost their morale relative to those that work in a less constraining environment.

Keywords: Environmental variables, Marketing Executives, Performance, Deposit Money Banks, Nigeria

1. INTRODUCTION

The turbulent Nigerian environment is without doubt a major constraint to the general performance of deposit money banks in Nigeria. This is evident in the aggregate number of bank failures, distresses, mergers and acquisitions, insolvency, illiquidity, low capital base and aggregate fall in deposit which characterized the industry since its inception in 1892 (CBN, 2013, NDIC, 2014; Okafor, 2013).

Between 1930 and 1958 over 21 bank failures were recorded in Nigeria due to the domination of foreign banks in terms of exclusive patronage by foreign British firms (Babajide, Olokoyo and Adegboye, 2013). In the 1990s and in the early parts of the 2000s bank distresses become more serious (Adeyemi, 2011). The number grew from 15 in 1991 to about 55 in 1994; in 1995, 60 banks were known to be distressed (Onaolapo, 2008). The bank failure were traced to structural and operational weaknesses, weak corporate governance and unfriendly environment; (Adeyemi, 2011; Okafor, 2013). It was this unfriendly environment that also gave rise to the 2005 bank reform exercise which mandated all operating deposit money banks in Nigeria to raise a minimum of #25 billion capital base just to restore depositor's confidence in the industry.

In addition, Nebo's (2017) and Akembor and Imade;s (2011) studies show that unfriendly and unpredictable socio-economic environment was the bane of poor performance of marketing executives in deposit money banks in Nigeria (see table 1 below)

Table 1: Performance of Selected Bank Marketing Executives Across Six Banks

| Bank | Budgeted KPIs (N' 000,000) | Actual KPIs (N' 000,000) | Difference (N' 000,000) | % Performance Gap |
|---------------|-------------------------------|-----------------------------|----------------------------|----------------------|
| First Bank | 11069 | 3178.836 | 7890.164 | 71.28% |
| UBA | 12347 | 3722.73 | 8624.27 | 69.85% |
| Fidelity Bank | 12162 | 3374.433 | 8787.567 | 72.25% |
| Polaris Bank | 11637 | 3046.927 | 8590.073 | 73.82% |
| Keystone Bank | 10646 | 2757.736 | 7888.264 | 74.10% |
| Union Bank | 11720 | 2721.556 | 8998.444 | 76.78% |

| | | | | |
|-------------|-------|----------|----------|---------------|
| Grand Total | 69581 | 18802.22 | 50778.78 | 72.98% |
|-------------|-------|----------|----------|---------------|

Source: *Sales Managers of the Banks, 2017*

The data in table 1 shows that a total of #69, 581,000 was budgeted as targets for marketing executives on savings, current accounts, time ,domiciliary and point-of-sales (POS) deposits by six deposit money banks (First Bank, United Bank for Africa, Fidelity Bank, Polaris Bank, Key Stone and Union Bank) in Enugu Metropolis in Enugu State of Nigeria, within the first quarter (Jan- March, 2017), only #18,802,000 was achieved which represents a 72.98% sales target performance gap (Nebo, 2017).

Due to the highly turbulent environment the banking sector has suffered over the years which have also adversely affected the performance of the bank marketing executives, there is the need to examine the influence of environmental variables on sales targets realization and qualitative performance of marketing executives in the deposit money banks in Nigeria.

1.1 Statement of the Problem

The issue of poor performance of the Nigerian marketing executives partly due to environmental constraints has been a major concern not only to deposit money bank managers but also to the marketing professionals. The situation is very worrisome not only because of the strategic roles played by marketing executives in achieving organizational goals but also due to a high rate of employee turnover witnessed among marketing executives in the banking industry. Previous studies show that a high number of marketers lose their jobs annually on account of poor sales target performance (Akenbor and Imade, 2011; Nebo, 2017).

Although a number of empirical research studies has examined the influence of environmental variables on employee performance in different job contexts; limited studies have little theoretical underpinnings relating to environmental variables and performance of marketing executives particularly in deposit money banks in South-East, Nigeria. Little or no published research exist to guide the decision of managers on which of the environmental variables to consider when setting sales targets for marketers and designing marketing strategies that is perceived to improve the performance of marketing executives in Nigerian deposit money banks. Due to this gap in knowledge, this study is designed to examine the influence of environmental variables on performance of marketing executives in deposit money banks in South-East, Nigeria.

1.2 Objectives of the Study

The aim of the study is to ascertain the Influence of Environmental Variables on Marketing Executives' Performance in Deposit Money Banks in South-East, Nigeria. The specific objectives were to:

- i. Determine the influence of environmental variables on marketing executives' sales targets performance in deposit money banks in South-East, Nigeria.
- ii. To ascertain the influence of environmental variables on marketing executives' qualitative performance in deposit money banks in South-East, Nigeria.

1.3 Research Questions

- i. To what extent do environmental variables influence marketing executives' sales targets performance in deposit money banks in South-East, Nigeria?
- ii. To what degree do environmental variables influence marketing executives' qualitative performance in deposit money banks in South-East, Nigeria?

1.4 Research Hypotheses

- i. Environmental variables have no significant positive influence on marketing executives' sales targets performance in deposit money banks in South-East, Nigeria.
- ii. Environmental variables have no significant positive influence on marketing executives' qualitative performance in deposit money banks in South-East, Nigeria.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptualizations and Contextualization of Basic Concepts

In this section, we describe the basic concepts related to the study. These include: marketing executives, marketing executives' performance dimensions and environmental variables.

2.1.1. Who are Bank Marketing Executives?

Bank Marketing Executive is a job title commonly used in the banking industry in Nigeria to refer to those individuals who are employed by the bank to sell or promote its products such as demand deposits, savings deposits and others to actual and potential

customers. They are simply the “sales force” members in the banking industry. In some other organizations, they are variously called the salespeople, sales reps, sales executives, sales engineers, sales force but in the Nigerian Deposit Money Banks, they are commonly addressed as “Marketing Executives” or simply “Marketers” (Nebo, 2019). Marketers in Nigerian banks build customer relationships and make sales for the firm (i.e. the bank).

