
Performance Evaluation And Improvement Among Salesmen In The Nigerian Fast Moving Consumer Goods Sector. (A Study of PZ Cussons Nigeria Plc)

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Abstract

This study examined the influence of performance evaluation on performance improvement among salesmen in the fast moving consumer goods sector in Nigeria using PZ cussons Nigeria PLC as a case study. Five hypotheses were formulated to ascertain whether or not there is significant relationship existing between the two intervening variables. Survey research design was adopted, while data were obtained through structured questionnaire and analysed using chi – square. The result of the analysis revealed that there is an existing relationship between performance evaluation and performance improvement among salesmen in Nigeria fast moving consumer goods sector. Based on the findings it was concluded that the discovery pertaining to the efficacy of goal setting in enhancing salesmen performance can be utilized by FMCG companies to develop pertinent strategic planning policies that would yield enduring impacts on both salesmen performance and the overall organisational improvement. The study recommended among others that there should be a clear, complete and inspiring job requirement of all salesmen so that the employee can continuously improve in their performance.

Key Words: Performance, Evaluation, Efficacy, Improvement, Salesmen.

Introduction

Continuously improving employee performance is a key factor in the success of any firm. Therefore, it is important to regularly assess the performance of each employee (Eze & Awolusi, 2019; Gbande, 2019; Idowu, 2019). Performance evaluation, as defined by Arvey and Murphy (2020), includes a wide range of related concepts, including performance appraisal, performance management, and performance assessment. Performance evaluation, as defined by Idowu (2019) and Lunenburg (2021), is the procedure through which an organization's employees' work is evaluated, analysed, and improved. This method is meant to reward workers with affirmation and feedback while also directing them in their professional development. Beginning with Arvey and Murphy (2020), who evaluated prior research in this field using an annual review format, several scholars have delved into this question.

Akinbowale et al. (2019) conducted an analysis of the connection between improved employee performance and the achievement of organisational goals using an approach similar to that of Arvey and Murphy (2020). Therefore, it is crucial that performance evaluation is embedded into the HRM structure of the business (Akinbowale et al., 2019). Obisi (2018) suggests that a company's inability to compete may be linked to its weak performance evaluation strategy. It has been argued that performance reviews can have both positive and bad effects on the productivity of individual workers, as stated by Daoani (2019). This position seems to offer a compromise between the two extremes just discussed. Gaps in the available literature show that the aforementioned studies are limited by their inability to effectively explore the role of employees in goal-setting and their knowledge of supervisor expectations. In addition, there is a lack of study of the various approaches taken and the outcomes of using current performance assessment methods (Eze & Awolusi, 2019; Gbande & Awolusi, 2019; Idowu & Awolusi, 2019).

However, it seems that other scholars have taken action to address the shortcomings of the aforementioned studies. According to Shaout and Yousif (2021), a well-executed performance evaluation can increase efficiency and effectiveness by increasing the level of employee involvement. The most reliable way to discover who the top performers are inside an organisation is to conduct regular performance reviews. These people are essential to the organization's success in achieving its long-term goals (Michlitsch, 2020). Daoanis (2019) stressed the significance of making people aware of the organization's mission. This method guarantees that when employees' personal goals are met, the organization's overall goal is also accomplished. Despite acknowledging that productivity is influenced by a variety of soft and hard variables within the workplace, the lack of a clear definition for a "high performing employee" is one shortcoming of this study. Daoanis (2019) did research to investigate whether or not performance reviews boost productivity in the workplace. In order to collect information, the researcher used both quantitative and qualitative approaches. The study's results suggested that performance review could have both beneficial and detrimental effects on worker output. Previous research by Oladejo and Awolusi (2019) and Eze and Awolusi (2019) suggest that other factors may potentially affect employee performance. Several voids that could have an impact on worker productivity were found by Daoanis (2019). The failure to provide proper recognition for high performers, provide suitable training on the assessment process, provide acceptable feedback on performance, and include employees sufficiently in the creation of evaluation instruments are all examples of these gaps.

The entity needs to show serious dedication if it wants to succeed and stay ahead of the competition. Therefore, it is suggested that workers take responsibility for their own

professional development by assessing their own abilities and weaknesses and taking steps to improve in those areas. PZ Cussons Nigeria PLC is a public company that operates in the consumer packaged goods sector in Nigeria. The company produces and distributes a number of well-known brands. The company operates in the markets for hygiene and beauty products, food and nutrition, home maintenance, and electricity. Imperial Leather, Cussons Baby, Morning Fresh, Thermocool, and Robb are just a few of their notable names that are either the market leader or a strong runner-up. PZ Cussons Nigeria PLC uses a well-thought-out distribution network to get its wares into as many stores as possible across the country. This is accomplished by staffing many levels of salespeople. The PZ Cussons Annual Report for 2020 states that PZ Cussons Nigeria PLC accomplished a remarkable feat by increasing revenue by 15%. This achievement is all the more remarkable given that it took place during a fiscal recession, when Nigeria's economy as a whole was in decline. Since sales staff play such a crucial role in the organization's operational ambitions, this circumstance presents itself as a suitable subject for an academic inquiry centred on the assessment and enhancement of performance. PZ Cussons Nigeria PLC has a team of sales professionals based all over the country, from Lagos to the West to the Middle Belt and up to the North. Each of these regions has a Regional Sales Manager assigned to it. Over the past three years, the company has made training and education for its sales staff a top priority. However, a major obstacle is that these efforts do not originate from observable flaws in the sales team.

