# Assessing the Effects of Incentive Scheme on Performance of Sales Force

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***Abstract:** This study is about assessing the effects of incentive scheme on performance of sales force as its focus. It attempted to establish whether sales reward on the performance of sales force. It investigated how ales force recognition can influence performance of sales force; and the impact of sales force training impact performance of sales force. This study adopted the quantitative and qualitative survey design. A sample size of 77 was selected out of a population 80. The simple random sampling method was adopted as method of sample selection. Data collected were subjected to appropriate statistical analysis using tables and simple percentages. Multiple regression was used to test the hypothesis accordingly. Three hypotheses were formulated for this study and were tested at 0.05 level of significance. The findings of the study reveal among others that: there is a significant relationship between Sales Reward, Sales force recognition and Sales force training on Performance of sales force. The study concluded that Sales force should be constantly recognized and rewarded based on their performance as this triggers them to perform beyond expectations. Sales force should be trained to equip them with necessary sales skills.*

**Keywords:** Incentive Scheme, Sales force, Performance, sales reward, sales force recognition and sales force training

## INTRODUCTION

Firms that deal in supplying, manufacturing, marketing and sales of both industrial and consumer goods must set goals, formulate objectives, design streamlined strategies and tactics to survive the deluge of challenges that is imminent in the day to day operation of its quest to satisfy the innumerable needs and wants of her target customers. The dynamism in conducting business the world over has taken a detour; a paradigm shift from the often bandied phrase- 'business as usual, or garbage in, garbage out,' that is highly preponderant in the business parlance of both developing and emerging markets. In the contemporary business arena, businesses are conducted as a win-win situation between the customers and the employees who are the mirror through which the customers view the organizations.

Sales force is one of the most important asset that a company can possess, thus ensuring its effectiveness is one of the key differentiators between superior and average performing companies. Over the past few years businesses have experienced significant changes and this has been a trend in order to continue being competitive. Nowadays, the pressure to increase sales seems to be rising due to competition and the change in market dynamics. Although efficiency helps to boost profits for many organizations yet sales growth can still be quite uncertain. The key question is how companies can effectively motivate its sales force in this competitive environment (Enright, Audi, Cumpston, & Reilly, 2014).

The aim of this incentive schemes to sales force is not limited to continuously recognize sales force efforts, increase sales force motivation, increase productivity and increase overall company's performance as an individual and as a group. Sales force incentive scheme rewards firm performance in terms of sales volume and incremental achievement in sales volume beyond100% target achievement (Wagori, 2016). According to Punch Business Report (2021) in 2012, MTN Nigeria improved sales incentive scheme to sales force and the rewards to comprise of: Individual quota/volume achievement, branch sales volume achievement and brand mix. This enhanced a pay for performance (P4P) culture while maintaining aspect of team work. The key performance indicator (KPI) measured a ratio of 80/20 rule, where by 80% individual effort (assigned quota sales volume performance) and 20% on branch sales volume performance with respect to brand mix contribution matrix to enhance the team work aspect.

Sales management ensures that the sales force get christened as 'need identifiers and problem solvers or solution providers. This might sound utopian but a closer look at the direction of operating successful business organizations today, though mainly in developed society will definitely x-ray that all organizations are independently dependent on one another for survival. Sale management ensures that employees are properly, recruited, trained, recognized, motivated and evaluated to enhance their performance. When this is achieved, management market share will grow, share price will appreciate and shareholder value will improve. It is a value chain that management must never trample upon (customer satisfaction).

### Statement of the Problem

While a good number of Organizations have benefited from efficient management of their sales force, myriad of them have equally lost millions of dollars as a result of poor management of its sales force. Those who engage adequate and concerted effort towards designing appropriate sales force structure and strategy, recruitment and selection of salespeople, training salespeople, compensating/motivating salespeople, supervising salespeople and evaluating salespeople.

Since various means of sale force incentive schemes and plans are very important to be considered for every firm in order to realize and keep growth in sales volume, share of market and ultimately profit. The attention is always generalized to all the company's employees which lead to most companies putting little effort in designing a comprehensive sales incentive scheme to cater for this unique group of employees (sales force) and differentiate it from others (supporting functions staffs) in order to be able to utilize and realize their fully potentials thus reaching its desired goals and objectives following the unique nature of sales activities.