2.1.2 Marketing Executives’ Performance

The term “Performance” refers to the extent to which a person or machine etc does a piece of work or an activity. It is an accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed. It is a comparison of the actual results obtained against the established standards. In this study, marketing executives’ performance (dependent variable) is regarded as the yardsticks or standards against which marketing executives’ performance are measured. These yardsticks are categorized into two distinct parts namely: sales targets and qualitative performance dimensions each of which is described below

(i) Sales Targets Performance of Marketing Executives

Generally, sales targets can be referred to as sales goals intended to be attained and which is believed to be attainable. Sales targets are also referred to as sales quotas in some sales management literatures (Nebo, 2016). In this study, sales targets represent sales (naira) goals to be achieved within a time period (daily, weekly, monthly, quarterly, and 6months, annually) by marketing executives on the following ten key products commonly found in deposit money banks:

- i. Demand Deposits [also known as Current Account Deposits]
- ii. Savings Deposits
- iii. Domiciliary Accounts [Foreign Currency Deposits]
- iv. Time Deposits [also known as Fixed Deposits]
- v. Loans.
- vi. Number of New Accounts Opened.
- vii. Number of Accounts Reactivated.
- viii. Cards [Debit & Credit ATM] sold.
- ix. Internet Banking.
- x. Point –of-Sales (POS) Transactions.(Nebo, 2017)

(ii) Qualitative Performance of Marketing Executives

Qualitative performance refers to those performance standards not subject to exact quantitative measurements but is used for measuring the performance of marketing executives. Specific qualitative performance measures for bank marketing executives as used in this study are: task specific behavior of marketing executives’, interpersonal communication/customer relationship, efforts demonstrated /job knowledge, personal discipline and team leadership quality. These measures were adapted from Campbell’s (1990) qualitative employee performance dimensions. Various scholars argue that complete reliance on objective performance standards such as **sales targets** alone does not often give a total picture of what a salesperson achieved (Nebo, 2016; Churchill et al 1997). In the Nigerian banking industry too management often use a balance of both sales targets and qualitative criteria to evaluate the performance of marketing executives. This necessitated the need to adopt both sales targets and qualitative performance dimensions in this study.

2.1.3 Environmental Variables

Environmental variables are internal organizational and external forces that are capable of influencing the performance of marketing executives in deposit money banks. Research has shown that even when two marketing executives work for the same company, sell the same products and have similar aptitude, skills and motivation, one may out-perform the other as a result of the differences in environmental factors in which they work (Nebo, 2017; Ryans and Weinberg, 2009)

Academic researchers have identified factors in both the organizational and the external environments that account for at least part of the variation in productivity within a firm’s marketing executives. Each factor is listed below

Internal organizational variables that can cause differences in performance include;

- (i) Regional variations in the expenditure of money and effort on other elements of the firm’s marketing mix such as advertising, product quality and development, training and development of marketing executives, prices and service charge, products’ distribution and accessibility.
- ii) Management styles such as target setting method, company policy, supervision, employee promotion and advancement.
- (ii) Variations in the firm’s past experience in different territories e.g company image, company size, number of branches, company awareness, assets and facilities

- (iii) Regional variations in sales management practice – particularly in the number of sales personnel supervised by different field sales managers.

Internal organizational variables are controllable by bank managers

External environmental factors that may influence the performance of marketing executives vary from one sales region or territory to another. These include:

- (i) Intensity of competition,
- (ii) Total market potential,
- (iii) Concentration of potential sales (the proportion of customers who are relatively large purchasers) and
- (iv) Geographic dispersion of customers. (Churchill et al, 2007 and Spiro et al, 2003)

External environmental variables are completely uncontrollable by bank managers

2.1.4 Effects of Internal Organizational Environmental Variables on Marketing Executives’

Performance

i., Influence of variations in a company’s marketing efforts on marketing executives’ performance : According to Churchill et al (2007), the success of personal selling efforts of marketing executives is strongly influenced by the intensity of the company’s other marketing and promotional efforts (e.g advertising, sales promotion, public relations and direct marketing) in a sales territory which the marketing executives covers. When the firm’s marketing efforts are more intense in one region than in others, marketing executives in that region have an advantage. Consider a firm that concentrates a large proportion of its advertising expenditure in a local media on the South-East, Nigeria. It should be easier for marketing executives in those territories to gain access to customers, close sales successfully and attain their sales volume targets than for marketers in other regions like North-East and South-South Nigeria where little or no budget exists for advertising that creates product awareness.

ii., Influence of variations in a firms’ past sales experience in different territories on marketing executives’ performance:

Research has shown that many firms enjoy a stronger market position in certain regions where company has established its factory, manufacturing or service units. Marketing executives that work in territories where their company is well established is likely to attain their sales volume targets easily than others who must work hard to establish an awareness of their company and its products (Churchill et al, 2007, Ryans and Weinberg, 2009).

iii., Influence of variations in sales managers’ span of control on marketing executives’ performance:

Span of control is the number of bank marketing executives directly supervised by a bank branch manager. In some banks, some bank managers are responsible for more marketing executives than others. Most sales management scholars believe that the more subordinate a sales manager must supervise, the less time can be spent on training, advising and monitoring of performance of each marketing executive. Therefore, a large span of control can cause marketing executives to feel uncertain about how to do their jobs and lead to lower levels of job satisfaction and sales volume performance.

2.1.5 Effects of the External Environmental Variables on Marketing Executives’

Performance.

i., Influence of the variations in the intensity of competition on marketing executives’ performance: Without doubts, bank marketing executives who face well-established and aggressive competitors are likely to have a more difficult time attaining a given sales target than those with weaker competition. (Churchill et al 2007; Spiro et al, 2003; Still et al; 2006)

ii., Influence of the variations in territory characteristics on marketing executives’ performance.

Variation in sales territory characteristics such as total sales potential, concentration and dispersion of potential customers are likely to influence marketing executives sales target performance. Sales management scholars argue that some of a firm’s sales territories may contain more potential customers with high disposable income than others. This without doubt, is likely to influence the performance of marketing executive towards sales targets’ realization. Similarly, in a region where potential demand is concentrated among a small number of large customers, a marketing executive should achieve a given volume of sales target with less difficulty compared to those who work in territories where customers are dispersed. In territories with highly dispersed customers, travel time increases and the number of customers covered in a day potentially decreases (Nebo, 2016, Churchill et al, 2007 and Spiro et al, 2006).

2.2 Theoretical Framework

Two theories related to the current study were examined here. These include: Herzberg’s Two Factor Hygiene Theory and The Servicescapes Model.

2.2.1 Herzberg’s Two-Hygiene Factor Theory.

Hertzberg made classic research study into employee behavior and came out with two types of factors associated with the satisfaction or dissatisfaction of employees. Some factors he called “satisfiers” or “motivators” while others, he called dissatisfiers” or “hygiene” factor. The satisfiers (motivators) are those factors that are necessary to stimulate individuals to superior efforts, which relate to the nature or content of the job itself. These include: responsibility, achievement, recognition and opportunities for growth and advancement. This means that the job content is the source of motivation.