Statement of problem

A salesperson's job is unique and different from those of other employees. Because of this trait, it's important to give careful thought to how their performance reviews affect them. Many studies have looked at how to evaluate employees, but not many have concentrated on sales staff, especially in the setting of Nigeria. PZ Cussons Nigeria PLC ran into trouble when it tried to use the same approach to identifying and training sales staff as it did for all other employee cadres. Human resource managers have a lot of options when it comes to evaluating employee performance, so it's important to examine how different stages of the review process affect salespeople's output. As a result, the company must guarantee.

Employee productivity is boosted by the annual review process. Previous studies have evaluated salespeople using a single factor analysis. Elements like functional expertise and the influence of leadership styles have been used by Krishnan, Netemeyer, and Boles (2022). The purpose of this study is to fill a knowledge vacuum by investigating how salespeople are affected by performance review. It examines the relationship between salespeople's performance and factors including setting goals that are both attainable and stretch them, providing regular feedback, recognising and rewarding employees, and providing opportunities for professional growth. Furthermore, prior research has mostly concentrated on how to motivate and evaluate employees in public and private sector organisations. The weak sales performance in 2019 highlighted by a 5% drop in revenue compared to 2018 is the source of this insight. Many academic studies have been undertaken to learn more about the value of performance evaluation in various settings to help with development.

The aforementioned researches have analysed the efficiency of organisations (Champonda, 2019; Jabeen, 2019; Saeed and Shah, 2019; Singh and Rana, 2018; Sabeen, Mehboob, and Muhammad, 2018). The major purpose of this research is to assess how performance evaluation influences the work of salespeople in Nigeria's fast-moving consumer goods industry. As a result, this research looks into how different performance evaluation systems affect sales productivity in the industry under study.

Objectives of the Study

The primary aim of this study is to investigate the assessment and enhancement of salesmen's performance inside the Nigerian fast-moving consumer goods industry in Nigeria. The outlined objectives are as follows:

1. The objective of this study is to evaluate the impact of clear, detailed, and challenging goals on the sales performance of individual salesman working in the Fast Moving Consumer Goods industry in Nigeria.
2. The objective of this study is to evaluate the impact of comprehensive and prompt feedback on the sales performance of individual salesman working in the Fast Moving Consumer Goods industry in Nigeria.
3. The objective of this study is to evaluate the impact of employee reward and recognition on the sales performance of individual salesman working in the Fast Moving Consumer Goods industry in Nigeria.
4. The objective of this study is to evaluate the impact of training and development programmes on the performance of sales personnel operating in the Fast Moving Consumer Goods industry inside Nigeria.
5. The objective of this study is to evaluate the impact of motivation on the sales performance of individual salesman working in the fast-moving consumer goods industry in Nigeria.

Research questions

Based on the specific objectives above and the background of the study, the following questions shall guide the study:

1. Does clear, specific and challenging goals have any significant influence on the performance of salesmen in the fast moving consumer goods sector in Nigeria?
2. To what extent has detailed and timely feedback significantly influenced the performance of salesmen in the fast moving consumer goods sector in Nigeria?
3. How does employee reward and recognition significantly influenced the performance of salesmen in the fast moving consumer goods sector in Nigeria?
4. Has training and development significantly influences the performance of salesmen in the fast moving consumer goods sector in Nigeria?
5. How does motivation improved the performance of salesmen in the fast moving consumer goods sector in Nigeria?

Research hypotheses

The following Hypotheses were formulated for the study.

H₀₁ = There is no significant relationship existing between clear, specific and challenging goal and improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

H₀₂= There is no significant relationship existing between detailed and timely feedback and improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

H₀₃= There is no significant relationship existing between employee reward and recognition improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

H₀₄= There is no significant relationship existing between training and development of salesmen and improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

H₀₅= There is no significant relationship existing between motivation and improved performance in among salesmen in the fast moving consumer goods sectors in Nigeria.

Significance of the study

The purpose of this research was to analyse PZ Nigeria plc as a case study of the performance evaluation and improvement of sales employees in the Nigerian Fast Moving Consumer Goods sector.

This study's findings will add to the existing body of knowledge on the subject. Scholars will find this study useful because it provides a new angle from which to consider and evaluate various theories of motivation, particularly as they pertain to salespeople working in the fast-moving consumer goods business. Many business leaders could benefit greatly from the findings of this research. Staff members' productivity, development, and promotion can all benefit from the findings of this study because of the new light shed on effective methods of performance evaluation.

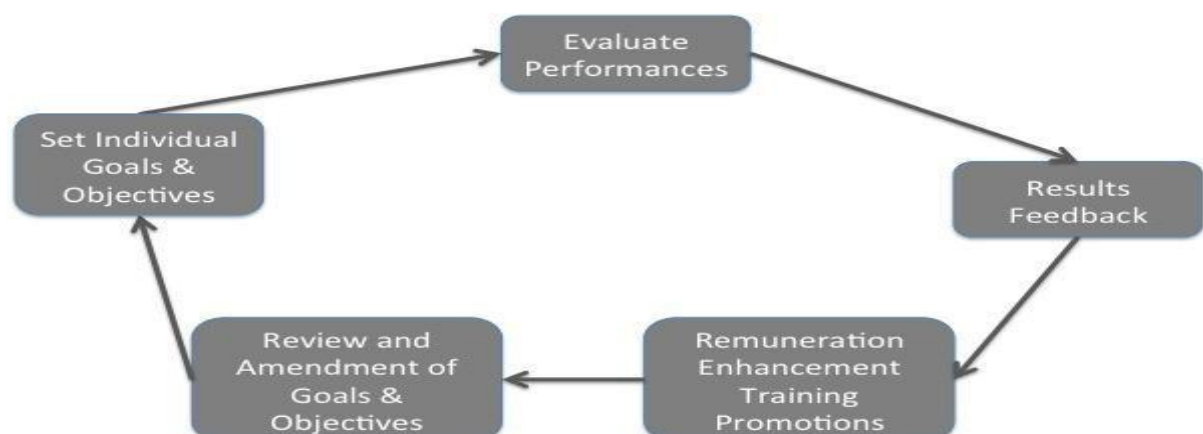
Government agencies and other public administrations can benefit from this research. The findings of this research will help the Ministry of Commerce, Trade, and Industry enhance productivity by enhancing the effectiveness of their employee performance reviews.