To have an effective incentive scheme plan should successfully balances the competing objectives that is to meet the needs of sales force and the need of the firm. From sales force perspective they want good pay, recognition and job satisfaction whereas the company wants to produce desired results. The amount of effort a salesperson is willing to expend in the selling job is a result of sales force motivation. While some salespersons are self-motivated (internally), others need to be motivated to perform (externally). The effectiveness of the sales force plays a crucial role in the success and growth of an organization and in order to attain the goals of the organization, it is essential that the sales force is highly motivated.

Although employers tie at least some portion of their workers' pay to the workers' performance and or / firm's performance, at times the targeted sales force do not see a connection between incentive pay versus performance and sales force performance do not particularly being influenced by the firm's sales incentive scheme. This study specifically identified the link between incentive scheme and performance of sales force.

## Objectives of the Study

The general objective is assessing the effects of incentive scheme on performance of the sales force. The specific objectives are to:
 i. examine the effects of sales reward on the performance of sales force.
 ii. identify how sales force recognition can influence performance of sales force.
 iii. evaluate how sales force training impact performance of sales force.

## Research Questions

Ho$_1$ There is no significant relationship between sales reward and performance of sales force.
Ho$_2$ There is no significant relationship between force recognition and performance of sales force.
Ho$_3$ There is no significant relationship between force training and performance of sales force

The study may also lead to better understanding of the whole process of effective sales incentive schemes to various firms to be implemented for sales force. Finally, the study would produce a useful reference to other students who may be interested to further broaden the subject and it is anticipated that the findings of this study would add value to the existing literature in the field of marketing and specifically in sales management aspect.

## LITERATURE REVIEW

This paper critically examined relevant literature that focuses on incentive scheme on performance of the sales force. It provides an avenue to have an in-depth exploration of studies that have been able to examine key concepts associated with this research. It also provides a conceptual review/framework and theoretical review for the study.

### Concept of Incentive Scheme

Incentive scheme is any compensation that has been designed to recognize some specific accomplishments on the part of an employee. It is expected that the prospect of the incentive payment will 'trigger' the desired performance behavior according to Hartman (2014). Gupta (2004) stated that incentive means an inducement which stimulates a person to act in a desired direction. An incentive has motivational power because it helps to satisfy a need and in modern organizations, a large number of incentives are used to motivate the employees. Incentive schemes as defined by Griffin and Moorhead (2013) are special programs designed to motivate high performance. Incentive schemes attempts to link at least a portion of pay to job performance to encourage higher productivity. Incentives as often called, should be aligned with the behaviors that help the organization to achieve its goals. Incentives are either for individual or group. In this study, sales incentive scheme "Sales incentive" scheme is designed with a primary purpose to encourage/motivate sales force to improve their performance as individuals and work groups. Incentive schemes which include commissions based on sales, individual sales goals and the like.

Greer (2013) has addressed the question of the performance impact of incentive-based compensation. Their study concluded that incentive-based compensation was significantly related to organizational performance. Mejia (2015) defined incentives as benefits that are promised to employees to motivate them to achieve their best and to improve their behavior, productivity, and output continuously. Incentives are granted to workers that perform below par, and to encourage them to achieve the desired level of performance or set goal. The aim of incentive is to motivate and encourage employees to achieve desired performance, efficiency, and levels of output.

### Sales Reward

Griffin and Moorhead (2013) opined that sales rewards constitute many of the inducements that organizations provide to employees as part of the psychological contract and also rewards satisfy some of the needs employees attempt to meet through their choice of work-related behaviours. The employees will be well motivated and will perform well if they are rewarded (Markova & Ford, 2011). There is a direct relationship between sales force rewards and performance. If the employees are rewarded, then the performance will increase (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Gerald, 2014). In this way, the sales persons think that they are being valued. Rewards systems can attract the right behavior and outcomes in the company (Manas& Graham, 2013). Therefore the sales force

will adopt that kind of behavior that will lead them to better performance and rewards. As a result, the employees will start working harder which is very beneficial for the organizations and the workers themselves. So even in the long run, the organizations will generate positive results and gain more (Torrington, 2009).