While the hygiene (dissatisfiers) factors, comprises the environment surrounding the work which are necessary to keep employee performance from dropping. These factors include salary, company policies and administration, supervising and working conditions. These factors do not motivate, but when they are not present they help to dissatisfy employee in their work. In other words, their presence prevents employee’s productivity from dropping (Nebo, 2016)

To improve employees’ performance, Hertzberg asserts that sales managers must maintain hygiene factors (pleasant working environment) while providing motivations and job environment (Nebo, 2016)

2.2.2 The Servicescapes Model.

This model was developed by Mary Jo Bitner in 1992 to illustrate relationship between service environment dimensions and behaviour of organizational employee/customers in a service industry like banks.

Figure 1 below shows the Servicescapes Model which comprises of three major variables. These are: environmental variables, moderating variables, and employee/customer response variables

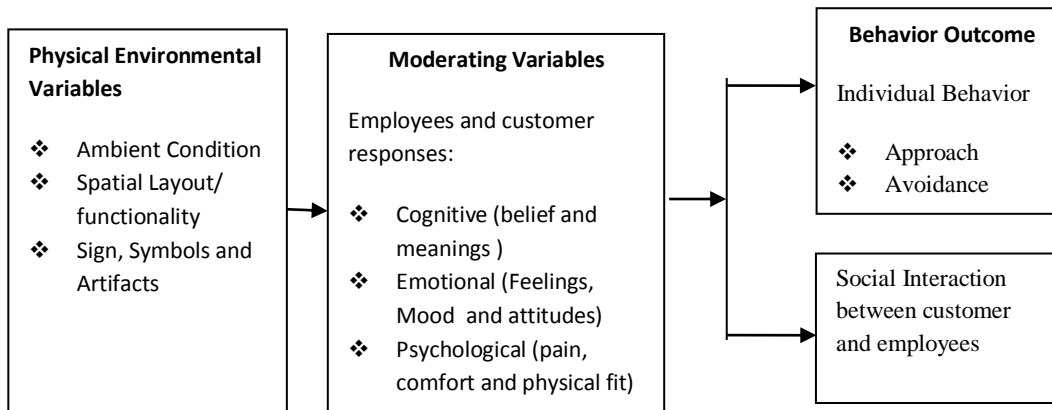


Figure: The Servicescapes Model

Source: Bitner, Mary Jo (2002)

Dimension of Physical Environment in the Servicescapes Model

Bitner (2002) postulates that certain physical environmental variables are likely to influence the employees’ and customers’ cognitions, emotions and psychological states which in turn influence each individual (employee and customer) and social interaction between the employee and customer in service organizations such as banks, insurance and transportation companies. The model identifies three major dimensions of physical environments likely to influence mood states as.: (i) Ambient Conditions (ii) Spatial Layout/Functionality and (iii) Signs, Symbols and Artefacts.

Ambient Conditions: This refers to the environmental stimuli that can be received through our five senses. They can be through one or combinations of the following stimuli:

- Visual stimuli (brightness/ darkness, colours, shapes)
- Aural stimuli (the volume, pitch and sounds)
- Olfactory stimuli (fresh or foul scents and smell)

- Oral stimuli (bitter/sweet tastes, hot/cold ingredients)
- Tactile stimuli (e.g the softness in furnishing and the level of comfort with the temperature). These stimuli can influence customers and service employees' behaviour (such as marketing executives working inside a bank) positively or negatively depending on the degree of stimulations. Extreme stimulations can cause discomfort ranging from the mildly aggravating to the medically threatening.

Spatial Layout and Functionality: This refers to how spaces are used (the actual layout of the lobby and front desk, and access to convenience in a bank) and where furniture and equipment are placed or how they are arranged. Functionality refers to the ability of those items (furniture, computer, machines and equipment etc.) to facilitate or aid the performance of service transactions. Faulty computers, furniture with faulty legs, chairs that are not comfortable, tables that are too close to each other in a bank, car parks that are not spacious are examples of service items that cannot facilitate service delivery.

Signs Symbols and Artefacts: This refers to the range of tools that companies can use to communicate either directly or indirectly with employees and customers in a bank service environments. Proper signages help employees and customers find their way especially first-time customers. Signages are used to indicate different departments or to give directions to different service counters and to communicate behavioural rules (e.g. "No smoking", "No noise", "No parking," "Switch off your phones" etc.). Customers became disoriented when they cannot get clear signals or directions from a service environment. This may lead to anxiety and uncertainty on how to proceed and how to obtain the desired service. Customers can easily feel lost in a confusing environment and experience anger and frustration as a result.

Moderating Variables in Servicescapes Model

Bitner's Servicescapes Model shows that the effect of physical environments on customer and employees' behaviour depends on two moderating variables. These are: employees and customer emotional and psychological responses. This means that the same physical environment can have different effects on the behaviour of employee and customer depending on who (personality or nature) that employee or customer is and what she or he likes. Beauty lies in the eyes of the beholder. In other words, physical environment of a service organization may be pleasant to some employees and customers and unpleasant to others. The differences in employee and customer perceptions of the environment is created by cognitive, emotional and psychological states of the employee and customer in question. For instance, loud music may be pleasurable to some employees and customers and emotional torture to others.

Similarly employee and customer responses to physical environment depends on the employees and customer's attitude, emotions and cognitions. The effect of physical environment on consumer behaviour (approach or avoidance) depends on the emotions and attitude of the employees. An otherwise attractive environment may become unattractive if the employees have bad attitudes

Behaviour Outcome in the Servicecape Model (Response variables)

Individual Behaviour: Research by environmental psychologists suggest that people respond to the physical environment with one of two diametrically opposed types of behaviour. People are, to varying degrees, comfortable in a physical environment or they are uncomfortable. When people are comfortable, this creates *approach behaviour*. Customers who demonstrates approach behaviour are more likely to enter a service company such as bank, stay and spend money; they may return and or recommend the experience to others. Employees who demonstrate approach behaviour are likely to perform well in a work environment. When people are uncomfortable with a physical environment, this causes *avoidance behaviour*. Consumers who demonstrate avoidance behaviour will probably walk or drive past a service organization (e.g a bank); and if they do enter the premises, they may walk out without buying anything. Similarly, employees who demonstrate avoidance behaviour show dissatisfaction and are likely to produce a low performance. Indeed, employees and consumers with an extremely negative attitude to the physical environment can even become hostile towards that company. When designing the physical environment, it is therefore important to both create positive responses from the target markets to attract them into the premises, and to create an environment in which it is appealing to work. At the same time, environments can be designed deliberately to discourage people (employees and customers) who do not fit into the target market profile.