Review of Related Literature

Conceptual Review

The extent to which an organisation achieves its overarching goals and objectives depends on the success of its individual employees. This highlights the significance of periodic individual performance appraisal, particularly as it relates to the achievement of the organization's goals. Arvey and Murphy (2020) define performance evaluation by referring to related concepts such as performance appraisal, performance management, and performance assessment. The same process that has been defined as "the process of identifying, evaluating, and developing the work performance of the employee in the organisation" (Lunenburg1, 2021) also provides benefits to workers in the form of praise, criticism, and career advice. Performance evaluation, according to Sanyal & Biswas (2019), is the process of monitoring and controlling an employee's performance with an eye towards determining how effectively that employee's performance contributes to the organization's goal. The results of this research are expected to help human resource management (HRM) professionals, business owners, and academics better comprehend the importance of performance evaluation within the larger framework of performance management. In order to accomplish this goal, this study will analyse the correlations between salespeople's performance reviews and their actual output on the job. Focusing on Nigeria's fast-moving consumer goods market

Figure 1: A Conceptual Framework of Salesmen Performance Evaluation



Adapted from Mabey's Performance Management Cycle (Gbande, 2019)

Figure 2: Conceptual Model for the Study



Objective Setting

Individual performances are evaluated in accordance to predetermined targets, with the overall success of the organisation being the major focus (Lunenburg, 2021). Therefore, it is essential to devote a lot of time and energy to this component of the performance evaluation process. Lunenburg and Gbande identify the notions of "results, output, and goals" as central to performance management because of their prominence in the field's recent discussion. The authors of this study argue that setting clear objectives improves employee performance and so yields better results. This view is consistent with the Goal Setting hypothesis developed by Latham and Locke. The idea, according to Gbande (2019) and Lunenburg (2021), strongly recommends setting goals that are clear, specified, and challenging in order to achieve sustained optimal employee performance. Therefore, it can be deduced that setting clear goals and objectives at the start of each assessment period is crucial for achieving optimal and productive outcomes from sales employees (Gbande, 2019; Lunenburg, 2021).

Therefore, salespeople have a better chance of achieving their goals if they state them explicitly and clearly. Rainey and Jung (2018) found that as compared to establishing unclear goals and objectives, clear ones lead to better performance. When employees aren't sure what they're supposed to be doing, they may be less motivated to give it their all on the job (Bronkhorst et al., 2018). This research finds that the majority of the relevant literature focuses on prosperous nations but gives scant attention to the roles and responsibilities of sales staff. That body of work assumes a certain set of circumstances relating to sales reps in the Fast Moving Consumer Goods market in Nigeria.

Actionable Feedback

Actionable feedback is essential for improving performance since it leads to more learning, less defensiveness, and better decisions (Gbande, 2019; Lunenburg, 2021). The goal of providing constructive criticism is to help workers close the gap between their current performance and the standards set for them. Therefore, improved employee performance due to the deployment of new methods or the purposeful decision of the employee to improve their performance is indicative of the success of the performance review process (McCarthy, 2022). Improved performance can be attained through the provision of complete feedback at less regular intervals, such as monthly, quarterly, or annually, as suggested by Casas-Arce et al. (2021). However, feedback loses its value if it is given too frequently or isn't thorough

enough. Timely and objectively comprehensive feedback is essential because it allows workers to efficiently assess the data (Gennaioli and Shleifer, 2020). The key acts or behaviours that help achieve goals and should be reinforced can be found with the help of a thorough feedback analysis. At the same time, it will shed light on behaviours that are counterproductive to the organization's success and must be stopped (Casas-Arce et al., 2021).

Rewards and Recognition

Employee motivation, job happiness, and increased productivity and performance: findings from the research of Caligiuri et al. (2020). Factors like working conditions and pay have a disproportionate impact on this connection. Both monetary and non-monetary types of reward and recognition are valid (DeCenzo & Robbins, 2020). It is essential to establish a direct correlation between these incentives and the completion of specified individual goals to guarantee that awards and recognition successfully contribute to the attainment of organisational objectives. Caligiuri et al. (2020) argue that identifying deserving employees for awards requires the adoption of defined criteria. Regular performance reviews are a great tool for achieving this goal. Recognising and rewarding employees in a consistent, objective manner is critical for fostering the kinds of behaviours that lead to good performance and identifying, refocusing, and correcting those who are falling short. Tessema et al. (2019) suggest that the wrong application of reward and recognition can have a deleterious effect on motivation and morale in the workplace. When someone isn't performing up to par, it's crucial to remember that negative motivating factors like job security concerns can help them improve (Gbande, 2019; Lunenburg, 2019).

