

**IMPROVING SALES FORCE MANAGEMENT TOWARDS ENSURING
ADEQUATE TRAINING AND MOTIVATION OF SALES PEOPLE FOR
EFFICIENT AND EFFECTIVE DISTRIBUTION OF UNILEVER PRODUCTS IN
ENUGU**

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ABSTRACT: *Improving sales force management towards ensuring adequate motivation and training of salespeople for efficient and effective distribution of Unilever products was studied. The sales force had had a hard time dealing with making higher sales without many extraneous and intervening variables. The specific objectives were to ascertain 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 3 key 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. The general believe that salesmen are born is relegated here as adequate training is reiterated and resonated among sales managers.*

KEYWORDS: Sales Management, Distribution, Sales Force Motivation, Theories of motivation, Sales Force Training.

INTRODUCTION

Background of Study

Organizations 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 (Kotler and Bowen, 2010) between the customers and the employees who are the mirror through which the customers view the organizations.

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 organization today, though mainly in developed society will definitely x-ray that all organizations are independently dependent on one another for survival. A business can only record monumental successes when it imbibes the culture of being customer centric, customer obsessed, customer focused, customer paranoia and customer leadership. That is, perceiving customer as the ‘KING. Despite that, no company can wade through or weather the storm of relegating and denigrating her customers. Going down the memory lane, marketers had always preached that customer attraction without plan for retention is like a leaky-bucket approach (Kotler and Armstrong, 2001). And that a customer poorly treated will not only switch to competitors but will play word-of mouth evangelism towards ensuring that the organization will pay dearly for it. Of course the customer goes about preaching everybody that comes across him that such a company is socially irresponsible and insensitive to the needs of her customers. Ironically, when such customer is tenaciously cuddled, he is bound to pinch his lifetime value with the organization as there is bound to be repeat purchases.

Sale management ensures that employees are properly, recruited, trained, 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).

Problem Statement

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 (Abdolvand and Farzaneh , 2013) salespeople, compensating/motivating salespeople, supervising salespeople and evaluating salespeople (Kotler and Armstrong, 2001), have a bird eye view of the awareness, experience and sophisticated (Okolo, et al., 2015) nature of customers, coupled with the medley and farrago of their needs and wants, and have enjoyed the impact of improved return on investment. On the other hand, poor management has led to both management and marketing myopia from those sales managers

who hold tenaciously to believe that salespeople don't require any training as they are born not made.

According to Bakosh, (2007), "it is not just about the paycheck. Effective incentive compensation management is based on an understanding of basic human motivation on the importance of trust, self-esteem, social recognition and improved chances to fulfill one's potential." Indisputably, the success of the organization or firm is dependent on the adequacy and efficiency of sales force management. Therefore, adequate attention has to be projected towards the sales personnel as a new trajectory to optimum performance due to the delicate position they occupy as well as the subtle role they play in the organization, to ensure that customers are pampered as well as serviced with passion and care. Sadly, in Nigeria, most organizations and their sales managers do not consider these variables (motivating and training of sales force) and in some cases, totally ignore them which might lead to a generally poor sales performance and poor distribution of a firm's products.

Perhaps management are not yet convinced that a properly trained and motivated employee performs his duty with high sense of responsibility and diligence. This study therefore seeks to find out the position of sales force management with specific reference to motivation and training of salespeople and how it relates with, and affects the efficient and effective distribution of Unilever Products in Enugu, Nigeria.

Research Objectives

The main objective of this study is to determine how to improve the sales force performance for effective distribution of Unilever products.

The specific objectives include:

- To ascertain the degree of improving the relationship between sales force motivation and efficient and effective distribution of Unilever products
- To determine the extent of improving the significant effect of training of sales force on efficient and effective distribution of Unilever products.

Hypotheses

- There is no significant degree of improving relationship between sales force motivation and efficient and effective distribution of Unilever products.
- There is no significant extent of improving the significant effect of training of sales force on efficient and effective distribution of Unilever products.