Social Interaction: Research also suggests that the physical environment influences how customers and employees interact with each other in a service organization. The design of the physical environment can actually encourage or discourage social interactions.

Different types of physical environment is designed to generate different types of social interactions. Quality business environments are designed to create more formal social interactions. Customers who do not know each other will be polite, but

they will not normally engage in any other type of conversations. Consumers will also adopt formal, polite behaviour with employees, and similar behaviour from the employees will be expected. However, many leisure products like swimming pools, table tennis, gaming, cinema, concert, and film spectating are designed to encourage customers to interact with each other, and with employees, in a much more informal manner. The use of space

Ultimately, the physical environment sends signals to customers and employees about how to conduct social interactions, by defining what is acceptable and appropriate behaviour and what is not.

2.3 Empirical Review

Previous studies have identified factors in both the internal organizational and external environments that account for at least part of the variation in marketing executives' sales performance. Based on a summary of research findings reported in Ryan and Weinberg, (2009). internal organizational environmental variables that have strong positive influence on marketing executives' performance were high expenditures on marketing (quality products and intensive distribution) and other promotional (advertising, sales promotions, public relations, direct marketing) efforts and a positive sales history within a territory while a large span of control did not have any effect on marketing executives' performance. In terms of external environmental variables, high total market potential within the territory and high concentration of relatively potential large proportion of big customers were factors that had significant positive influence on marketing executives' sales performance while relatively intense competition and geographic dispersion of accounts were factors that exerted negative effects on performance of marketing executives.

Schwepker and Ingram (2004) findings revealed that there was a positive relationship between perceived competition and job performance when certain characteristics are present. In Pilling, Donthu and Henson (2009) study, the authors found territory characteristics as a significant environmental factor affecting sales performance. Also, in Huffman and Cain's (2010) study titled *Effects of Considering Uncontrollable Factors in Sales Force Performance Evaluation*, findings revealed that, making adjustments for territory difficulty increases perceptions of fairness and usefulness of the evaluation system among both sales managers and salespeople.

Haroon and Ahmed (2009), did a study titled *Assessing Relationship among Performance, Managerial Practices, and Sales force Automation: A Study on Unilever and Dalda in Pakistan* using survey research design methodology. In this study, the authors' attention was directed primarily at organizational factors – by focusing on managerial practices as a response to an environmental change in technology, thus, spurring the use of sales force automation in today's business environment. Haroon and Ahmed's (2009) findings showed that satisfaction is positively correlated to the independent variables [motivation; aptitude level; role perception and automation].

Similarly, Johnson and Bharadwaj (2015) did a study titled *Digitization of Selling Activity and Sales Force Performance: An Empirical Investigation*. By using survey descriptive research design methodology, findings revealed that digitization has the paradoxical effect of improving salesperson effectiveness and also heightening job insecurity concerns.

Still on environmental factors, Ural (2008) also carried out a study titled *The Impact of Sales Management Practices on Job Satisfaction of Salespeople* using survey research design methodology. Findings showed that both "sales training" and higher "fixed salary level" affect positively the job satisfaction of salespeople; and the effect of "role ambiguity" is found significant and negative on job satisfaction and performance of the salespeople.

Piercy, Cravens and Morgan's (2009) study is somewhat different from the foregoing nature of studies. The study is titled *Relationships between Sales Management Control, Territory Design, Sales Force Performance and Sales Organization Effectiveness*. Evidently, one may classify the variables contained in the theme of Piercy, Cravens and Morgan (1999) study under managerial practices too. Findings from the exploratory path analytical model of Piercy, Cravens and Morgan's (2009) study suggests that sales territory design has a large effect on sales organization effectiveness both directly and indirectly through its relationship with sales force behavioral performance.

Hackman and Oldham's (1976) job characteristics model specifies the relative importance of task variety, task significance and task identity in achieving high internal work motivation and ultimately, high quality of job performance.

Rollins, Ruther and Nickell (2014) study is also another entirely different study titled *The Role of Mentoring on Outcome Based Sales Performance: A Qualitative Study from the Insurance Industry*. By using qualitative research approach, findings revealed that

mentoring contributes to salesperson performance in numerous ways. Specifically, mentoring salespeople early in their career can benefit all parties; i.e. the mentor [organization] and the mentee [the salespeople].

3.0 METHODOLOGY

3.1 Sample

Quantitative survey research design methodology was adopted for this study. This is consistent with hypothesis testing and generalization of results (Hair et al 2011). The unit of analysis for this study were the bank marketing executives and bank branch managers drawn from all the seventeen (17) deposit money banks operating in the Southeast, Nigeria. A sample size of 334 bank marketing executives and 219 branch bank managers were statistically determined from a population of 2,520 marketing executives and 504 bank branch managers respectively. There are two reasons for focusing on the samples of marketing executives and bank managers. First, marketing executives were largely responsible for sales targets realization in the bank; other category of staff provide ancillary services. Second, bank branch managers provided secondary data of sales volume targets actually achieved by each marketing executive studied in a bank branch and also qualitative performance data of each marketing executives to the researcher. Southeast Nigeria was also chosen for the study because a study of this nature has not been given sufficient attention in the area and most deposit money banks are found in this region.

3.1 Design of Survey Instrument and Administration

Both primary and secondary data were used for the study. Primary data were collected from two sets of questionnaires. One was issued to marketing executives for collection of data on environmental variables and the other was issued to bank branch managers for collection of data on qualitative performance of marketing executives. Records of actual sales targets achieved by each marketing executive were also supplied to the researcher by bank branch managers.

Design of Marketing Executives' Questionnaire (MEQ): The questionnaire administered to marketing executives for collection of data on environmental variables was divided into part A and B. Part A contains questions on bio-data of marketing executives (Titco and Lace, 2012), while part B contains questions on **two external environmental variables** (sales territory potential and competition) and **eight internal organizational environmental variables** (management's targets setting method, workload assignment, expenditures on advertising and marketing communications, budgets on marketing executives' training and development, bank products, bank's service charge, branch accessibility and bank policy) which were developed from extant literatures (Churchill et al, Spiro et al 2003)

Design of Bank Branch Managers' Questionnaire (BBMQ): Questionnaires issued to bank branch managers for collection of data on qualitative performance of marketing executives was divided into five (A-E) sections. Section A contains nine question items on 'Task Specific Behavior' of bank marketing executives. Section B contains six question items on 'Interpersonal Communication and Customer Relationship' abilities of bank marketing executives. Section C contains nine question items on 'Efforts Demonstrated/Job Knowledge of marketing executives. Section D contains eight question items on "Personal Discipline" while Section E has questions on "Team Leadership" qualities of marketing executives. The constructs, variables and measurement items in sections A-E were developed from a synthesis of Campbell's (1990) and Churchill et al's (2007) criteria for qualitative employee performance.