## Sales force Recognition

Mejia (2015) stated that recognition is a discretionary act, and within context of a recognition program, the recognition will ideally align with a company core values. There are of two types: Those linked to a reward called monetary recognition and those with no reward are called non-monetary. According to Cambridge dictionary employee recognition is defined as communication between management and employees which rewards them for reaching specific goals or producing high quality results in the workplace. Recognizing or honoring employees for this level of service is meant to encourage repeat actions, through reinforcing the behavior you would like to see repeated.

Sales force not only want compensation but also need to be valued by their supervisors. It will increase the employees' morale. Sales force will be well motivated if they are recognized by the manager (Saunderson, 2014). Recognition means valuing and caring about the employees' contributions. It is essential for companies to recognize their employees (McGregor, 1960). Other studies show that it is better to recognize employees rather than give incentives (Deci& Ryan, 2010). Sales force recognition involves both monetary as well as non-monetary programs (McAdams, 2015). The example of Sales force recognition involves writing their names in the company's newsletter, letters of commendation, extra time off and verbal appreciation. This is a form of caring and appraising the employees. The non-monetary awards are more motivating than the financial award. In this way, the employees think that they are being valued.

## Sales Force Training

Training can engender enormous reward for an organization (Rahman, 2015). Training of salespersons is indisputable in an organization (Abeysekera&Jayakody, 2011). It is a very relevant aspect of sales management (Schwartz, 2006). Sales force success in embedded in training (Krishnamoorthy et al, 2005).A company's sales force need to be properly trained to know how to make effective sales presentations. They need to know their numerous customers and how to serve them. They need to know their customers' needs, motive and buying habits. They are tutored in art of identifying profitable customers and also the unprofitable one as well as taught the skills required to produce sound sales report."Sales force training can be defined as a planned process to modify attitude, knowledge or skill hrough continuous learning experience, consistent coaching and feedback to all sales representatives to achieve effective performance in their sales activity in order to increase organizational performance/profitability. It also refers to the planned attempt by an organization to facilitate employee learning of job related knowledge, skills and behaviors (Okeke, 2014).

Training emphasizes acquainting potential sales persons with the requisite skill that will support them in performing their sales responsibility diligently and tenaciously (Uduji&Nnabuko, 2008). A company's sales force needs to be indoctrinated with the corporate culture of the organization they represent. The need to know the company's products, their suppliers, their competitor, their target customers as well as the territory they have to give coverage. Most companies shy away from training their sales force because of the financial involvement. They are short sighted in the sense that they fail to recognize that a trained sales force will add a substantial value to the company's bottom line in the long run. Although U.S. companies might spend billions of dollars annually in training salespeople, it ensure that salespeople understands the company's history and objective, its financial standing, its facilities, its products and markets (Kotler& Armstrong, 2001). Jobber and Lancaster (2009) identify six components of a training programme:

- i. The company- This has to do with the objective, policies and organization.
- ii. Its products.
- iii. Its competitors and their products.
- iv. Selling procedure and techniques.
- v. Work organization and report preparation.
- vi. Relationship management.

## Sales Force Performance

Performance is also known as job performance which is necessary for the organization since organization success is dependent upon the employee's creativity, innovation and commitment (Keijzers, 2010). Vroom (1964) an employee's performance is based on individual factors namely: personality, skills, knowledge, experience and abilities. Otley (2009) the performance of organization is dependent upon the performance of employees and other factors such as the environment of the organization. Wogari (2016) the performance of an employee depends on the strength of employee incentive schemes used in an institution.

The employee's reactions to the different type of incentive schemes can also be an important condition to improve the employee's performance. Recently, scholars have begun to urge that employee emotions and perceptions are important in determining the efficacy of employee productivity. However, it is prominent that many of the employers do not pay enough attention to their employees, which may be due to the struggling for cost reduction and great desire for sustainability.

## Theoretical Review

The paper is underpinned on the following theories which will help better understanding

## Reinforcement Theory

This theory states that if people believe that something has worked well for them previously, they will do it again. The assumption is that positive reinforcement of desired behaviour elicits more of the same; punishment of undesired behaviour (negative reinforcement) elicits less of the same. With reinforcement theory, individual's behaviour is a function of its consequences. It is based on "law of effect", i.e. individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated. This theory focuses totally on what happens to an individual when he takes some action. Thus, Skinner (1969) opined that the external environment of the organization must be designed effectively and positively so as to motivate the employee. This theory is a strong tool for analyzing controlling mechanism for individual's behaviour. This provides feedback that positively reinforces effective behaviour and implies that rewarding an employee by removing negative or undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable or required behavior. Reinforcement can be divided into positive reinforcement and negative reinforcement.