REVIEW OF GERMANE LITERATURE

Sales force Motivation

The effective motivation of an organization's sales force is very germane to the marketing success of such organization (Coughlan and Narasimhan, 1992). Motivation of a company's sales force has been seen as a very delicate phenomenon for managers (Anca-Mihaela, 2013). It is what makes an individual to be resilient, determined and dogged in the face of difficult

and risky working situations. That is because it initiates a glimpse of hope at various troubling working conditions. According to him, motivation is anchored in need, drive and goal. Uduji and Nnabuko (2008) define motivation “as psychological forces that determine the direction of a person’s behavior in an organization, a person’s level of effort, and a person’s level of persistence in the face of obstacles.” Jobber and Lancaster (2009), assert that critical understanding of salespeople as individual with unique traits will ensure effective motivation strategy. Akanbi (0000) defines motivation as “a process that starts with a physiological deficiency or need that activates behaviour or a drive that is aimed at a goal incentive.” Motivation constitutes those things which when put in place propels a worker to behave in a desired manner in the work environment” (Onodugo, 2000). He states that motivation is a difficult managerial phenomenon as the needs of individuals vary among them and even within a particular individual at different or even similar situations. Anca-Mihaela (2013) supports this statement and then states “Sales practices and operations are likely to be different and as a result management will be challenged to find the best way to motivate global sales personnel.” Workers who are adequately motivated will put in more effort towards the achievement of organizational goal. A worker that is well remunerated experiences a high sense of belonging and integrity and therefore brings in innovation and creativity and expertise into the organization.

There are varied channels through which individuals or groups can be motivated. It could be a form of financial incentive; salary (Amue and Igwe, 2014), commission, bonus, it could be through promotion to a higher management cadre, it could be special recognition for outstanding performance, etc. Gunu (2010) asserts that “most companies focus on financial motivation, but public recognition, sales contests and simple personal recognition for a job well done can be highly effective in encouraging greater sales effort. Onodugo (2000) notes four motivation techniques; money, reinforcement, participation and job enrichment.

Jobber and Lancaster (2009) noted some factors capable of motivating salespeople vis-à-vis:

- Individual meeting with supervisor to discuss career, job problems.
- Regular accomplishment in the field by the sales manager.
- ‘Merit’ promotion system rather than ‘dead man’s shoes’.
- Participating in setting sales target.
- Sales force meetings/conventions’
- Sales contest/competitions.
- Bigger car for higher sales turnover.
- Fear of dismissal/unemployment.

Furthermore, Ugwu and Coker (2012) classify incentive into the following categories:

Cash incentives: This is payment for performance that meets established criteria. Employees are paid certain sum of money or savings bond. Successful suggestions, for example, are recognized with a sum of money equal to the fraction of the cost of the savings attributed to the suggestion.

Special benefits: This involves additional paid leave, commission, extraordinary performance, perfect attendance and so on.

Recognition: Employee recognition as an incentive, offer relatively low cost but high-impact means to reward to employees. This recognition could be done by holding annual dinners, luncheons, banquets etc at which high-achievers or performers are celebrated. Other recognition techniques include the distribution of T-shirts, certificates and gold nameplates. Sometimes high performing employees are featured in organizational in house newsletters and in some cases are the subjects of press releases.

Special opportunities: Available records suggest that management in some organizations used special opportunities as incentive schemes. These special opportunities include the chance to experience special training favoured assignments, flexible working conditions, mentorship and so on.

Piece rate: Under this incentive scheme, a uniform price is paid per unit of production. Employees may therefore be compensated according to the number of pieces they produced or processed. Compensation is therefore directly proportional to the level of productivity or results obtained. The scheme is easy to calculate and employees may determine or predict their rewards in the short term and regulate their pace of work in accordance with the level of compensation they want to attain.

Commission: Used typically with sales people, commissions are incentive compensation based on a percentage of total sales. A good number of sales people work on a salary (base pay) plus commission. Others work on a straight commission basis only. Commission according to Armstrong (2003) is intended to act as an incentive, a reward and a means of recognizing achievement. A commission only incentive scheme provides a sales person for example, with incentive payment based on a percentage of the sales turnover they generate, while a base salary plus commission scheme provide for a proportion of total earnings to be paid in commission, and the rest in a fixed salary.