Developmental Needs Identification

An integral part of the performance review process is the identification of key areas requiring improvement in a salesperson's skill sets (Saeed & Asghar, 2022). To determine how well an employee's knowledge and skills meet the requirements of their position, managers use performance evaluation (Gbande, 2019; Lunenburg, 2021). Other researchers, however, appear to have addressed the shortcomings of the initial studies. Employee engagement can be improved by a well-executed performance review process, which has been shown to increase productivity and effectiveness, according to a study by Shaout and Yousif (2021). When a salesperson shows signs of lacking the skills needed to do their job well, it's important to put in place a plan to help them improve. Scholars agree that investing in an organization's staff through training programmes is an excellent way to boost productivity and morale (Blanchard & James, 2019). Increased proficiency is linked to better results and more output (Saeed & Asghar, 2022).

Theoretical Review

Organizational Theory–Resource Based View

Many studies have linked various factors to increased organisational performance at various times. The Resource Based View, developed by Lunenburg (2021), is one such theoretical framework. Proponents of this theoretical stance argue that a company's resources both directly and indirectly affect its capacity to compete in the market (Grant, 2021; Wernerfelt, 2020). The Resource-Based View (RBV) centres on the connection between an organization's competitiveness and its capacity to efficiently hold and deploy resources, as stated by Jarvenpaa and Leidner (2019). In light of the foregoing, Wade and Hulland (2019) argue that resources are the assets and competencies of an organisation, both tangible and intangible, that allow it to recognise and capitalise on market opportunities. Not only is the efficacy of performance evaluation debated in the literature, but there has also been a great deal of study

on the subject. However, the impact of performance review on salespeople's efforts has only received scant attention. Based on their research, Rainey and Jung (2018) conclude that setting concrete targets is more effective than leaving goals open-ended. Despite this finding, businesses in the fast-paced consumer goods sector still struggle to set goals that are both challenging and inspiring. Nonetheless, the purpose of the current investigation is to fill this void in the literature and hopefully aid in the discovery of other research gaps that can be investigated by future experts.

Empirical Review

Several academics have investigated this question, beginning with Arvey and Murphy (2018), who used an annual review approach to evaluate existing research in this field. Akinbowale et al. (2019) used an approach similar to that of Arvey & Murphy (2020) to explore the connection between improved employee performance and the achievement of organisational goals. As a result, it is crucial for businesses to build performance evaluation within their HRM structure (Akinbowale et al., 2019). According to Obisi (2019), some companies' lack of competitiveness may be attributable to their weak performance evaluation strategies. Daoani (2019) argues that performance appraisal may have both positive and negative effects on the work output of individual employees. This position seems to offer a compromise between the two extremes I just outlined. However, the aforementioned works fall short since they don't give workers enough credit for their role in setting goals and understanding the expectations of their superiors. Notably lacking, too, is an examination of the several approaches to performance evaluation and the potential consequences of each. Given these factors, the authors set out to investigate the differences between tried-and-true performance evaluation techniques and cutting-edge HRM methodologies. Based on a thorough comparison investigation, the authors of this study (Sahout & Yousif, 2020) created a Fuzzy performance evaluation model they felt was adequate. The Ranking Method, Graphic Rating Scales, the Critical Incident Technique, and Narrative Essays with Objectives-Based Management are only few of the classic approaches that have been scrutinised.

Among the most cutting-edge methods used today in a wide range of business settings are the Behaviorally Anchored Rating Scale (BARS), human resource accounting, assessment centres, and the 360-degree feedback system. The results of the study were tabulated to show the many advantages and disadvantages of each technique. Earlier approaches, as noted by Sahout and Yousif (2020), tended to focus on individuals' mundane routines and responsibilities. In contrast, modern approaches have progressed to become more all-encompassing, with employees actively participating in the goal-setting process (Sahout & Yousif, 2020). The results of evaluations under the old system are fully dependent on the subjective judgements of managers, which is a major drawback (Dessler & Gary, 2020). To combat subjectivity, many stakeholders, not only the supervisor, should be involved in the evaluation process (Sahout & Yousif, 2020). The best way to find the high-achievers among an organization's personnel is through consistent performance reviews. These people are essential to the organization's success in achieving its long-term goals (Michlitsch, 2020). Daoanis (2019) argued that spreading the organization's mission throughout the workforce was crucial for achieving success on both ends. Despite acknowledging that productivity is influenced by a variety of soft and hard variables within the workplace, the lack of a clear definition for a "high performing employee" is one shortcoming of this study. Daoanis (2019) investigated the impact of performance reviews on workers' efforts. The study used quantitative and qualitative methods to show that performance evaluation may have both positive and negative effects on performance. However, the results of the study suggest that there may be other factors that can affect worker performance. Several voids that could have

an impact on worker productivity were found by Daoanis (2019). The failure to provide proper recognition for high performers, provide suitable training on the assessment process, provide acceptable feedback on performance, and include employees sufficiently in the creation of evaluation instruments are all examples of these gaps. Therefore, it is the role of the business to ensure that employee performance reviews serve as a catalyst for improving performance, paving the way for sustained growth and a competitive advantage. This paper argues that an employee's career development can be influenced by the employee's own efforts to recognise and improve upon their own areas of strength and weakness. Regular and objective performance review was found to be positively correlated with increased productivity in a study conducted by Sanyal and Biswas (2019) in the IT sector in India. Specifically for highly educated white collar employees, their results backed up Herzberg's theory of motivation. Their view is that the foundation of an effective performance evaluation is the setting of goals and the continuous monitoring of employee performance. This idea is consistent with the theoretical framework presented in this research, which argues that sales performance evaluation needs to start with creating goals. Obisi (2019) emphasised the value of providing constructive criticism and pinpointing skill gaps in the context of performance reviews.