According to Reinforcement theory focuses on the relationship between the target behavior/performance and a motivational tool/pay for performance according to Skinner (1969), and it is premised on the principles and techniques of organizational behavior modification (Stajkovic&Luthans, 1997).

**Expectancy Theory by Vroom (1964)**

Basically this theory assumes that a person's motivation to exert effort is dependent upon his expectations for success. Vroom based his theory on three concepts – expectancy, instrumentality and valence. Expectancy refers to a person's perceived relationship between effort and performance whereas Instrumentality reflects the person's perception of the relationship between performance and reward. If one instrumentality is weak or the net preference is weak, then the level of motivation will be low. In other words, two concerns of sales people are:

    i.       Does the alternative offer a chance of satisfying some perceived need and,

    ii.      What is the probability that need satisfaction will actually occur once the behavioral is exhibited?

The former leads to either immediate rejection or further consideration of the alternative; the later allows for the choice between alternatives, each of each offer a probability of success Oliver (1974) as cited by Mugasa (2013). Valence represents the value placed upon a particular reward by a person. Thus, according to the theory, if a sales person believes that by working harder he or she will achieve increased sales (high expectancy), and that higher sales will lead to greater commission (high instrumentality) and higher commission is very important (high valence), a high level of motivation should result. Motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome. The outcome is seen as a means of satisfying needs, this explains why extrinsic financial motivation – for example, an incentive or bonus scheme works only if the link between effort and reward is clear and the value of the reward is worth the effort. The theory explains that where an individual chooses between alternatives which involve certain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Thus, it is expected sales force performance to be affected by incentives. In Vroom's expectancy model, people make conscious decision in anticipation of reward in operant conditioning; people react in stimulus response model. Managers using the expectancy model must become personally involved with their employees to understand better employees' values, training in sales skills, reward systems, strengths and willingness to take risks.

**Empirical Review**

Lucas (2018) assessed the effect of incentive scheme on performance of Tanzania Cigarette Company. To undertake this general objective, four specific objectives with their underling null hypothesis were designed and assessed by quantitative and qualitative research design. The questionnaires were distributed to the entire selected sample of 80 sales force and then they were analyzed using statistical package for social scientist (SPSS version 16) and MS-excel. In this analysis, descriptive statistics and Chi-square test analysis were performed. The descriptive findings of the study showed that sales force have experienced high level of positive perception towards the existing incentive scheme leading to a high level of sales force performance. The study findings showed that the factors like trainings scored 79% of respondents who agreed to have effect on their performance and 78% of respondents believe to receive higher rewards on higher performance. Also the findings further show that recognitions and flexible approaches to sales incentive increases sales force performance. Lastly, factors such as salary increase, target setting involvement scored less in agreement to have greater effect on performance compared to training and rewards. Therefore, it is recommended that, the company has to continue implementing incentive schemes to sales force and give more emphasis on the magnitude of incentives so that the level of sales force performance can be advanced.

Babalola (2017) examined a study on incentive package, employee's productivity and performance of real estate firms in Nigeria. There is a strong relationship between incentive and organizational performance. However, the result indicated that not all incentive options are offered or used in the estate firms and that the choice of incentive packages differs significantly among the firms. The study also outlined some other determinants of the firm financial performance and shows that incentive package among the first five important determinants of the performance of real estate firms, the other variables that came out such as periodic training/workshops, competent manpower, logistics and resources and base salary. The study concluded that, there is need for estate firms to improve on incentives in order to maximize the potentials of their employees.