Profit Sharing: Profit sharing is an incentive compensation plan that results in the distribution of a predetermined percentage of the company's profits to employees. This plan is used to integrate the employee's interests with those of the company. It is the payment to eligible employees of sums in the form of cash or shares related to the profits of the company during a specified period of time. Nwachukwu (2009) opines that the essence of profit sharing is to give employees a share in the company profits as recognition of their outstanding effort. Management decides on what percentage of company profit to be shared by employees. To act as a motivator, profit sharing may be closely tied to productivity. The profit to be shared may come once a year and when well administered, profit sharing acts as an incentive and helps to instill the spirit of common purpose. A profit sharing plan is designed to pay out incentives when the company is most able to afford it and it may come in the form of current distribution plan, deferred plan and combined plan.

Gain-sharing: Armstrong (2003) emphasizes that gain-sharing is a formula- based company or factory wide incentive plan that provides for employees to share in the financial gains resulting from increases in added value or another measure of productivity. Gain-sharing plans (also known as productivity incentives) generally refer to incentive plans that involve many or all employees in a common effort to achieve a company's productivity objectives. Gain-sharing formulae may include: The Scalon plan, the Rucker Plan, Improshare, Taylor

Plan, Gantt Plan, and so on. The link between employee efforts and the payout can usefully be made exploit by involving them in analyzing results and identifying areas for improvements. Profit-sharing differs from gain-sharing in that the former is based on more than improved productivity. Gain sharing aims to relate the payouts much more specifically to productivity and performance improvements within the control of employees.

Golden handcuffs: Sometimes called retention or loyalty incentives, golden handcuffs are used by a company to retain talented employees by demonstrating that they are valued for their contributions and by working fairly and consistently. Golden handcuffs make it difficult and costly for an employee to leave the organization. Golden handcuff packages include share options for managers, high salary scale, and high retirement benefits. The standard established by this incentive scheme is too high for any other company to meet up. This is why the scheme is called 'golden or executive handcuff'; it ties the employee fully to the organization. This scheme is one of the recent incentives provided to employees in many private organizations in Nigeria.

Share Ownership: This plan intends to make employees co-owners of the company. It creates a provision for employees to have a stake in the company and longer term compensation by giving them options to buy shares at a future date for their current market price. Stock options are motivational to employees because they confer on employees the right to buy the company's stock at a specified price. Many organizations in Nigeria now motivate employees through the employee stock ownership approach.

Amue, et al. (2012) did a research that bordered on 'Improving Sales Performance through Sales Force Motivation Strategies: A Study of Pharmaceutical Firms in Nigeria' and discovered that there exist a robust relationship between motivation and sales performance. In practical and pragmatic terms, salespeople's performances grow exponentially through improved motivation by management. In a similar study in India, Saroj et al. (2014) found out that "five factors (ease of completing work, scope of development, career perspective, internal environment & no pressure feeling) have significant positive impact on selling performance of pharmaceutical sales force,". In a different study, Ugwu and Coker (2012) discover that "incentive schemes have high significant relationship with employee motivation and productivity in both the organized private sector and public sector organizations in Nigeria," In their research which anchored on the Nigerian education sector, Ulabor et al. (2014) found that "the most dominant motivation techniques include providing better financial benefits, promotion, medical, job security etc.

Theories of Motivation

Onodugo (2000) highlights on the following motivation theories:

Classical Theory: One of the theories is the classical theory which believes that motivation is dependent on financial reward or denial of it. It is known as the carrot and stick method which states that man does not like work except a promise of financial reward. Frederick Taylor is the proponent of classical theory.

Human Relations Theory: This theory strongly believes that contrary to financial reward, the interaction, camaraderie and mutual relationship existing between workers themselves and with their supervisors will give them a sense of belonging and will engender improved performance.

