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SALES FORCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN PHARMACEUTICAL INDUSTRY

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Abstract

This study examined the effect of effective management of Salesforce on organizational performance of Pharmaceutical firms with special interest in Tuyil Pharmaceutical Company, Ilorin. Quantitative technique was used as a research design; the population size was 410. Survey method through questionnaire was used to collect the primary data; Taro Yamane sample size model was adopted and 210 were determined as sample size, Simple random technique was employed in the study. Standard multiple regression (SPSS version 26) was adopted to analyze the data. The conclusion of the study shows that effective management of sales-force can be used as a tool for achieving organization performance in Pharmaceutical Company. The study recommended that organization must concentrate on training their sales person so as to equip them with new skills through adequate information that could help to engage task assigned to them efficiently.

Keywords: *Evaluation Process, Motivation, Recruitment and Selection, Sales Force, Training*

Introduction

As businesses offer a wide range of options for customers' preferences, the business environment has recently grown more competitive and dynamic. Because of the fierce market competition, it has been suggested that goods and services may eventually become commercial commodities. Basically, the Sales force represents a significant investment in the sales organizations as it occupies or represents a large percentage of total costs each year as businesses across the world spend enormous amount annually on Sales force compensation as well as on sales training (Kumar, Sunder, & Leone, 2015). In this situation, efficient salesperson management is crucial to a corporate organization's success. Thus, the sales team of the company is crucial in identifying customer demands, fostering client confidence, and fostering business relationships. Salesforce managers must comprehend that salespeople are motivated by a variety of physiological, psychological, and sociological desires, and that these desires boost their performance in the direction of organisational goals.

Applying the three management process stages (planning, implementation, and evaluation) to a sales force and its activities is the key to managing the sales function of an organisation (Etzel, Walker, & Stanton, 2010). Sales executives start setting objectives and organizing the work of their sales teams, including projecting sales, creating sales budgets, creating sales territory, and setting quotas. To implement the strategic plans and achieve the goals established by the company,

a sales force must next be organised, hired, and managed. The final step entails assessing the success of each salesperson as well as the overall performance of the sales force.

Finding the ideal candidate for the sales position is the first step in effective sales force management, despite the fact that it may not appear like an easy process. To manage Salesforce efficiently, however, motivation is still the most widely used strategy. This is done by rewarding the most productive salesperson with a promotion, an incentive, a bonus, etc. Managers must also understand that success comes from more than just strong financial foundations, cutting-edge technology, and competitive positions in the marketplace (Marenglena, 2018). It also comes from highly motivated staff that is well-equipped with the necessary professional skills. Therefore, it is assumed that managers are aware of how managing the sales force effectively can improve organisational performance. According to Ingram and Laforge (2013), developing a sales strategy—which includes developing a relationship strategy and a sales channel is the first step in effective sales force management. This will enable businesses to implement their marketing strategy and boost organisational profitability and sales growth.

Personal selling is a presentation by a company's sales representatives to generate business and develop client relationships. The customer's preferences, demands, and wants are vital information that the sales professional brings back. Salespeople are able to bridge the gap between buyers and sellers, so they may change what they say and do to account for the behavioral impacts on the consumer. They also ask questions to ascertain the customer's interest in a specific product or service. Additionally, salespeople provide value for customers and strive to assist clients in acquiring corporate items rather than merely trying to sell them by learning about their requirements and highlighting the benefits and drawbacks of the product. To actually boost the organization's profit and sales potential, the corporation must properly comprehend the challenges with sales force design. After the organization has set goals, strategy, structure, size, and remuneration, the core of successful sales force management is to hire, select, train, oversee, motivate, and assess salespeople. Following these, designated management tasks are successfully observed and completed, leading to an occasional rise in the company's goodwill, profit, productivity, and sales growth (Marenglena, 2018).

The organization in an effort to ensure an effective management of their sale force, enjoins their sale force to observe the ethical and legal issues required in personal selling. This is because sales functions in an organisations activity are highly visible. Ethical and legal issues are extremely important for both sales people and sale managers. Sales manager take responsibility for the proper behavior of their sales people and also lead by example. They know the law relating to buyer-seller interactions, the gathering of competitive information and the management of personnel. The present study examined the key factors that motivate sales force to perform its fullest potential. Tuyil Pharmaceutical Company Ilorin, Kwara State of Nigeria was selected for the study.

Statement of the Problem

The success of every business organization to increase their customer base and generate sales volume majorly depends on sales force management. Practically, it has unlimited potentiality for business growth and development as well as increase corporate profitability. Salesforce management refers to the planning, directing and control of the

personal selling activities of a business entity. It also entails recruiting, selecting, training and development, equipping, supervising, assigning routing and motivating as basic tasks that must be apply to the personal sales force for their effectiveness and efficiency. However, sales objectives are supposed to be fixed by sales manager for the total sales forces and for each salesman in terms of volume, market share or profit for the firm. Meanwhile, Salesforce across various firms are faced with new challenges which hinder their capacity to perform effectively and efficiency.