All question items in both Marketing Executives' Questionnaire (MEQ) and Bank Branch Managers' Questionnaire (BBMQ) were measured in a 5 –point Likert scale ranging from strongly agree (5) to strongly disagree (1).

Prior to distributing the questionnaire to the respondents, face validity was checked using two experienced senior academic marketing researchers. The content validity was also checked by ensuring that the questionnaire items were constructed in line with the research objectives and measurement scales developed from the literature and previous studies. Secondly, research instrument was also pre-tested using 30 potential bank marketers and bank branch managers. The pre-test was to detect potential errors relating to wordings, format and contents of the instrument as well as ensuring that the respondents understand the meanings of each construct's items before its actual distribution. The reliability of the instrument was also checked using Cronbach alpha test. The results indicated alpha values of 0.79 and 0.87 for both Marketing Executives' Questionnaire (MEQ) and Bank Branch Managers' Questionnaire (BBMQ) respectively. Thus the instrument were deemed reliable based on DeVellis's (1991) minimum benchmark of 0.65 alpha coefficient.

Copies of the questionnaire were self-administered in all the 17 deposit money banks branches selected for study in Southeast Nigeria. Convenience sampling techniques was adopted for selecting the bank branches and the respondents that completed Marketing Executives' Questionnaire (MEQ) and Bank Branch Managers' Questionnaire (BBMQ) The datasets gathered were analyzed using Multiple Analysis of Covariance (MANCOVA).

4. DATA ANALYSIS AND RESULTS

4.1. Descriptive Analysis

A total of 334 copies of questionnaire were distributed to marketing executives, 277 (82.9%) were returned and used for analysis while out of the 334 copies of questionnaire issued to bank branch managers, 283 (84.7%) were returned and used for analysis. The percentage copies returned were considered sufficient enough to draw valid conclusion on influence of environmental variables on performance of marketers in deposit money banks in South East, Nigeria.

Table 2: Marketing Executives' Demographic Distribution

| | Frequency | Percentage | | Frequency | Percentage |
|--|-----------|------------|---|-----------|------------|
| Gender | | | Height | | |
| Male | 154 | 55.6 | ≥ 7ft | 3 | 1.1 |
| Female | 123 | 44.4 | 6.1 - 6.9ft | 52 | 18.8 |
| Total | 277 | 100.0 | 5.1 - 6.0ft | 209 | 75.5 |
| | | | < 5ft | 9 | 3.2 |
| Age | | | Missing Case | 2 | .7 |
| ≥ 45yrs | 4 | 1.4 | Total | 277 | 100.0 |
| 35 - 44yrs | 37 | 13.4 | | | |
| 25 - 34yrs | 193 | 69.7 | Body Size | | |
| < 25yrs | 43 | 15.5 | Very Fat | 3 | 1.1 |
| Total | 277 | 100.0 | Not too Fat | 116 | 41.9 |
| | | | Slim | 112 | 40.4 |
| Marital Status | | | Not too Slim | 44 | 15.9 |
| Married | 122 | 44.0 | Missing Case | 2 | .7 |
| Single | 155 | 56.0 | Total | 277 | 100.0 |
| Total | 277 | 100.0 | | | |
| | | | Length of Service | | |
| Highest Educational Qualification | | | ≥ 10yrs | 26 | 9.4 |
| Ph.D | 2 | .7 | 5 - 9yrs | 88 | 31.8 |
| Master | 97 | 35.0 | 1 - 4yrs | 100 | 36.1 |
| BSc/HND | 168 | 60.6 | < 1yr | 54 | 19.5 |
| OND/NCE | 9 | 3.2 | Missing Case | 9 | 3.2 |
| Missing Case | 1 | 0.4 | Total | 277 | 100.0 |
| Total | 277 | 100.0 | | | |
| | | | Total Income Status ('000 – '999) | | |
| Discipline | | | ≥ N150 | 99 | 35.7 |
| Management | 149 | 53.8 | N100 – N149 | 33 | 11.9 |
| Engineering | 34 | 12.3 | N75 – N99 | 17 | 6.1 |
| Health | 17 | 6.1 | N50 – N74 | 46 | 16.6 |
| Others | 77 | 27.8 | N25 – N49 | 82 | 29.6 |
| Total | 277 | 100.0 | Total | 277 | 100.0 |

Source: Field Survey, 2020

4.2. Test of Hypotheses One and Two

Hypothesis One

H₀₁: Environmental variables do not have significant influence on marketing executives' sales targets' performance in deposit money banks in South East, Nigeria..

H₁: Environmental variables have significant influence on marketing executives' sales targets' performance in deposit money banks in South East, Nigeria..

Hypothesis Two

H₀₂: Environmental variables do not have significant influence on marketing executives' qualitative performance in deposit money banks in South East, Nigeria..

H₂: Environmental variables have significant influence on marketing executives' qualitative performance in deposit money banks in South East, Nigeria..

Data Specification

To test this hypothesis data on two dependent variables namely sales targets and qualitative performance and ten independent variables are required.

Model Specification

The model below was adopted for testing this hypothesis.

$$\begin{matrix}
 ST \\
 QP
 \end{matrix}
 \left.
 \begin{matrix}
 = \alpha_{i,j} + \beta_1 STP + \beta_2 Comp + \beta_3 TargS + \beta_4 Wkld + \beta_5 AdMkCom + \beta_6 BPrd + \beta_7 T\&D + \beta_8 SerCh \\
 + \beta_7 BrAcc + \beta_8 BPCy + \epsilon
 \end{matrix}
 \right\}$$

Equation 1 above represents the regression model describing the interaction between the dependent variables and the independent variables as contained in the afore-stated two hypotheses. eq. 1

Where

SP represents sales target

QP represents qualitative performance

$\alpha_{i,j}$ represents the intercept of the model,

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8$ represent slope coefficients showing marginal effect of each of independent variables

ϵ represent the stochastic error term.

STP represents Sales Territory Potential

Comp represents Competition

TargS represents Target Setting

Wkld represents Workload

AdMkCom represents Advertising and Marketing Communication

BPrd represents Bank Products

T&D represents Training and Development

SerCh represents Service Charge

BrAcc represents Brand Accessibility

BPCy represents Bank Policy

Specification of the Test Statistic

Multivariate Analysis of Covariance [MANCOVA] was adopted for testing the above regression model. The justification for choosing this method remained the fact that it is capable of handling regression models that have more than one dependent variable and multiple independent variables just as shown in equation in 1 above. The test was run on SPSS v.20. The results of the test were presented below.