Maslow's Hierarchy of Needs Theory: Credited to Abraham Maslow is this theory which emphasizes five different levels of needs. These needs are so subtle and complicated in that a satisfied need fails to be a motivator of the one yet to be satisfied. Instead the unsatisfied need becomes the ultimate motivator that goads an individual on to the next rung of the need ladder. They include the psychological needs, security needs, social needs, esteem needs and need for self actualization.

Herzberg's Two-Factor Theory: There are two categories of need here. They include the 'Dissatisfiers or Hygiene Factors and the Motivators and Satisfiers. When the 'dissatisfier or the hygiene' needs are in short supply or simply not available, they renders workers ineffective. But, when they are present, they can only reduce anxiety rather than motivating generally. Motivator or satisfier are those variables in the work environment that propel workers to greater performance.

Expectancy Theory: This denotes an individual perceived relationship between effort and performance, such that increased effort yields increased performance (Jobber and Lancaster, 2009). It was propounded by H. Vroom.

McClelland's needs Theory: The proponent David McClelland found three categories of motivation needs; need for power, need for affiliation and need for achievement.

McGregor's Theory X and Y: Through this theory, managers tend to establish man based on his relationship with work. Theory X perceives man as having phobia for work and ensures that managers have to apply control, coercion, punishment, withdrawal and threat to make man more responsible. On the other side is theory Y which emphasize the contrariety that man is a responsible being who like to fend for himself to earn a comfortable living.

Sales Force Training

Training can engender enormous reward for an organization (Rahman, 2015). Training of salespersons is indisputable in an organization (Abeysekera and Jayakody, 2011). It is a very relevant aspect of sales management (Schwartz, 2006). Sales force success is 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 through 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 and 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 and Armstrong, 2001).

Jobber and Lancaster (2009) identify six components of a training programme:

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

They also throw light on the training methods which include: lecture, films, role playing, case studies, in-the-field training and e-learning.

The Concept of Distribution

Distribution is an important element of providing satisfaction in the market place. Distribution involves the physical movement of products to ultimate consumers. The most innovative product at an attractive price, for instance, is worth absolutely nothing if it is not available to buyers when and where they want it. "Distribution, therefore, bridges the gaps and time between production and use or consumption" (Onu, 2000). Distribution is not simply a matter of moving products into the hands of consumers; it involves a product's movement throughout all stages of development; from resources procurement, through manufacturing, to final sales. For example, raw materials that are extracted from the earth offer little or no satisfaction until they reach the hands of a producer who turns them into finished products of some kind. Distribution is a key aspect of adding value to new materials, of building an appropriate bundle of utility and moving products to the market. It is a value chain that starts from extracting raw material from the earth, making them available to manufacturers through suppliers, producing and or processing it into semi-finished and finished goods, and distributing them to industrial or final consumer for use or for further transformation.

According to Schewe (2001), "distribution involves the physical movement of products to the ultimate consumers." Products are meaningless until they are made available to those who need them. It is this process of making goods available to those that need them that gives rise to distribution. He stressed further that distribution is not simply moving goods to final consumers, but involving product movement through all the stages of development – from resource – procurement through manufacturing to final sales.

Revzan (2004), views distribution as "the managerial battle field in which marketing strategy and tactics either succeed or fail." There is therefore a need for thorough study of different strategies and alternatives before choosing one. That is because a distribution system being a very external resource takes time to build and cannot be easily changed. Achison (2002) simply defines distribution as "the process of getting products and services from producer to

consumer or users, when and where they are needed.” It provides time, place and possession utilities and the transfer of ownership (Ehikwe, 2002).

Unless products are delivered in the right quality at the right time in proper condition and at the right price, buyers may negative attitude towards procuring them. Okolo and Ehikwe (2015) assert that the middlemen undertake a monumental task of ensuring the adequate physical distribution utilities are achieved. However distribution is regarded as a major consideration in strategic planning. It is an important marketing function variable that is responsible for making goods and services available.