The writers shared their thoughts on the limited advantages of this procedure for Nigerian businesses. Employees, they suggested (Idowu, 2019), aren't always aware of where they stand in terms of overall performance and how to improve it. According to Ivancevich and Konopaske (2022), it is crucial to pinpoint problem areas and conduct suitable training interventions to support skill development as part of the performance review process in order to effectively boost employee performance. These results lend credence to the argument that salespeople in Nigeria would benefit from having their performance evaluated in a way that pays more attention to the provision of constructive criticism and the identification of areas for improvement. Because there has been so little prior research on salespeople in Nigeria's fast-moving consumer goods industry, that's where we'll be focusing our attention now.

Salesmen Performance

Companies in today's fast-paced, highly competitive business environment must always be on the lookout for new and better ways to encourage their employees' continuous performance enhancement. Those working on the sales team, who directly contact with customers, absolutely require this (Awolusi & Atiku, 2019; Baier et al., 2018). This suggests that increasing the effectiveness of the sales team should be a top priority for any business that wants to succeed in the long run (Baier et al., 2018; Michlitsch, 2020). Madhani (2020) agrees with this viewpoint and argues that a sales team that is motivated to succeed will do so on a regular basis. Organisational leaders and HR professionals must pay equal attention to both the outcomes and the procedures that lead to those outcomes while conducting evaluations. Integration of performance evaluation as a motivational tool relies heavily on this strategy. Madhani (2020) distinguishes between the "behavior-based" and "outcome-based" approaches to performance evaluations. According to Damnjanovic and Krulj's (2020) viewpoint, salespeople's output is affected by a wide variety of contextual, intrapersonal, and extrapersonal factors. So, the authors divide these into two types of evaluations: those based on behaviour and those based on outcomes.

Damnjanovic and Krulj's (2020) study built on this idea by using a quantitative research strategy to investigate the myriad of factors that may affect the evaluation of a salesman. This study's results reveal that it's not enough to simply look at a salesperson's numbers when determining his or her performance. To identify the most relevant criteria for judging

salespeople, Baier et al. (2018) used a capacity and productivity model based on regression analysis. Their research indicates that years of experience, territorial potential, and sales productivity should all be taken into account during this assessment. Organisations should aim for a state of equilibrium between the aforementioned points of view to achieve a performance review that produces positive results for employees. It is common practise for sales staff to keep tabs on the outcome of the annual performance review process. Daoanis (2019) agrees with this position, arguing that salespeople's performance appraisals should form the basis for important career decisions including pay raises, promotions, and new educational opportunities. This is not the standard practise in many Nigerian businesses. The primary function of performance evaluations is to examine whether or not employees or organisational units have met the goals set at the beginning of the fiscal year (Obisi, 2019). Quantitative indicators of success are used by many businesses today, including sales volume, sales value, customer count, and year-over-year expansion.

The assessment of sales staff is central to the methodology employed by Jolson et al. (2020). According to Munshi and Hanji (2019), there are other qualitative factors that play a crucial role in achieving the aforementioned quantitative results. Since quantitative criteria are being evaluated in this way, it was suggested that qualitative measures be evaluated in the same way. With the help of the qualitative research methodology (Lapan, Quartaroli, & Riemer, 2022) and the phenomenological research technique (Gbande, 2019), Munshi & Hanji (2019) conducted a thorough review of the relevant literature. The focus of this research is on customer service, sales enhancement, product understanding, public speaking, and teamwork. This allows us to draw inferences that are consistent with the results of a study conducted on retail sales staff by Munshi and Hanji (2019). Creswell (2020) explains how to use a mixed method research technique; this is what Daoanis (2019) used in their paper titled "Performance Appraisal System: Its Implication to Employee Performance." Quantitative and qualitative data were gathered by standardised questionnaires and interviews, respectively, in this method. The results of this study support the claims of Daoanis (2019) that an organization's choice of performance evaluation method can have a significant impact on an employee's performance.

Salespeople in the rapidly evolving consumer goods sector are subject to a wide variety of performance evaluation methods, making it crucial to get a deeper understanding and recognition of these methods. We also hope to learn whether or not these ratings have an effect on salespeople's productivity, and if so, how much of an effect they have. Human resource management (HRM) is an umbrella term for a number of disciplines concerned with enhancing organisational effectiveness. The relevance and impact of performance reviews will be studied in this setting. In light of the foregoing, the present research will take into account both the Goal Setting Theory (Gbande, 2019) and the Expectancy Theory (Vroom, 1964) (Lunenburg, 2021). According to Lunenburg's (2021) Goal Setting Theory, workers put forth extra effort to achieve objectives they helped create for themselves and their departments. This is achieved by fixing any flaws found in the performance review that was carried out over the allotted time period. Therefore, it can be seen that staff members are making adjustments to their working procedures and possibly their tactics to compensate for any shortcomings. The Expectancy Theory, on the other hand, focuses on the various ways in which employees can be motivated rather than singling out any one of these factors.

Research Method

The study incorporated surveys as part of its research design. This methodology is well-suited for the present study as it allows the participants, specifically the sales team of PZ

Nigeria Plc, to provide comprehensive insights into the evaluation and enhancement of performance among sales personnel operating in the Fast Moving Consumer Goods (FMCG) industry inside Nigeria. Additionally, it assists the researcher in collecting relevant data.

The population of this study is defined as the sales staff of PZ Nigeria PLC, as the scope of the research is limited to this specific organisation. The organisational structure of the sales team of PZ Nigeria PLC is delineated as follows.