Okolo, Uzor, Anuforo, Obikeze, Nebo and Okafor (2015) examined the degree of improving the relationship between sales force motivation and efficient and effective distribution of Unilever products and to determine the extent of improving the significant effect of training of sales force on efficient and effective distribution of Unilever products. The population of the study was 55 (45 sales representatives and 10 sales managers from 3key distributors of Unilever Nigeria located in Enugu metropolis. The sample size is 48 using Taro Yamani sample size determination method. For the validity of the instrument, the questionnaire was vetted by research professionals based on face validity in terms of relevance to the subject matter, objective of the study, coverage of the content areas, appropriateness of language usage and clarity of purpose. The value of the test of reliability is 0.977 which was conducted using Cronbach's Alpha. Primary data was adopted for the study. Pearson's product moment correlation coefficient and simple linear regression data analyzing techniques was applied. The findings revealed that there is a significant degree of improvement in relationship between sales force motivation and efficient and effective distribution of Unilever products ($r = 0.887$, $p < 0.05$). And secondly, it was revealed that sales force training has an improved significant effect on efficient and effective distribution of Unilever products ($r = 0.94$; $t = 18.585$; $F = 345.399$; $p < 0.05$). The researcher is of the recommendation that firstly, that if the sales force is highly motivated, they will put in their best towards achieving greater success for the organization (Unilever). For the sales representatives, the laissez faire manner of operating gives them a sense of high esteem and belongingness to Unilever. Also, it is recommended that the sales force should undertake adequate training to make them more viable to efficiently and effectively distribute Unilever products.

## METHODOLODY

This study focused primarily on the Incentive Scheme on Performance of Sales Force. The survey design was used to obtain relevant data. The use of the survey design in this study enabled the use of a close-ended questionnaire to solicit information relating to the topic and the objectives of study.

A sample of the staff from the textile firms in Onitsha Urban area was used for this study. The total is 289 workers. A sample size of 80 respondents representing 40% of total staff size was selected. Questionnaires were randomly administered to the selected 822 sample. Out of this number, a total of 77 questionnaires were returned properly filled. As such, the 80 respondents who returned their questionnaires properly filled constitute the actual sample size of this study. The simple random sampling method was adopted as method of sample selection. For the purpose of data analysis, the descriptive statistical approach of simple percentages and inferential statistical approach which is the use of Multiple Regression to test the hypothesis. The SPSS software pack version 20 was used to analyze the regression.

## DATA PRESENTATION/DISCUSSION

**Distributed Questionnaire**

| QUESTIONNAIRE | Frequency | Percentage (%) |
|---|---|---|
| Returned Questionnaire | 77 | 96.3 |
| Un-returned Questionnaire | 3 | 3.7 |
| Total distributed | 80 | 100 |

*Source: Field Survey, 2023*

**Demographic Profile of Respondents**

**Sex Distributions**

| SEX | Frequency | Percentage |
|---|---|---|
| Male | 46 | 59.7 |
| Female | 31 | 40.3 |
| Total | 77 | 100 |

*Source: Field Survey, 2023*

From the table 4.2 above, showing the sex distribution of respondents, it was observed that 46(59.7%) are male while the female are 31(40.3%). Therefore the male respondents are more in number than the female respondents in the sample.

**Age Distributions of Respondents**

| AGE RANGES | Frequency | Percentage (%) |
|---|---|---|
| 18-20 years | 13 | 16.9 |
| 21-30 years | 36 | 46.8 |
| 31-40 years | 19 | 24.7 |
| 41-50 years | 9 | 11.7 |
| 50 years and above | - | - |

| | | |
|---|---|---|
| Total | 77 | 100 |

*Source: Field Survey, 2023*

From the table 4.3 above, showing the age distribution of the respondents, it was observed that 18(16.9%) fall between the age range of 18-20 years, 36(46.8%) fall between the age range of 21-30 years, 19(24.7%) fall between the age range of 31-40 years, 9(11.7%) fall between the age range of 41-50 years, no respondents fall between the age range of 50 years and above. Therefore, age ranges between 21-30 years are more represented in the sample.

**Marital Statuses of the Respondents**

| MARITAL STATUS | Frequency | Percentage (%) |
|---|---|---|
| Married | 32 | 41.6 |
| Single | 45 | 58.4 |
| Total | 77 | 100 |

*Source: Field Survey, 2023*

From the table 4.4 above, showing the marital status of the respondents, it was observed that 32(41.6%) are married while 45(58.4%) are single. Therefore we have more of the single respondents in the sample.