Table 3: Multivariate Tests on Environmental Factors

| Effect | | Value | F | Hyp. df | Error df | Sig. | Partial η^2 |
|-----------|--------------------|-------|----------------------|---------|----------|------|------------------|
| Intercept | Pillai's Trace | .694 | 282.034 ^a | 2.000 | 249.000 | .000 | .694 |
| | Wilks' Lambda | .306 | 282.034 ^a | 2.000 | 249.000 | .000 | .694 |
| | Hotelling's Trace | 2.265 | 282.034 ^a | 2.000 | 249.000 | .000 | .694 |
| | Roy's Largest Root | 2.265 | 282.034 ^a | 2.000 | 249.000 | .000 | .694 |
| Group | Pillai's Trace | .248 | 51.209 | 32.000 | 500.000 | .000 | .124 |
| | Wilks' Lambda | .766 | 51.224 ^a | 32.000 | 498.000 | .000 | .125 |
| | Hotelling's Trace | .289 | 51.239 | 32.000 | 496.000 | .000 | .126 |
| | Roy's Largest Root | .203 | 51.178 ^c | 16.000 | 250.000 | .000 | .169 |

a. Exact statistic, b. Computed using alpha = .05, c. The statistic is an upper bound on F that yields a lower bound on the significance level

Table 3 above presents the result of the multivariate test statistics showing the statistical significance of the different effects that the entire 10 independent variables had on the dependent variables studied. As the First Order Condition, it can be deduced that there was a significant difference in the effect that each independent variable of environmental factors had on marketing

executives’ sales target (ST) and qualitative performance (QP) using the Group responses gathered from the bank marketing executives and bank branch managers, $F = 51.224, p < 0.05$; Wilk’s $\Lambda = 0.766$, partial $\eta^2 = 0.125$ (Note that Wilk’s Lambda was used as a judgment criteria) The implication of this result is that, each of the entire 10 environmental factors had a significant different effect on both the sales target (ST) and qualitative performance (QP) of marketing executives. They are not auto-correlated or collinear. The average size of the effect difference is 12.5%. From this, a follow-up Second-Order Condition test could then be run otherwise there will not be any need to proceed.

Table 4: Tests of Between-Subjects Effect on Environmental variables

| Source | DV | Type III SS | Df | Mean Square | F | Sig. | Partial η^2 |
|-----------------|-----|-----------------------|-----|-------------|---------|------|------------------|
| Corrected Model | SP | 2835.846 ^a | 26 | 109.071 | 1.978 | .004 | .171 |
| | QP | 5712.066 ^c | 26 | 219.695 | 1.671 | .025 | .148 |
| Intercept | ST | 158.419 | 1 | 158.419 | 22.873 | .001 | 0.216 |
| | QP | 70297.392 | 1 | 70297.392 | 34.811 | .000 | 0.633 |
| Group | ST | 2188.094 | 16 | 136.756 | 102.480 | .002 | .237 |
| | QP | 3686.268 | 16 | 230.392 | 71.753 | .038 | .341 |
| STP | ST | 11.401 | 1 | 11.401 | .207 | .650 | 0.181 |
| | QP | 400.943 | 1 | 400.943 | 3.050 | .082 | 0.102 |
| Comp | ST | 216.863 | 1 | 216.863 | 3.933 | .048 | 0.305 |
| | QP | 337.751 | 1 | 337.751 | 2.570 | .110 | 0.31 |
| TargS | ST | 4.600 | 1 | 4.600 | .083 | .003 | 0.192 |
| | QP | 499.451 | 1 | 499.451 | 3.800 | .052 | 0.015 |
| WkID | ST | 16.270 | 1 | 16.270 | .295 | .587 | 0.25 |
| | QP | 71.085 | 1 | 71.085 | .541 | .463 | 0.222 |
| AdMktgCom | KPI | 8.393 | 1 | 8.393 | .152 | .697 | 0.091 |
| | QP | 27.131 | 1 | 27.131 | .206 | .650 | 0.001 |
| BPrd | ST | 2.402 | 1 | 2.402 | .044 | .835 | 0.224 |
| | QP | 30.074 | 1 | 30.074 | .229 | .633 | 0.171 |
| T&D | ST | 207.826 | 1 | 207.826 | 3.769 | .053 | 0.015 |
| | QP | 22.245 | 1 | 22.245 | .169 | .681 | 0.2 |
| SerCh | ST | 225.954 | 1 | 225.954 | 4.098 | .044 | 0.271 |
| | QP | 64.128 | 1 | 64.128 | .488 | .486 | 0.232 |
| BrAcc | ST | 79.388 | 1 | 79.388 | 1.440 | .231 | 0.126 |
| | QP | 226.225 | 1 | 226.225 | 1.721 | .191 | 0.147 |
| BPcy | ST | 12.593 | 1 | 12.593 | .228 | .633 | 0.241 |
| | QP | 121.460 | 1 | 121.460 | .924 | .337 | 0.264 |
| Error | ST | 13785.324 | 250 | 55.141 | | | |
| | QP | 32860.851 | 250 | 131.443 | | | |
| Total | ST | 57184.000 | 277 | | | | |
| | QP | 78662.000 | 277 | | | | |
| | QP | 38572.917 | 276 | | | | |
| | | | | | | | |

a. For ST, $R Squared = .571$ ($Adjusted R Squared = .532$)

b. For QP, $R Squared = .480$ ($Adjusted R Squared = .449$)

Table 5: Parameter Estimate or Coefficients on Environmental Variables

| DV | Var. | Parameter | B | Std. Error | T | p-value | 95% C.I | | Partial Eta (η) ² | Rmrk. |
|----|-----------|------------|-------|------------|-------|---------|---------|-------|-------------------------------------|-------|
| | | | | | | | Upper | Lower | | |
| ST | Intercept | α | 11.92 | 0.33 | 36.23 | .011 | 2.567 | 1.617 | .216 | S |
| | STP | β_1 | 4.201 | 1.44 | 2.92 | .020 | 1.07 | .668 | .181 | S |
| | Comp | β_2 | -1.17 | 0.59 | -1.98 | .048 | 3.008 | 2.338 | .305 | S |
| | TargS | γ_1 | 1.15 | 0.53 | 0.29 | .003 | .885 | .190 | .192 | S |
| | WkID | γ_2 | -7.30 | 2.56 | -2.86 | .017 | .793 | .397 | .250 | S |
| | Ad/MkgCom | γ_3 | 0.2 | 0.51 | 0.39 | .697 | .811 | .211 | .091 | NS |
| | BPrd | γ_4 | 3.113 | 1.54 | 2.02 | .035 | .952 | .178 | .224 | S |
| | | | | | | | | | | |