Sales Force Management

The sales force has to be economically managed to perform maximally (Agbonifoh et al., 2007). “Sales management can, therefore, be considered to be the management activities of planning, organizing, staffing and evaluation as they relate to the sales force,” (Agbonifoh et al., 2007). Modern (2004; Dawson, 1970) defines the term sales management as the “planning, directing, and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying, and motivating as these tasks apply to the personal sales force.” Indeed, sales management was exclusively used to refer to the management of sales force.

As time went on, businesses like the academics, started to describe all marketing activities. Thus sales management was then exclusively for marketing management rather than sales management to describe all marketing activities. But modern sales manager’s responsibility encompasses the management of the sales force. Today, sales managers are in charge of personal selling activity in addition to their primary assignment of management of the personnel sales force. “Sales management functions are important to the successful implementation of business strategies” (Ural, 2008).

Functions of Sales Management

Armstrong (2001) states that “companies set different objectives for their sale force and they perform the following function for the accomplishment of the company’s objective:”

Selling: Sales representative know that art of “salesmanship”, approaching, presenting, answering objections and closing sales. Managers organize sales efforts, both within and outside their companies.

Prospecting: The sales representative or the manager is a key contact with customer and other bodies. He is also responsible for the building and maintaining of an effective distribution network for the company’s product(s).

Servicing: Sales managers provide service to customers consulting on their problems, rendering technical assistance, arranging, financing and expediting delivery.

Information Gathering: Sales managers and representatives carry out market research and intelligence work and also fill in call reports from time to time.

Allocating: Sales representatives evaluate customer quality and allocate scarce products during shortages. He also makes critical marketing decisions such as budgeting, quotas and territories. A sales manager also participates in decision making on products, distribution policies, channel selections and pricing.

Importance of Sales Management

“The need for sales management in today’s marketing and salesmanship environment cannot be over emphasized because a company’s success and progress depends upon the performance of its sales force within the market place” (Akpan, 2003). He further opines that the need for sales training and management arises because of the following reasons:

- It enables sales organization to cope with the over increasing demands of complex business environment.
- Sales management helps to provide expert knowledge for salesmen. This involves training salesmen to gain essential knowledge, products, people and himself.
- It helps in achieving the sales objectives in a systematic and planned way by responding to opportunities promptly.
- It helps in increasing sales and consequently profit.
- Trains each salesman on how to deal with customers.
- Sales management helps to cultivate good working relationship between the sales organizations and their salesmen.
- It helps to reduce wastage. Time will be effectively managed as well as the territories.

RESEACH METHODOLOGY

The researcher employed Survey method by administering structured questionnaire to gather primary data from sales representatives and managers of Unilever in Enugu. The scope covered salesman’s performance and effective distribution of Unilever products. The population of the study was 55 (45 sales representatives and 10 sales managers from 3 key distributors of Unilever Nigeria located in Enugu metropolis. A sample size of 48 was determined using Taro Yamane’s sample size determination method and were all distributed, correctly filled and duly returned. Content validity was used to determine the validity of the instrument by giving to research experts who modified and made the necessary correction so that the instrument can measure adequately. The value of the test of reliability is 0.977 which was conducted using Cronbach’s Alpha which indicated that there is internal consistency of the instrument. Pearson’s Product Moment correlation coefficient and simple linear regression data analyzing techniques was applied with the aid of Statistical Package for Social Sciences.

RESULTS AND DISCUSSION

The data obtained from the field were presented and analyzed with descriptive statistics to provide answers for the research questions while the corresponding hypotheses were tested with Pearson’s correlation and Linear regression at 0.05 alpha levels.

Table 1 Coded Responses on the extent of the relationship between sales force motivation and efficient and effective distribution of Unilever products.

S/No	Questionnaire Items	S.Agree /Agree	Disagree /S.Disagree	Undecided	
		Freq	Freq	Freq	Total (Freq)
1	Sales force motivation ensures efficient and effective distribution of Unilever products	42	04	02	48
2	Efficient and effective distribution of Unilever products can be ensured through sales force motivation	43	04	01	48
	TOTAL	85	08	03	96

Source: fieldwork 2015

From table (1) above, 85 indicated agreements, 74 indicated disagreements while 91 indicated undecided. This implies that there is significant relationship between sales force motivation and efficient and effective distribution of Unilever products.