**Educational Qualifications**

| EDUCATIONAL QUALIFICATION | Frequency | Percentage (%) |
|---|---|---|
| WAEC/GCE/NECO | 37 | 48.1 |
| OND/NCE | 11 | 14.3 |
| HND/B.Sc. | 29 | 37.7 |
| MSc. | - | - |
| OTHERS | - | - |
| TOTAL | 77 | 100 |

*Source: Field Survey, 2023*

From the table 4.5 above, showing the educational qualification of the respondents, it was observed that 37(48.1%) are WAEC/GCE/NECO holders, 11(14.3%) are OND/NCE holders, 29(37.7%) are HND/B.Sc. holders, no respondents fall under the categories of MSc. Likewise OTHERS also. Therefore we have more respondents as WAEC/GCE/NECO holders in the sample.

**Regression Analysis, Interpretation and Discussion of Findings**
**Hypotheses Testing**
The three null hypotheses raised for this study in this paper are hereby tested. Thus, multiple regression analysis was employed as an analytical tool for testing the hypotheses. The calculated p-values reported in the regression coefficient tables are used for testing the study hypotheses.

**The Decision Rule**
If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. 0.00 < 0.05), we will conclude that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate. More technically, the p-value is the lowest significant level at which a null hypothesis can be rejected. Thus, the p-value is at 0.05 {5%}.

**Table 1 Multiple regression results of hypothesis one, two, three.**

**Model Summary$^b$**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .864$^a$ | .746 | .732 | .99211 | 1.777 |

a. Predictors: (Constant), Sales Reward, Sales force recognition, Sales force training
b. Dependent Variable: Performance of sales force

**Table 2: ANOVA**

**ANOVA$^a$**

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|

| 1 | Regression | 205.524 | 4 | 51.381 | 52.202 | .000[b] |
|---|---|---|---|---|---|---|
| | Residual | 69.884 | 71 | .984 | | |
| | Total | 275.408 | 75 | | | |

a. Dependent Variable: Performance of sales force

b. Predictors: (Constant), Sales Reward, Sales force recognition,Sales force training

**Table 3**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.346 | 1.752 | | 1.910 | .060 |
| | Sales Reward | .599 | .052 | .734 | 11.470 | .000 |
| | Sales force recognition | .131 | .056 | .147 | 2.323 | .023 |
| | Sales force training | .136 | .040 | .220 | 3.448 | .001 |

a. Dependent Variable: Performance of sales force

*N.B: R=0.864 , R2=0.746 , Ady=0.732 , F=52.202, DW=1.777*

**Hypothesis One**

$H_{01}$ There is no significant relationship between Sales Reward and Performance of sales force.

From the multiple regression results in Table 3 above the calculated p-value (i.e .000) is observed to be less compared to the p-value critical (0.05). The decision rule is to reject the null hypothesis $H_0$ which states that there is no significant relationship between Bonus Pack and Sales Performance and therefore accept the alternate hypothesis which states that there is a significant relationship between Sales Reward and Performance of sales force.   Also as observed by the Beta value (i,e β=0.734 or 73.4%) means that a change in bonus pack will bring about a 73.4% positive change in sales performance.

**Hypothesis Two**

$H_{02}$ There is no significant relationship between Sales force recognitionand Performance of sales force.

As the result obtained from the multiple regression in Table 4.3 above have indicated the calculated p-value (i.e .023) is observed to be less compared to the p-value critical (0.05). The decision rule is to reject the null hypothesis $H_0$ which states that there is no significant relationship between Price Discount and Sales Performance and therefore accept the alternate hypothesis which states that there is a significant relationship between Price Discount and sales performance. Also as observed by the Beta value (i,e β4=0.147 or 14.7%) means that a change in Sales force recognition will bring about a 14.7% positive change in Performance of sales force.

**Hypothesis Three**

$H_{03}$: There is no significant relationship between Sales force training and Performance of sales force.

In line with the result obtained from the multiple regression in Table 3 above indicating that the calculated p-value is (i.e .001) which was therefore observed to be less compared than the p-value critical (0.05). The decision rule is to reject the null hypothesis $H_0$ which states that there is no significant relationship between Sales force training and Performance of sales force and therefore accept the alternate hypothesis which states that there is a significant relationship between Sales force training and Performance of sales force. Also as observed by the Beta value (i,e β=0.220 or 22.0%) means that a change Sales force training will bring about a 22.0% positive change in Performance of sales force.