In recent time, evidence shows that there is lack of integrative management style of using adaptive, problem-solving and getting extensive information regarding customer's preference, needs and wants. In respect to this, many companies across the state in Nigeria fail to compete in a high competitive market due to lack of effective Sales force management. However, it is a matter of serious concern to note that inability of the organisation to recruit and select qualified sales people contribute negatively to the potential growth of many companies in terms of sales or market shares.

Saroj, Sovan and Sandhyarani (2015) concluded that this have led some companies to rely on "warm body" recruiting-hiring under pressure to fill vacancy. Meanwhile, when recruitment and selection process properly conducted, they have positive relationship with firm profitability as well as growth and development of the organisation. They state further, several companies do not carried out proper recruitment and selection process to engaged right person that are well equip with adequate skills for sales force activities and this has been a major issues affecting most business organisation.

Another cause for concern is the management's constant lack of seriousness when it comes to the sales force's effective and efficient training, which would have given the organisation a thorough understanding of the product, improved customer operations, and made them dependable and efficient. The possibility of company profit is seriously impacted by this. One of the most effective methods to boost employee learning and skills and support organisational success is through training. Because not every person is well-equipped with knowledge and experience to comprehend customers' preferences, requirements, and desires, training is offered in order to improve salesperson abilities and expertise.

It seems there is lack of motivating sales representative is an issue that hinders performance of organization. Inability of a company to determine what motivate the sales representative sometimes has poor effect on organisation growth. Consequently, management faces challenges in motivating sales people in term of what really motivates them. Is it a need for money, status, control, accomplishment or something else?

It seem there is lack of well-defined evaluation performance plan in selling standards (which is evaluating performance), analyzing sale force effectiveness against the standard, and taking appropriate follow up action also pose a challenge on the company's growth potential in term of sales or market shares. Therefore, this study intend to examine the effective management of sales forces determinants such as recruitment and selection, training, motivation and evaluation plan as a tools for achieving organizational performance.

Conceptual Review

Sales Force Management

Sales force management has been a subject of interest for researchers for a long time, and as the marketing and sales landscape becomes more dynamic, businesses are under pressure to maintain their market positions. Initially, "sales management" referred to the leadership of sales force employees, but it has now become a significant component of the corporate world. Ahearne, Rapp, Hughes, and Jindal (2010) define sales management as managing all business marketing activities, including sales promotion, advertising, market research, pricing, physical distribution, and product merchandising. The American Marketers Association (AMA) has a broader definition and considers a range of viewpoints. It defines sales management as the organization, direction, and administration of a business unit's personnel and selling operations, which includes hiring, training, assigning, grading, supervising, compensating, and motivating staff members who work in the sales force. According to Jenifer, Amit, and Scott (2016), sales management is the management of sales force personnel with specific goals to achieve organizational goals, which can be explicit and specific, implicit, or general. Businesses share primary aims such as profitability, expansion through increasing market share, sales volume, and corporate image. However, the focus placed on different categories of individuals varies depending on the company's purpose. While corporate goals are essential, how effectively and efficiently the sales department is run significantly impacts market share, sales volume, and profitability. Salespeople in the same unit commonly rely on one another to accomplish selling obligations, which is referred to as the changing nature of selling tasks in sales force management. The main objective of sales force management is to integrate diverse parts of sales tasks, and these objectives must be sufficiently specified in quantitative and measurable terms and realistic and doable. According to Kumar, Sarang, and Robert (2014), the hierarchy of sales force management objectives should start with the most crucial metric and move down to the least significant one. They must be managed consistently, fit together, and not be at odds with one another for their work to be effective and efficient.

Sales force management has been extensively researched and conceptualized in academic literature. Some scholars consider sales force management to be situated along a continuum from outcome-based to performance-based approaches. Avlonitis and Panagopoulos (2010) propose an outcome-based approach to sales force management, advocating for a loose marketing contracting agreement that allows salespeople to use their own strategies to achieve results on their own terms. They emphasize tracking final results, such as sales volume or profitability, and only requiring light supervision of salespeople with straightforward performance metrics. Liberal management refers to allowing salespeople to take full responsibility for their decisions and results. On the other side, Kumar, Sarang, and Robert (2014) present a behavior-based strategy for managing sales forces, describing how the management of sales forces must keep an eye on crucial stages of the selling process and need the subjective evaluation of salesperson performance. This approach needs engaged managers backed by a sizable management information gathering team that aggressively monitors and guides sales force operations like call scheduling and the caliber of sales presentations. In contrast to informal controls, which are unwritten and employee-initiated mechanisms that affect the behavior of individuals or groups in marketing units,