Table 1: Categories of PZ Cussons Nigeria PLC Sales Team

Designations	Number	Percentage
Branch managers	7	1%
Regional Sales Managers	25	4%
Field Sales managers	75	12%
Secondary Sales Force	523	83%
Total	630	100%

Source: Company Sales handbook 2023

The study's sample size consisted of 245 individuals, decided through the utilisation of Taro Yamane's technique. The research tool employed by the researcher was a structured questionnaire, designed with a five-point Likert scale. The potential responses encompass the categories of strong agreement, agreement, strong disagreement, disagreement, and indecision. Each option was assigned a value from the set {5, 4, 3, 2, 1}.

The validation of the research tool involved the participation of five subject-matter experts. During the development of the instrument, their comments, recommendations, and observations were diligently documented. The assessment of the consistency of the completed instrument was conducted in order to validate the estimate of reliability. The sales team of PZ Nigeria was allocated 20 copies of the document, distributed equally among its members, in order to complete the task.

Cronbach's alpha was employed to examine the data and document the responses. Based on the test's high reliability rate of 90% for the variables, it was determined that the instrument can be considered very dependable. A total of 245 questionnaires were disseminated, with 230 of them being successfully retrieved from the respondents.

The collected data were subjected to analysis using descriptive statistics and the Chi-Square method. The selection of the variable was contingent upon the acceptance or rejection of the null hypotheses. Consequently, in the event that the calculated value exceeds the critical value, alternative hypotheses are embraced while the null hypothesis is refuted. The alternate hypothesis is deemed valid and the null hypothesis is deemed invalid when the t-value is lower than the predetermined alpha level of 0.05. Hypotheses were evaluated at a significance level of 95%.

Data Presentation

Among the total of 245 questionnaires distributed to the participants of the study, 230 were successfully retrieved, indicating a response rate of 93%. This implies that 93 individuals expressed their interest in participating in the study by returning the completed

questionnaires. The analysis of personal data involved the use of basic percentages, whereas the examination of study questions and hypotheses employed Chi-Square approaches.

Table 2: Response Rate

Respondents	Frequency	Percentage
Branch managers	7	1%
Regional Sales Managers	25	4%
Field Sales managers	75	12%
Secondary Sales Force	523	83%
Total	630	100%

Source: Company Sales handbook 2023

The table presented above illustrates the response rates of different managerial positions within the organisation. According to the data, Branch Managers exhibit a response rate of 7 (1%), while Regional Sales Managers demonstrate a response rate of 25 (4%). Additionally, Field Sales Managers display a response rate of 75 (12%), and the secondary sales force exhibits the highest response rate of 523 (83%).

Table 3: Sex of Respondents

Sex	Frequency	Percentage
Male	180	78
Female	50	22
Total	230	100

Source: Researchers' field survey 2023

The table presented above illustrates that the proportion of male respondents is 180 (78%), whilst the proportion of female respondents is 50 (22%). The findings indicate a disparity in the number of female respondents compared to male respondents.

Table 4: Educational Qualification of Respondents

Qualifications	Frequency	Percentage
SSCE	40	17
OND/NCE	50	22
HND/B.Sc	120	52
M.Sc/MBA/Ph.D	20	9
Total	230	100

Source: Researchers' field survey 2023

According to the data presented in the table above, it can be observed that 20% of the respondents possess SSCE qualifications, 26% have OND/NCE qualifications, 32% hold HND/B.Sc. qualifications, and 22% possess M.Sc/MBA/Ph.D degrees. The data suggests that those possessing a Higher National Diploma (HND) or a Bachelor of Science (B.Sc.) degree constitute a larger proportion compared to other qualification groups.

Table 5: Work Experience of Respondents

Work experience	Frequency	Percentage
Less than 5 yrs.	45	20
5 – 10 yrs.	55	24
10 – 15 yrs.	110	48
Above 15 yrs.	20	8
Total	230	100

Source: Researchers' field survey 2023

The chart presented above displays the distribution of respondents based on their job experience. It reveals that individuals with less than 5 years of work experience account for 45 respondents, constituting 20% of the total. Those with 5-10 years of experience make up 55 respondents, representing 24% of the total. Respondents with 10-15 years of experience are the largest group, with 110 individuals, accounting for 48% of the total. Lastly, respondents with more than 15 years of experience amount to 20 individuals, constituting 8% of the total. This finding suggests that individuals with 10-15 years of professional experience constitute a larger proportion of the respondents.

Table 6: Respondents' view on the influence of clear, specific and challenging goal on the performance of salesmen in the FMCG sector in Nigeria.

S/N	Options	Frequency	Percentage
1	Strongly Agree	100	43
2	Agree	70	30
3	Disagree	30	13
4	Strongly Disagree	20	9
5	Undecided	10	5
	Total	230	100

Source: Researchers' field survey 2023

The presented table illustrates the responses of the participants regarding the impact of clear, specific, and challenging goals on the performance of salesmen in the Fast-Moving Consumer Goods (FMCG) sector in Nigeria. Out of the total respondents, 100 individuals (43%) strongly agreed with this notion. Additionally, 70 respondents (30%) expressed agreement, while 30 (13%) disagreed. Furthermore, 20 participants (9%) strongly disagreed, and 10 respondents (5%) remained undecided.

Table 7: Respondents' opinion on the influence of detailed and timely feedback on the performance of salesmen in the FMCG sector in Nigeria.

S/N	Options	Frequency	Percentage
1	Strongly Agree	100	43
2	Agree	65	28
3	Disagree	35	15
4	Strongly Disagree	20	9
5	Undecided	10	5
	Total	230	100

Source: Researchers' field survey 2023

According to the data presented in the aforementioned table, it can be observed that a significant proportion of the respondents, namely 100 individuals or 43% of the total sample, expressed a strong agreement on the substantial impact of thorough and timely feedback on

the performance of salesmen operating within the Fast-Moving Consumer Goods (FMCG) industry in Nigeria. Out of a total of 65 respondents, 28 individuals expressed agreement, while 35 respondents expressed disagreement. Additionally, 20 participants strongly disagreed with the statement, while 10 respondents remained indecisive.