| | | | | | | | | | | |
|----|-----------|------------------|-------|-------|-------|------|-------|-------|------|----|
| | T&D | \mathfrak{M}_5 | 0.04 | 0.54 | 0.07 | .053 | 2.09 | .015 | .015 | NS |
| | SerCh | \mathfrak{M}_6 | -2.32 | 1.65 | -1.40 | .044 | 1.136 | .594 | .271 | S |
| | BrAcc | \mathfrak{M}_7 | 1.63 | 0.53 | 3.10 | .021 | .617 | .406 | .126 | S |
| | BPcy | \mathfrak{M}_8 | -3.23 | 1.47 | -2.19 | .033 | 1.15 | .703 | .241 | S |
| QP | Intercept | \mathfrak{X} | 38.78 | 6.683 | 5.80 | .000 | 5.62 | 1.946 | .633 | S |
| | STP | \mathfrak{P}_1 | 1.189 | 0.68 | 1.75 | .012 | 1.152 | .530 | .102 | S |
| | Comp | \mathfrak{P}_2 | -1.46 | 0.91 | -1.60 | .010 | 3.26 | 1.335 | .310 | S |
| | TargS | \mathfrak{M}_1 | 0.585 | 0.81 | 0.722 | .071 | .516 | .187 | .015 | NS |
| | WklD | \mathfrak{M}_2 | -3.63 | 0.86 | -4.23 | .003 | 2.32 | 1.060 | .222 | S |
| | AdMkgCom | \mathfrak{M}_3 | 0.36 | 0.79 | 0.45 | .671 | 1.92 | 1.201 | .001 | NS |
| | BPrd | \mathfrak{M}_4 | 1.399 | 0.84 | 1.68 | .033 | 2.04 | 1.245 | .171 | S |
| | T&D | \mathfrak{M}_5 | 0.34 | 0.83 | 0.41 | .511 | 1.27 | .966 | .200 | NS |
| | SerCh | \mathfrak{M}_6 | -4.70 | 1.03 | -4.56 | .016 | 1.28 | .676 | .232 | S |
| | BrAcc | \mathfrak{M}_7 | 1.068 | 0.81 | 1.31 | .000 | .535 | .171 | .147 | S |
| | BPcy | \mathfrak{M}_8 | -1.7 | 0.73 | -2.34 | .007 | 1.13 | .734 | .264 | S |

Source: Field Survey, 2020

Hypothesis One Results

The results presented in tables 4 and 5 above are results of the follow-up tests ran on the regression model specified in equation 1. The model is fit for sales target performance (ST) at $R^2 = 57.1\%$ an This shows that 57.1% variation in the marketing executives' sales target performance is explained by environmental factors.

Table 5 further shows the parameter estimates for the model. The Intercept for sales target (SP) model is significant ($p < 0.05$). This shows that, when environmental variables' influence is nil, sales target (SP) has 21.6% chances of being improved..

The estimate of the slope coefficients for each parameter of the influence of environmental variables on sales target performance showed that, out of the 10 environmental factors studied, only 8 of them had significant effect on marketing executives' sales target performance (SP) These include;

- i. Sales Territory Potential (ST: $\mathfrak{P}_1 = 4.201, \eta^2 = .181; p < 0.05$)
- ii. Competition (ST: $\mathfrak{P}_2 = -1.17, \eta^2 = .305; p < 0.05$)
- iii. Target Setting (ST: $M1 = 1.15, \eta^2 = .192; p < 0.05$)
- iv. Workload (ST: $\mathfrak{M}_2 = -7.30, \eta^2 = .250; p < 0.05$)
- v. Bank Product Handled (ST: $\mathfrak{M}_4 = 3.113, \eta^2 = .224; p < 0.05$)
- vi. Service Charges (ST: $\mathfrak{M}_6 = -2.32, \eta^2 = .271; ,p < 0.05$)
- vii. Branch Accessibility (ST: $\mathfrak{M}_7 = 1.63, \eta^2 = .126; ,p < 0.05$)
- viii. Bank Policy (ST: $\mathfrak{M}_8 = -3.23, \eta^2 = .241; p < 0.05$)

Two other environmental variables were insignificant on marketing executives' sales target (ST). These include Banks' Heavy Spending on Advertising and Marketing Communication (ST: $\mathfrak{M}_3 = 0.2, \eta^2 = .091; p > 0.05$) and Banks' Heavy Spending on Training and Development (ST: $\mathfrak{M}_5 = 0.04, \eta^2 = .015; p > 0.05$).

Based on these foregoing results, the influence of environmental variables on the marketing executives' sales target performance shown in tables 4 and 5 above revealed that, marketing executives' Environmental variables have a statistically significant influence on sales targets (ST) ($F = 102.48, p < 0.05, \eta^2 = 0.237$) (See "Group" result on table 4). On this note, the null hypothesis (H_{01}) was rejected but the alternate hypothesis (H_1) which states that *environmental variables have significant influence on marketing executives' sales target performance in deposit money banks in South East, Nigeria* was accepted.

Hypothesis Two Results

The results presented in tables 4 and 5 above show that the model is fit for qualitative performance (QP) of marketing executives at $R^2 = 48-0\%$. This shows that 48.0% variation in the qualitative performance (QP) of marketing executives' behavioral inputs is explained by environmental factors.

Table 5 further shows parameter estimates for the model. The intercept for qualitative performance (QP) model is significant ($P < 0.05$) but the size of its effect is 63.3%. This shows that when environmental variables' influence is nil, qualitative performance (QP) of marketing executives has 63.3% chances of being improved.