Guangping and Fred (2015) emphasize the importance of formal controls, which are written and management-initiated mechanisms that affect the likelihood that salespeople or groups will behave in ways that support the stated marketing objectives. Pankaj (2015) examines how different management philosophies affect sales teams' emphasis on performance vs conduct. Although many studies have shown a strong correlation between sales force management and sales performance, research has frequently produced contradictory findings and has shown that there is little or no correlation between sales force management and firm performance. Researchers have developed a number of dimensions to quantify sales force management and its impact on organizational performance, including training and evaluation. A distinction between salesperson activities controls, which involve controlling a salesperson's daily activities, and capacity controls, which involve controlling a salesperson's competence and skills through the recruitment and selection process, has been added. The reinforcement dimension, which takes into account motivational factors such as rewards and sanctions as a mechanism for managing sales force, has also been added. Hybrid types of sales force management, which combine aspects from both behavior- and outcome-based approaches, are commonly used by businesses. A corporation can apply opposing control philosophies concurrently if some reasonable explanations are given. A framework proposed by Mantrala, Alberts, Gopalakrishna, and Joseph (2008) combines the decision made by a specific strategic management team with the circumstances of the situation the company is in. It also incorporates the observable nature of salespeople's behaviors and performances, as well as the sales territory sensitivities to salespersons' efforts. Finally, Stephen and Yeon (2018) note the significant impact of sales force management, including hiring and vetting, training, inspiring, and rating salespeople, on business performance.

Recruitment and Selection

The concept of recruitment and selection are two major processes that companies exercises to engage right and appropriate person with appropriate skills especially for sales force activities (Codruta & Monica, 2014). According to Bako and Aladelusi (2017) first process of recruitment is to search for the right candidates that will fill the identified position and also attracting applicant to apply for the particular position in the organization; meanwhile, series of steps involves in the process were highlighted in which candidates will be screened so as to select most suitable candidate for the job position. Aloysius and Mary (2016) suggests that basic principle of recruitment and selection process is to create collection of star employee and to ensure that firm select best candidates for the positions that is vacant in the organization by attracting more prospective employees to apply for job position in the organization; further emphasizes on the relationship between recruitment and activities of the organization. Okeke-Uzodike and Subban, (2015) highlights the significant of selection process through its basic principle; stated that the purpose of selection process is to choose and engaged the right candidates to fill the different vacant positions in the organization. Recruitment process is followed simultaneously by selection process, where the final interviewers make decision and official appointment for individual suitable for the positions.

In managing sales force, recruitment and selection practices are considered to be an important factors that play significant role in influence performance of salesperson in the market environment, that is the process of

attracting as well as choosing the right candidates for rightful job will ensure that minimal control, coordinate and supervise salesperson is required and that is the rudiment of performance. Bernard and Bernardette, (2014) opine that using minimum effort on controlling, supervising, and directing to achieve greater goal is refers to as performance. Gamage (2014) suggest that quality of firm human resource is basically depends on the effectiveness of recruitment and selection functions. It is observed that recruiting and selecting wrong individual who are not qualify to be salesperson come with a huge negative cost that firm cannot afford. Ofori and Aryeetey (2011) conclude basic objective of recruitment and selection within organization is to obtain the sizeable quality of salesperson that are required to satisfy the strategic objectives of the organization at minimal cost.

Gamage, (2014) contributes to the concept of recruitment and selection by emphasized on the objectives of selection function on the basis of engaged the right candidate for right job, establish, maintain and representing firm as well as protecting the good image of the firm or organization that employed them. Henry and Temtime (2009) considered selection as an important aspect of sales force management for effective performance of salesperson. Effective management of Salesforce relates directly to the salespeople employed to work within the firm, for instance organization must ensure that right people were hired for sales activities so as to ensure organizational performance. Okeke-Uzodike and Subban (2015) argued that recruitment and selection is an expensive process which organizations would not want to put their time, money and resources to engage individual that does not suitable for the sales activities. On the contrary, Mustapha, Ilesanmi and Aremu (2013) suggest that organizations must get recruitment and selection process correctly because resources cannot be waste since it scarce enough.