**DISCUSSION**

From the test of hypothesis one Table 3, the calculated p-value was observed to be less compared to the p-value critical. This was why the null hypothesis ($H_o$) was rejected while the alternate hypothesis ($H_{01}$) which implies that there is a significant relationship between Sales Reward and Performance of sales force was accepted. The implication is that based on the regression result, there is a significant relationship between Sales Reward and Performance of sales force. In order words, it means that Sales Reward have the potential to increase the volume of sales and impact performance of sales force positively. This is in line with Lucas (2018) in his study effect of incentive scheme on performance of Tanzania Cigarette Company, this includes salary increase, target involvement etc. The moderation role of fear of losing face on the relationship between the     From the test of hypothesis two Table 3, the calculated p-value was observed to be less compared to the p-value critical, his was why the null hypothesis ($H_o$) was rejected while the alternate hypothesis ($H_{02}$) which implies that there is a significant relationship between Sales force recognition and Performance of sales force was accepted. The implication is that based on the regression result, there is a significant relationship between Sales force recognition and Performance of sales force. In order words, it means that Sales force recognition have the

tendency to increase the volume of sales and impact sales performance positively. This is in alignment with Okolo, *et al*., 2015) who found that consumers' perceptions of Sales force recognition help to potentially aids the sale performance of a firm.

From the test of hypothesis three, table 4, the calculated p-value was observed to be less compared to the p-value critical. This was why the null hypothesis ($H_o$) was rejected while the alternate hypothesis ($H_{03}$) which implies that there is a significant relationship between Sales force training and Performance of sales force was accepted. The implication is that based on the regression result, there is a significant relationship between Sales force training and Performance of sales force. In order words, it means that Sales force training have the potential to impact Performance of sales force positively and increase the revenue level of the firm. This is in line with Fill, 2002 presumes that sampling has the most impact on consumers. It could be provided as presentation in front of customers, small amounts designed to trial or usage of the product promoted free of charge as he notes as well.

**Managerial Implications**

The study examined incentive schemes on the performance of sales force. The study identified three dimension of incentive scheme (Sales reward, sales force recognition and sales force training); also revealed that creative managers must discover what sales force value and must ensure promises of reward are fulfilled and sales force are aware of that. The study identified two theories in which Vroom theory, realized that sales force performance is based on individuals' factors such as personality, skills, knowledge, experience and abilities. The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that: There is a positive correlation between efforts and performance; favourable performance will result in a desirable reward; the reward will satisfy an important need; the desire to satisfy the need is strong enough to make the effort worthwhile.

Similarly, sales force recognition is also a key motivational factor towards enhancing sales force performance, thus managers should keep this in mind and apply to everyone (top to bottom in the organization), no one gets too much of it as it is available to everyone to use, and it doesn't cost anything. Through the use of incentive scheme, management gets the advantage of having more ability to direct and reward their salespeople to perform tasks and activities not directly related to short term revenue. The incentive portion of the plan motivates a salesperson to increase sales revenue and profitability as all revenues a salesperson brings in above their quota, is very profitable, but fixed expenses for the wage and benefits for the salesperson does not increase.

**Conclusion and Recommendation**

This study was undertaken to assess the effect of incentive schemes on performance of sales force; an extant literature approach. It can therefore be concluded that the objectives were positively met. At first, the study found that recognition and rewards stands out to be the key influences to the performance of the sales force followed by training and sales incentives as most of the respondents in this study agreed with the variables. Sales force should be constantly recognized and rewarded based on their performance as this triggers them to perform beyond expectations. Sales force should be trained to equip them with necessary sales skills.

Lastly, these study findings are in-line with motivational theories. In Vroom (1964) theory which assumes that a person's motivation to exert effort is dependent upon his expectations for success and the three concepts of the theory namely: Expectancy, which refers to a person's perceived relationship between effort and performance; Instrumentality which reflects the person's perception of the relationship between performance and reward. Lastly, the concept is valence, which represents the value placed upon a particular reward by a person. At last, it can be urged that the length of service of a sales force with the company increases the chances of agreeing to the positive statements more than the little stay. This calls for more innovative schemes that increases employees holding and reduce turnover.

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