Table 8: Respondents' view on the influence of employee's reward and recognition on performance of salesmen in the FMCG sector in Nigeria.

S/N	Options	Frequency	Percentage
1	Strongly Agree	95	41
2	Agree	75	32
3	Disagree	30	13
4	Strongly Disagree	20	9
5	Undecided	10	5
	Total	230	100

Source: Researchers' field survey 2023

The chart presented above illustrates that a significant proportion of respondents, specifically 95 individuals or 41% of the total sample, expressed a strong agreement with the impact of employee reward and recognition on the performance of sales personnel within the Fast-Moving Consumer Goods (FMCG) industry in Nigeria. Out of the total sample size, 75 individuals (32%) expressed agreement, while 30 individuals (13%) expressed disagreement. Additionally, 20 individuals (9%) severely disagreed, and 10 individuals (5%) remained uncertain.

Table 9: Respondent's view on the influence of training and development of salesmen on the performance of salesmen in the FMCG sector in Nigeria.

S/N	Options	Frequency	Percentage
1	Strongly agree	100	43
2	Agree	70	30
3	Disagree	30	13
4	Strongly disagree	20	9
5	Undecided	10	5
	Total	230	100

Source: Researcher's computation (2023).

According to the data presented in the table, it can be observed that 100 respondents, accounting for 43% of the total, expressed a strong agreement on the impact of employee incentive and recognition on the performance of salesmen in the Fast-Moving Consumer Goods (FMCG) industry in Nigeria. Out of a total of 70 respondents, 30% expressed agreement, 13% expressed disagreement, 9% strongly disagreed, and 5% remained uncertain.

Table 10: Respondents opinion on the influence of motivation on the performance of salesmen in the FMCG in Nigeria

S/N	Options	Frequency	Percentage
1	Strongly agree	100	43
2	Agree	70	30
3	Disagree	30	13
4	Strongly disagree	20	9
5	Undecided	10	5
	Total	230	100

Source: Researcher's Computation (2023).

The data presented in the table indicates that 43% of the respondents strongly agreed that motivation significantly impacts the performance of salesmen in the Fast-Moving Consumer Goods (FMCG) industry in Nigeria. Additionally, 30% of the respondents agreed, while 9% disagreed with this notion. Out of the total sample size, 20 individuals, including 9% of the respondents, expressed significant disagreement, while 10 individuals, accounting for 5% of the respondents, remained unsure.

Test of Hypothesis

A chi-squares technique was used in order to ascertain the validity and reliability of outcome of the research.

Test of Hypothesis One

H₀₁: There is no significant relationship existing between clear, specific and challenging goal and improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

Data analysis table

Table 11: Expected and Observed frequencies applying the X² distribution

Observed frequency O _i	Expected frequency E _i	Deviations (O _i – E _i)	Deviation squared (O _i – E _i) ²	Weighted deviation squared (O _i – E _i) ² /E _i
100	46	54	2916	63
70	46	24	576	13
30	46	-16	256	6
20	46	-26	676	15
10	46	-36	1296	28
230			X ²	125

At level of significant 0.05 and n – 1, df = 5 – 1 = 4
 X² critical from table = 9.49

Decision Rule

The null hypothesis H₀₁ is rejected and the alternative hypothesis is accepted based on the computed t-value (X²) of 125, which exceeds the crucial t-value of 9.49. Hence, it can be inferred that the attainment of clear, precise, and ambitious objectives is likely to result in enhanced performance among sales personnel operating within the fast-moving consumer goods industry in Nigeria.

Test of Hypothesis Two

H₀₂: There is no significant relationship existing between detailed and timely feedback and improved performance among salesmen in the fast moving consumer goods sector in Nigeria.

Table 12: Expected and observed frequencies applying the X² distribution

Observed frequency O _i	Expected frequency E _i	Deviations (O _i – E _i)	Deviation squared (O _i – E _i) ²	Weighted deviation squared (O _i – E _i) ² /E _i
100	46	54	2916	63
65	46	19	361	8
35	46	-11	121	3
20	46	-26	676	15
10	46	-36	1296	28
230			X ²	117

At level of significance 0.05 and $n-1$ $df = 5 - 1 = 4$
 X^2 critical from table = 9.49

Decision rule

The null hypothesis is rejected and the alternative hypothesis is accepted due to the computed t-value (X^2) of 117 being bigger than the critical t-value of 9.49. Hence, it can be inferred that the provision of comprehensive and prompt feedback will result in enhanced sales performance within the rapidly evolving consumer products industry in Nigeria.

Test of Hypotheses Three

H_{03} : There is no significant relationship between existing employee reward and recognition and improved performance among salesmen in the fast moving consumer goods sectors in Nigeria.

Table 13: Expected and observed frequencies applying the X^2 distribution

Observed frequency O_i	Expected frequency E_i	Deviations $(O_i - E_i)$	Deviation squared $(O_i - E_i)^2$	Weighted deviation squared $(O_i - E_i)^2/E_i$
95	46	49	2401	52
75	46	29	841	18
30	46	-16	256	6
20	46	-26	676	15
10	46	-36	1296	28
230			X^2	119

At level of significance 0.05 and $n - 1$, $df = 5-1 = 4$
 X^2 critical from table = 9.49

Decision rule

The null hypothesis is rejected and the alternative hypothesis is accepted based on the computed t-value (X^2) of 119, which exceeds the crucial t-value of 9.49. Hence, it can be inferred that the implementation of employee incentive and recognition programmes is likely to result in enhanced performance levels among sales personnel operating within the fast-moving consumer goods industry in Nigeria.