Training

James and Daniel (2014) refers to training as mechanism that is adopted by the organisation to teach and equipped worker with new skills through adequate information that could help them to engage task assigned to them efficiently and it enhance worker to implement new internal process which remind them the important policies of the organisation. Aborampah and Patrick (2016) considered training as one of major factors of sales force that need to be effectively managed due to its significant influence on organizational performance. Many researchers have contributed to the concept of training in several contextualized manner, and emphasizes were laid on the significant factors such as needs assessment (James &Daniel, 2014; Aloysius & Mary, 2016), learning objective (Aborampah & Patrick, 2016; Aloysius &Mary, 2016), delivery mode (Sunita & Chandan, 2015; Uthman, 2014) and content development (James &Daniel, 2014; Suzanne, 2013). However, Shikha and Srivastava, (2012) opined that adequate training with coherent learning and development (L&D) strategy can be adopted as corrective action in organisation, thus it is necessary for the salesperson; equipping salespersons with necessary information required can help them to engage task assigned to them effectively.

Lynette and Carley (2010) suggest that training and development is considered to be important factors that contribute to employee performance in the organisation; the findings of their research study revealed that training and development have significant relationship with organization performance. Roman, Ruiz

and Munuera (2002) argued that training can be costly with less impact on the outcome of the organization and it could amount to waste of time since it have less significant impact on firm performance. Carrie (2015) conclude that providing adequate training for worker could amount to investment with highly expectation of yielding positive growth in term of income generation to the organisation and it can be used for corrective measure for present and future purposes. Furthermore, training and development can be necessary used as strategy by the organization to teach employee new skills in which salesperson can learn new method or techniques to deal with customers in the field because training sit at the heart of the organizational performance.

According to Uthman (2014), training and development are essential for identifying, evaluating, developing learning objectives, creating content, and determining the effectiveness of the critical essential employee skills. Additionally, training and development are significant for building and maintaining internal capabilities to implement operational or managerial strategies for businesses successfully. In conclusion, researchers emphasize training and development's critical role in employee performance and how well they may be used to manage the sales force for organizational performance.

Motivation

Managers motivate people by creating an environment encourages them to contribute to the organization. Motivation is not a simple idea; instead, it applies to numerous drives, desires, needs, wishes, and other forces (Peter, 2010). The need-want-satisfaction cycle has been oversimplified in various ways. According to Huczynski and Buchanan's (2007) definition of "Motivation," it is "a mix of the objectives towards which human conduct is directed, how those objectives are sought and realized, and the social elements that are involved." According to Uma, Saroj, and Sandhyarani's (2012) definition, motivation is a combination of requirements, desires, and rewards. According to Babangida, Ibrahim, and Abubakar (2014), motivation is a process that begins with a physical or psychological need, which then activates a behavior or a drive that is directed towards a reward or goal.

According to Jacqueline and Joyce (2016), the fundamental idea of motivation is the force that propels people to strive for goals to satisfy needs or expectations. They further distinguish between extrinsic motivation, which is connected to material rewards like money, and intrinsic motivation, which is connected to psychological rewards like a sense of accomplishment and challenge. Furthermore, prominent scholars and groups researching the topic of motivation have published several definitions of motivation in books, articles, texts, and journals.

Igbaekemem, (2014) stated that employee's motivation and abilities collectively translate into organizational performance, and it stimulate workers to perform difficult tasks assign to them by the manager for the purpose of get maximum productivity. Researcher have more concerned about increase productivity, profitability, growth of firm and employee's working ability; meanwhile, research history indicated that employee's needs and wants play significant role on individual motivation. Hence, the term motivation is an important tool that can stimulate employee interest psychologically and emotionally and it influence maximum output, productivity, profitability and performance.

In order to effectively manage sales force, managers can motivate their salesperson in

batter way so as to enhance organizational performance, increase cooperation between Salesforce managers and salesperson and also encourage salesperson responsibilities as well as encourage salesperson participation through less supervision. For worker to take full responsibilities in a better way and also help to overseas other employee and monitor their performance, Ali, Abrar and Haider, (2012) suggests that employee need to be motivated in order to get maximum contribution to their work and also knowing employee's working capacity can equally help managers to assign work according to individual capability.