The estimate of the slope coefficients for each parameter of the influence of environmental variables on qualitative performance of marketing executives show that out of the 10 environmental factors studied, 7 of them had significant influence on qualitative performance (QP) of marketing executives. These include:

- i) Sales Territory Potential (QP: $\beta_1 = 1.189, \eta^2 = .102, p < 0.05$)
- ii) Competition (QP: $\beta_2 = -1.46, \eta^2 = .310, p < 0.05$)
- iii) Workload (QP: $\beta_3 = -3.63, \eta^2 = .222, p < 0.05$)
- iv) Bank Product Handled (QP: $\beta_4 = 1.399, \eta^2 = .171, p < 0.05$)
- v) Service Charges (QP: $\beta_5 = -4.70, \eta^2 = .232, p < 0.05$)
- vi) Branch Accessibility (QP: $\beta_6 = 1.068, \eta^2 = .147, p < 0.05$)
- vii) Bank Policy (QP: $\beta_7 = -1.7, \eta^2 = .264, p < 0.05$)

Three other environmental variables (target setting, heavy spending on advertising and training programs) were insignificant on bank marketing executives' qualitative performance (QP)

Based on these foregoing results, the influence of environmental variables on the marketing executives' qualitative performance shown in tables 4 and 5 above revealed that, marketing executives' environmental variables have a statistically significant influence on qualitative performance (QP) ($F = 71.753, p < 0.05, \eta^2 = 0.341$) (See "Group" result on table 4). On this note, the null hypothesis (H_{02}) was rejected but the alternate hypothesis (H_2) which states that *the environmental variables have significant influence on marketing executives' qualitative performance in deposit money banks in South East, Nigeria* was accepted.

5. SUMMARY OF FINDINGS

It was discovered that:

- i. Environmental variables have significant positive influence on marketing executives' sales targets performance in deposit money banks in South East, Nigeria..
- ii. Environmental variables have significant positive influence on marketing executives' qualitative performance in deposit money banks in South East, Nigeria..
- iii. Seven variables had significant influence on both sales targets and qualitative performance of marketing executives in deposit money banks in South East, Nigeria.. These were: sales territory potential, competition, workload assignment, bank products handled, bank service charge, bank branch accessibility and bank policy.

6. DISCUSSION OF FINDINGS AND MANAGERIAL IMPLICATIONS

6.1. Influence of Environmental Variables on Bank Marketing Executives' Sales Targets Performance

The influence of environmental variables on marketing executives' performance has been broadly discussed and validated in the past research studies (Krishman, Netemeyer and Boles 2012; Lagat, Ndegwa and Bonuke, 2015). This current study finds that environmental variables have significant influence on sales target performance of marketing executives. This is consistent with the findings of other scholars (Chruchill et al 2007; Pilling, Donthu and Henson 2009; Lagat, Ndegwa and Bonuke, 2015).

In addition, this study shows that specific environmental variables that had significant influence on sales target performance of marketing executives were: sales territory potentials, competition, workloads, bank products handled, service charges, branch accessibility and bank policies. This finding is consistent with the findings of other scholars (Schwepker and Ingram, 2004; Dubinsky, 2009). This finding is also consistent with Piercy *et al.* (2009), Huffman and Cain (2010) and Pilling, Donthu and Hensen (2009) whose findings revealed that sales territory design and characteristics have large effect on sales organization effectiveness.

Managerial Implications: The above findings show that environmental constraints; specifically, sales territory potentials, competition, workloads, bank products handled, service charges, branch accessibility and bank policies, affect the performance of marketing executives towards realization of sales targets. The intensity of the environmental factors varies by regions. In some regions, they are mild while in others they are unfriendly. The territorial variations in these environmental variables can also lead to substantial differences in the sales target performance of marketing executives. Often there is little or nothing bank managers can do about some of these environmental variables especially differences in the level of competition and territorial sales

potentials. Therefore it is important for bank managers to consider these differences in environmental constraints when developing sales plans, allocating regional sales quota, assigning sales targets and evaluating the performance of marketing executives. For example marketing executives working in a more difficult and constraining environments should be assigned less targets and workloads than those working in less difficult and favorable environments.

Owing to territorial and other external environmental differences, marketing executives working in different environments should not be evaluated or judged with the same standard by management even when they work for the same bank.

Also, more attractive incentives should be given to marketing executives working in troubled regions to boost their morale. For banks that are more conservative and cannot afford national advertising, regional sales promotions and advertising can be executed in selected difficult areas to weaken competition and facilitate the tasks of marketing executives.

For internal controllable organizational environmental variables (assignments of workloads, bank products handled, bank service charges, bank branch accessibility and bank policies) that were found to influence the performance of marketing executives, bank managers can adjust or amend them by doing the following

- i. Develop need-satisfying products. It should be recalled that poorly developed products are difficult to sell no matter how hard marketing executives may try. The management of the banks must ensure that they conduct an extensive marketing research on any bank product they want to offer to ensure that it provides solutions to customers' problems without this, the product(s) would be a market failure and marketing executives' personal selling efforts would be an exercise in futility.
- i. Set affordable bank charges for their products. High customer perceived price is a known correlate of product failure and this can also weaken sales efforts
- ii. Ensure that they have enough branch networks to make their products accessible to customers. Marketing executives working in banks with more branches in strategic locations are likely to do better than others where the reverse is the case. Banks with low number of branch networks across the nation should build more in order to facilitate marketing executives' job.
- iii. Management should make policies that improve the performance of the bank marketing executives such as empowering their marketing executives' or give them work autonomy and voice in determining the standards by which they are evaluated.
- iv. Assign workload and realistic sales targets to marketing executives. Unrealistic and unfair targets discourage their performance

Two other environmental factors were not significant on marketing executives' performance. These include banks' spending on advertising and marketing communication as well as banks' spending on training and development ($p > 0.05$). These factors do not have effect on sales performance may be as a results of poor or inadequate attention paid to marketing promotions as well as training and developments of marketing executives by managers.

6.1. Influence of Environmental Variables on Bank Marketing Executives' Qualitative Performance

The influence of environmental variables on bank marketing executives' qualitative performance is supported in this study. This is consistent with Piercy *et al.* (2009), Huffman and Cain (2010) and Pilling, Donthu and Hensen (2009) whose findings revealed that sales territory design and characteristics have large effect on sales organization effectiveness both directly and indirectly through its relationship with marketing executives' behavioral (qualitative) performance. The managerial implication is similar to those presented in section 6.1 above. Also we have earlier noted that environmental variables differences make the marketing executive's job more difficult and less productive in some sales regions than in others. Therefore, it is not sufficient to evaluate a marketing executive's performance solely on the basis of sales targets. Such evaluations can lead to unfair comparisons of performance of marketing executives. Consequently, it is highly recommended that banks supplement sales target performance with qualitative behavioral performance such as punctuality and attitude to work, dressing and appearance, team player, keeping to customer promises and so on.

7. CONCLUSION

Environmental variables particularly sales territory potentials, competition, workloads, bank products handled, service charges, branch accessibility and bank policies exert a major influence on realization of sales targets by marketing executives in Nigerian deposit money banks and this may account for the differences in their sales target performance in different regions. Therefore management should consider the differences in environmental factors in judging the performance of marketing executives. Regional variations in environmental variables should also be considered in order to set a realizable, fair, accurate and justifiable sales targets for marketing executives..

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