Hypothesis One

Table One: Descriptive Statistics

	Mean	Std. Deviation	N
Efficient and Effective Distribution	1.3026	.81682	76
Sales Force motivation	1.5319	.80355	47

Table Two: Correlations

		Efficient and Effective Distribution	Sales Force motivation
Efficient and Effective Distribution	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	N	76	47
Sales Force motivation	Pearson Correlation	.887**	1
	Sig. (2-tailed)	.000	
	N	47	47

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows descriptive statistic of the extent to which sales force motivation is related with efficient and effective distribution of Unilever products. The mean value of sales force motivation is 1.3026, while the standard deviation is 0.81682. Also, the mean value of efficient and effective distribution of Unilever products is 1.5319 while the standard deviation is .80355. By careful observation of standard deviation value, it can be said that there is about the same variability of data points amongst dependent and independent variables. This implies that sales force motivation has a relationship with efficient and effective distribution of Unilever products. The table above shows Pearson correlation coefficient for sales force motivation and efficient and effective distribution of Unilever products. The correlation shows 0.887. This value indicates that correlation coefficient is significant at 0.05 level (2 tailed) and implies that there is a relationship between sales force motivation and efficient and effective distribution of Unilever products. ($r = 0.887$). The computed correlation coefficient is greater than the table value of $r = 0.195$ with 218 degree of freedom (df n-2) at alpha level for a two tailed test ($r = 0.887, p < 0.05$). We therefore reject the null hypothesis and accept the alternate.

Table 4 Coded Responses on effect of sales force training on efficient and effective distribution of Unilever products

S/no	Questionnaire items	S.Agree /Agree	Disagree /S.Disagree	Undecided	
		Freq	Freq	Freq	Total (Freq)
1	Sales force training will have a significant effect on efficient and effective distribution of Unilever products	43	03	02	48
2	Efficient and Effective distribution of Unilever products will be greatly achieved through sales force training	42	03	03	48
	TOTAL	85	06	05	96

Source: fieldwork 2014

Following table (4) strictly, aggregate response of 85 indicated agreement, 06 indicated disagree while 05 indicated undecided. This implies that sales force training has a significant effect on efficient and effective distribution of Unilever products

Hypothesis Two

Ho: There is no significant effect of sales force training on efficient and effective distribution of Unilever products.

Table 5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sum of Squares	t	Durbin-Watson
1	.941 ^a	.885	.882	.29400	345.399	29.855 3.890	18.585	1.00

a. Predictors: (Constant), Effective Distribution

R	= 0.941
R ²	= 0.855
F	= 345.399
T	= 18.585
DW	= 1.00

Interpretation

The regression sum of squares (29.855) is greater than the residual sum of squares (3.890), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is due to chance.

R, the correlation coefficient which has a value of 0.941, indicates that there is significant effect of sales force training on efficient and effective distribution of Unilever products. R square, the coefficient of determination, shows that 85.5% of the variations in sales force training is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about 0.29400. The Durbin Watson statistics of 1.00, which is less than 2, indicates there is no autocorrelation.

The efficient and effective distribution of Unilever products coefficient of 0.941 indicates there is significant effect of efficient and effective distribution of Unilever products on in sales force training which is statistically significant (with $t = 18.585$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted.

SUMMARY OF FINDINGS

Hypothesis one revealed that there is a significant degree of improvement of relationship between sales force motivation and efficient and effective distribution of Unilever products ($r = 0.887$, $p < 0.05$).

Secondly, it was revealed that sales force training has an improved significant effect on efficient and effective distribution of Unilever products ($r = 0.941$; $t = 18.585$; $F = 345.399$; $p < 0.05$).

RECOMMENDATION

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. The general believe that salesmen are born is relegated here as adequate training is reiterated and resonated among sales managers

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