Evaluation Process

Roman and Munuera (2002) argue that it is essential to evaluate the effectiveness of salespeople by assigning them a relative score that indicates their performance on a chosen dimension. This score can be used to monitor both their sales performance and work-related conduct. The evaluation of sales performance should take into account the strategic goals of the sales force, and the performance standard used to assess performance should be specific, measurable, achievable, relevant, and time-bound. The salesperson's ability to meet the sales target's requirements, as well as the quality, quantity, and timeliness of their work, will be reflected in this score. Ahearne and Eli (2007) claim that strategic assessment of salespeople is used to determine whether a particular strategy is effective in achieving the sales target and to take corrective action if necessary. The organization must determine whether the selected strategy is guiding the sales force towards the intended goal. The approach is considered effective if it is achieving the desired outcome. The evaluation process should take into account the nature of the sales job when setting performance requirements for sales executives. Evaluation standards are created to quantify the performance activities that organizations consider most important. In other words, a sales job analysis is required to determine the position's objectives, responsibilities, and tasks. Therefore, the criteria for evaluating sales personnel are largely influenced by the company's offerings, dealer base, and marketing channels. Before deciding on the assessment standard, it is essential to understand the nature of the sales job, as some specialized sales positions require the evaluation of specific selling abilities. A thorough understanding of the market is necessary to establish performance standards, such as the potential total sales in each sales region. The sales organization's objectives may vary depending on the company's marketing environment, but they typically aim to increase sales volume, profit, and growth, according to Ahearne and Eli (2007), who claim that performance standards make it easier to assess progress towards those goals. There are two types of assessment plans: quantitative and qualitative. Quantitative assessment measures success through profit targets such as sales generated in terms of the number of customers, which includes high user, low user, and moderate user segments to track progress. In order to determine the expense conditions and sales volume possibilities in each region, the selling expense ratio must be calculated. Quantitative techniques involve considering many factors during the evaluation process, such as the average daily call volume, the average call conversion rate, the average call cost, the average order size, and non-selling activities. Qualitative assessment evaluates a salesperson's effectiveness in handling customer relationship problems, customer satisfaction, and customer service. Therefore, the qualitative approach assesses each salesperson's level of excellence using a comprehensive checklist of subjective attributes, including their product knowledge,

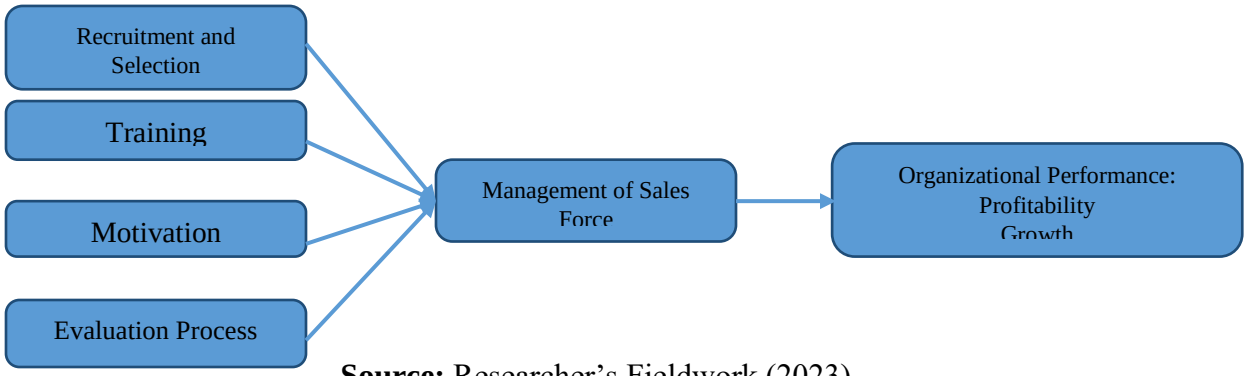
customer relationships, understanding of customer needs, and level of service orientation.

Organizational Performance

Every organization has aim and objective and they are managed to accomplish their goals. Organizational continue to exist as long as it ensure good quality products and service that meet customer's need and want as well as satisfaction of the main stakeholders. The result of organizations is made possible through contribution of salespeople's committed to the organization that bring efficiency in organizational processes. Performance play a vital role in sustainability of the organization, it is inevitable and essentially important topic in the areas of sales force as well as human resource management. Performance enable sales force managers to evaluate whether organizational objectives have been achieved, and it further used to develop and compensate salesperson.

The concept of performance is widely researched in academia. It is crucial to understand the underlying principles of performance as it is often cited as a direct cause of sales force activities. Sales performance is defined as the assessment of the value that a salesperson provides through their actions. Research shows that salespeople have better knowledge of their own performance compared to their supervisors, and they can provide more reliable information to meet customers' requirements (Benet-ZepF, Marin-Garcia, & Kuster, 2017). Sales volume, profit per share, and the increase in salesperson output are some of the indicators used to measure organizational performance (Muhammad et al., 2015). Salesperson output is a vital factor in determining an organization's performance. As sales representatives often work independently, monitoring their activities consistently can be challenging (Sundara & Sakthi, 2015). Studies have found that sales commitment has a significant impact on organizational results and financial performance (Guangping & Fred, 2015). The ability of a company to classify and evaluate customers based on their economic value and expectations is essential to distribute customers among them, expand clientele, and increase revenue (Sundara & Sakthi, 2015). Sales force strategy, including sales contests and product line incentives, are positively related to organizational performance (Albers, Krafft, & Mantrala, 2010). Research also suggests that high salesperson commitment and job satisfaction can lead to better outcomes for the business (Bashaer, Sanjay, & Sherine, 2016).

Conceptual Framework



Source: Researcher's Fieldwork (2023)

Empirical Review

Empirical study conducted on the relationship between recruitment and selection process and sales force management point out that the red-hot scramble for effective management of sales force is not a new phenomenon in the market as sales force managers in every organization recognize that there is need to evolve better recruitment, selection and retention strategies so as to be able to manage salesperson effectively (Bako& Aladelusi, 2017). Many empirical researches evidence that recruitment and selection process is one of the strategies to effectively manage sales force and it can be used to drive salesperson performance towards archiving organization goal (Rama & Sheela, 2014; Madhura & Deepika, 2013; Collin, 2013).

Despite the necessity to keep current on research breakthroughs, recruiting and selection are often difficult. According to the CIPD's 2009 research, firms must be more open to recruiting younger generations since they have grown up with the concept of flexible work schedules and older employees have acquired an interest in flexible working as a retirement option. Furthermore, research results show a substantial association between recruitment and selection and sales force management in the firm (Codruta & Monica, 2014). Empirical study has indicated that recruiting and selection are fundamental components of HRM central activities such as acquisition, development, and specialist resource within the firm.

Organisations use recruitment and selection strategies to engage employees based on competency, select star performers, and hire quality staff in order to hire the best people to work for the company and help it achieve its goals (Bidayatul, Zabeda, Junaidah, & Azura, 2014). Top performers are the organization's most important asset, according to study results, since they concentrate attentively on the duties assigned to them, resulting in efficacy and efficiency (Siva, Mohan, & Aerni, 2015; Rama & Sheela, 2014; Sefer, Sudi, Hande, & Zuhal, 2013). Codruta and Monica's (2014) research, "Recruitment for Competencies in the Public and Private Sectors," found the reverse. According to the findings, star performers and competent persons are not the primary issue that may positively impact an organisation (Okeke-Uzodike & Subban, 2015; Mustapha, Ilesanmi, & Aremu, 2013). It is rather what the organisation has to do with them.

Methodology

This study adopts quantitative method to assess the effect of sales force management on organisational performance of Pharmaceutical firms in Kwara state with special interest in Tuyil Pharmaceutical Company in Ilorin, Kwara state, Nigeria. The population of the study is estimated to be 410 as Taro Yamane sample size determination was used to arrive at 200. Survey method was well thought-out through a self-administered questionnaire in order to establish the opinions and attitude of target beneficiaries about the effect of sales force management on organisational performance of Pharmaceutical firms in Kwara state. Simple random sampling technique was also adopted and instruments used for the regression analysis was SPSS version.

Results

Standard multiple regression were used to examined the effective management of sales-force (measured by the recruitment and selection, and training) on organization performance (measured by the organization profitability).

ANOVA for Organization Profitability

Table 1: ANOVA[a]

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	*8.359*	*2*	*4.180*	*13.080*	*.000[b]*
	Residual	*8.628*	*27*	*.320*		
	Total	*6.987*	*29*			

a. Dependent Variable: Organisational Performance
b. Predictors: (Constant), Training, Recruitment

Sources: Researcher's Survey, *2023*

Concerning organisation profitability, the result of regression as contained in table 1: ANOVA, indicates that F-test was 13.080, significant at p<.000. This indicated that the model was well specified; hence it suggested that ANOVA model is significantly fit for the study.

Table 2: Model Summary for Organization Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.701[a]	.492	.454	.56528	1.911

a. Predictors: (Constant), Training, Recruitment
b. Dependent Variable: Organisational Performance

Sources: *Researcher's Survey, 2023*

Table: 2 of model summary shows R square value of 49.2 percent. This means that the model (that includes recruitment and selection and training) explained about 49.2 percent of the variance in organization profitability. The Durbin-Watson Statistic gives 1.911 coefficients which is an indication that there is absence of serial correlation in the error term of the model as such ruling out problems that is associated with spurious regressions.

Table 3: Regression Coefficients for Organization Profitability

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.409	.625		.654	.518
	Store Temp	.057	.204	.056	.281	.781
	Store Layout	.791	.240	.660	3.301	.003

a. Dependent Variable: Organisational Performance

Sources: Researcher's Survey, *2023*

Table 3 above present the results of multiple linear regression used to assess the capacity of two control measures (Effective management of sales-force predictors: recruitment and selection and training) to predict (Organization performance: profitability). The regression coefficients tests two out of four hypotheses of this study. The results of multiple linear regression revealed that recruitment and selection have no significant influence on organization profitability, while training have positive significant influence on organization profitability. However, the standardized regression coefficients indicates the degree of strength that effective management of sales-force variables such as recruitment and selection and training have on organization performance. Training has the highest impact with a β coefficient of .660 and t-value of 3.301, follows by transparency with β coefficients of .056 and t-value of .281.

ANOVA for Organization Growth

Standard multiple regression was explored to examined the effective management of sales-force (measured by the motivation and evaluation plan) on organization performance (measured by the organization growth).

Table 4: ANOVA[a]

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	*6.665*	*2*	*3.333*	*13.104*	*.000[b]*
	Residual	*6.867*	*27*	*.254*		
	Total	*3.532*	*29*			

a. Dependent Variable: Organizational Growth
b. Predictors: (Constant), Evaluation Plan, Motivation
Sources: Researcher's Survey, *2023*

Concerning organization growth, the result of regression as contained in table 4: ANOVA, indicates that F-test was 13.103, significant at p<.000. This indicated that the model was well specified; hence it suggested that ANOVA model is significantly fit for the study.

Table 5: Model Summary for Organization Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.702[a]	.493	.455	.50431	2.547

a. Predictors: (Constant) Evaluation Plan, Motivation
b. Dependent Variable: Organizational Growth
Sources: *Researcher's Survey, 2023*

Table: 5 of model summary shows that R square gave value of 49.3 percent. This means that the model (that includes motivation and evaluation plan) explained about 49.3 percent of the variance in organization growth. The Durbin-Watson Statistic gives 2.547 coefficients which is an indication that there is absence of serial correlation in the error term of the model as such ruling out problems that is associated with spurious regressions.

Table 6: Regression Coefficients for Organization Growth
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.852	.702		1.213	.000
	Store Temp	.176	.184	.142	.956	.849
	Store Layout	.621	.146	.634	4.264	.849

a. Dependent Variable: Organizational Growth
Sources: Researcher's Survey, *2023*

Table 6 above present the results of multiple linear regression used to assess the capacity of two control measures (Effective management of sales-force predictors: motivation and evaluation plan) to predict (Organization performance: growth). The regression coefficients tests two out of four hypotheses of this study. The results of multiple linear regression revealed that motivation have no significant influence on organization growth. While evaluation plans have positive significant influence on organization growth. However, the standardized regression coefficients indicate the degree of strength that effective management of sales-force variables such as motivation and evaluation have on organization performance. Evaluation plan has the highest influence with a β coefficient of .634 and t-value of 4.264, follows by motivation with a β coefficient of .142 and t-value of .956.

Test of Hypotheses

The hypotheses were grouped in to two i.e. null hypothesis and (H_0) and alternative hypothesis (H_a). Meanwhile, if the value of probability (p-value) is less than alpha .005. It is an indication that there is a positive significant influence within the items, the null hypotheses will be rejected and alternative will be accepted. And if p-value is greater than alpha .005, it shows that is no significant influence within the items, the alternative hypotheses will be rejected and null will be accepted.

Hypothesis 1. There is no significant relationship between recruitment and selection of sales-force and organization profitability. The null and alternative hypotheses are listed as follow:

H_0: $\beta = 0$ (There is no significant relationship between recruitment and selection of sales-force and organization profitability)

H_A: $\beta \neq 0$ (There is positive significant relationship between recruitment and selection of sales-force and organization profitability)

The regression coefficients predicting that there is no significant relationship between recruitment and selection process and organization profitability with β=*.056,* **t-value**= .281, while the p-value **sig** = 0.781 (higher than alpha 0.005). Thus, Null hypothesis (H_0) is accepted, and alternative is rejected. This indicates that recruitment and selection as effective management of sales-force determinants has no significant influence on organization performance. This result contradicts the previous research study carried out on the recruitment for competencies in Public and Private Sectors (Codruta & Monica, 2014).

Hypothesis 2: There is no significant relationship between training of sales-force and organization profitability. The null and alternative hypotheses are listed as follow:

H_0: $\beta = 0$ (There is no significant relationship between training of sales-force and organization profitability)

H_A: $\beta \neq 0$ (There is significant relationship between training of sales-force and organization profitability)

The regression coefficients predicting that there is significant relationship between training and organization profitability with β=*.660*, **t-value**= 3.301, while the p-value **sig** = 0.003 (lower than alpha 0.005). Thus, Null hypothesis (H_0) is rejected, and alternative is accepted. This indicates that training as effective management of sales-force determinants has a positive significant relationship with organization profitability. This result support the finding of previous study conducted on the sales force training methods and sales performance of Insurance Firms in River State (Sunny & Tamunoiyowuna, 2016).

Hypothesis 3: Motivation of sales-force has no significant effect on organization growth. The null and alternative hypotheses are listed as follow:

H_0: $\beta = 0$ (Motivation of sales-force have no significant effect on organization growth)

H_A: $\beta \neq 0$ (Motivation of sales-force have positive significant effect on organization growth)

The regression coefficients predicting that motivation of sales-force cannot influence organization growth with β=*.142*, **t-value**= .956, while the p-value **sig** = 0.348 (higher than alpha 0.005). Thus, Null hypothesis (H_0) is accepted, and alternative is rejected. This indicates that motivation as effective management of sales-force determinant have no significant effect on organization growth. This result contradict findings of the past research study conducted on motivational factors in sales team management and their influence on individual performance (Teresa, 2017).

Hypothesis 4. There is no significant implication between evaluation plan and organization growth. The null and alternative hypotheses are listed as follow:

H_0: $\beta = 0$ (There is no significant implication between evaluation plan and organization growth)

H_A: $\beta \neq 0$ (There is significant implication between evaluation plan and organization growth)

The regression coefficients predicting that there is a positive significant implication between evaluation plan and organization growth with β=*.634*, **t-value**= 4.254, while the p-value **sig** = 0.000 (less than alpha 0.005). Thus, Null hypothesis (H_0) is rejected, and alternative is accepted. This indicates that evaluation plan as effective management of sales-force determinants has a significant implication on organization growth. This result support the finding of previous study conducted on introduction and special issue on enhancing sales-force productivity (Mantrala, Albers, Gopalakrishna & Joseph, 2008).

Discussion of Findings

The findings of this study confirmed that all determinants of effective management of sales-force examined have relationship with organization performance. However, training and evaluation plan showed positive and significant influence on organization performance, whereas recruitment and selection process and motivation of sales-force scores showed no significant influence

on organization performance. Thus, it therefore implies that the higher the training and evaluation plan in the effective management of sales-force the higher would be the level of organization performance. The study implies that used of effective management of sales-force determinants such as training and evaluation plan can predict organization profitability and growth, hence this can lead to organization performance.

The findings of this study is an indication that effective management of sales-force is very important to organization, and it play a strategic role in increasing organization performance through profitability and growth. Organization need to concentrate more on variables of effective management of sales-force that indicated a positive significant influence on organization performance.

The results of this study revealed that there is no significant relationship between recruitment and selection and organization profitability. The study predicted that recruitment and selection scales cannot influence organization performance, this contradict the findings of the past research study conducted by (Okeke-Uzodike & Subban, 2015). However, the finding of this study is an indication that organization should concentrate on recruiting the best sales representative that could contribute positively to the growth and profitability of the organization. Beside, Tuyil Pharmaceutical Ltd need to attract more qualify and suitable applicants that could contribute to the growth, profitability and performance of the organization.

The results of the study revealed that there is a positive significant relationship between training and organization profitability. This implies that training is an important variable of effective management of sales-force that organization should focus on because of its capacity to equipped employee with new skills. This is supported the findings of Aborampah and Patrick (2016) that showed that training have a positive significant impact on organizational performance. The reserch findings of Sundara and Sakthi, (2015) showed that adequate training with coherent learning and development (L&D) strategy can be used as corrective action in organization. Training is necessary for the sales-force managers to equip salespersons with information required to engaged task assigned to them.

The results of this study showed that motivation of sales-force has no significant influence on organization growth. This is contradict the findings of the previous studies which stated that motivation connotes major part of organization as many employee claimed that job satisfaction and a sense of purpose drive employee productivity (Neelam , Uzma &Almas, 2013). Moreover, Tuyil Pharmaceutical Limited needs to explore motivation as means of driven their sales representative because of the distinctive role it plays on employee's performance in the organization. Thus it could lead to organization performance and employers can actually use motivation as mechanism to stimulate employee behaviour towards their profitability (Sanyal& Biswas, 2014). Findings of the previous study show that there is a positive significant relationship between motivational factors and sales-force performance (Marenglena, 2018).

Furthermore, the results of the study showed that evaluation plan have a positive significant implication on organization growth. This finding implies that evaluation plan is an important factor of effective management of sales-force. This findings

support the results of the previous study carried out by Mantrala, Albers, Gopalakrishna and Joseph (2008), it implied that evaluation plan is used as a tactics to influence sales-force output because of its significnat impact on organization performance. Tuyil Pharmaceutical Ltd need to concentrate more on the strategic evaluation plan since the results of this study showed significant influence on the effectiveness of its given strategy in achieving the the sales growth.

Conclusion and Recommendations

Therefore, the study concludes that effective management of sales-force can be used as a tool for achieving organization performance in Pharmaceutical Company.

The study recommended that organization must concentrate on training their sales person so as to equip them with new skills through adequate information that could help to engage task assigned to them efficiently.

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