Test of hypothesis Four

H_{04} : There is no significant relationship existing between training and development of salesmen and improved performance among salesmen in the fast moving consumer goods sector in Nigeria.

Table 14: Expected and observed frequencies applying the X^2 distribution

Observed frequency O_i	Expected frequency E_i	Deviations $(O_i - E_i)$	Deviation squared $(O_i - E_i)^2$	Weighted deviation squared $(O_i - E_i)^2/E_i$
100	46	54	2916	63
70	46	24	576	13
30	46	-16	256	6
20	46	-26	767	15
10	46	-36	1296	28
230			X^2	125

At level of significant 0.05 and $n - 1$, $df = 5 - 1 = 4$
 X^2 critical from table = 9.49

Decision rule

The null hypothesis is rejected and the alternative hypothesis is accepted based on the comparison between the computed t-value (X^2) of 125 and the crucial t-value of 9.49. Hence, it can be inferred that the training and development of sales personnel will result in enhanced performance within the fast-moving consumer goods industry in Nigeria.

Test of Hypothesis Five

H_{05} : There is no significant relationship existing between motivation and improved performance among salesmen in the fast moving consumer goods sector in Nigeria.

Table 15: Expected and observed frequencies applying the X^2 distribution

Observed frequency O_i	Expected frequency E_i	Deviations $(O_i - E_i)$	Deviation squared $(O_i - E_i)^2$	Weighted deviation squared $(O_i - E_i)^2/E_i$
100	46	54	2916	63
70	46	24	576	13
30	46	-16	256	6
20	46	-26	767	15
10	46	-36	1296	28
230			X^2	125

At level of significance 0.05 and $n - 1$, $df = 5-1 = 4$
 X^2 critical from table = 9.49

Decision rule

The null hypothesis is rejected and the alternative hypothesis is accepted, as the computed t-value (X^2) of 125 exceeds the threshold t-value of 9.49. Hence, it can be inferred that the motivation of sales personnel is positively correlated with enhanced performance within the fast-moving consumer goods industry in Nigeria.

Discussion of Findings

The study found that sales performance of persons working in the Fast Moving Consumer Goods market in Nigeria was significantly impacted by having well-defined, clear, and ambitious goals. We can infer from this that salespeople in the rapidly evolving consumer goods sector prefer an office environment where they have distinct roles and responsibilities and are not constantly interrupted by colleagues from different areas. However, when employees are given a clear and challenging goal, they are more likely to perform to their full potential. Therefore, one could say that salespeople have a better chance of success when they write down their goals in as much detail as possible. A well-defined and standardised system, including values and processes, is also crucial to the development of effective policies and procedures. In addition, this type of system is useful for gauging the effectiveness of internal sales teams, especially those working with fast-moving consumer items (Gbande, 2019; Lunenburg, 2021). Goals must have features like clarity, specificity, and challenge in order to attain and sustain optimal employee performance, as shown by the research of Gbande (2019). Lunenburg (2021) showed that setting clear goals and objectives at the beginning of each period for later review is vital to improving the effectiveness and

efficiency of sales employees. Clear aims and objectives, as opposed to vague ones, have been found to improve performance in a study by Rainey and Jung (2018). The findings of the aforementioned empirical research are consistent with the current finding.

However, research by Wotruba (2020) reveals that setting goals further in the future is associated with better achievement. It should be noted, however, that this study did not produce definitive results and lacked statistical significance. This finding runs counter to the findings of the investigation, which found that salespeople whose goals were more specific were more successful. A statistically insignificant lack of relationship between complete and timely feedback and sales performance among Nigerians working in the Fast Moving Consumer Goods business was again shown by the study. Based on these findings, it appears that sales staff may not be sufficiently motivated by the remarks made on assessments. It has been noticed that when feedback is given in a positive and inspiring way, it leads to improved performance. Therefore, the employee may be greatly influenced by this positive feedback, which may lead to a greater recognition of growth opportunities and deliberate steps taken to improve performance. One can assume that obtaining only positive feedback is necessary for performance enhancement. According to Casas-Arce et al.'s (2021) research, giving too much or too little feedback reduces its effectiveness. The results of this study run counter to those of Casas-Arce et al. (2021), who found that goal-related activities or behaviours can be isolated with the help of targeted feedback. The study also found a significant link between employee incentive and recognition and sales staff performance in the Nigerian Fast Moving Consumer Goods sector. Salespeople's productivity is significantly influenced by factors such as compensation and acknowledgment.

Optimal sales performance can be achieved, say Mutia and Sikalieh (2021), when companies combine extrinsic and intrinsic compensation schemes. This strategy is thought to aid in the general improvement of a company's efficiency. This finding is consistent with the findings of Caligiuri et al. (2020), who found that when workers are encouraged and satisfied with their working conditions, including their compensation, they are more likely to work hard and achieve better results. Umar's research (2020) shows that incentives have a significant impact on productivity. Recent research by Jimenez, Posthuma, and Campion (2020) suggests that different incentives may motivate salespeople. According to the research, salespeople can participate in reward and pay schemes that offer them benefits based on their level of success. Gbande's (2019) research investigates the connection between incentives and output, and he concludes that rewarding workers is essential to raising output. More importantly, a recent empirical study by Lopez, Hopkins, and Raymond (2021) has shown that compensation and reward systems play a vital role in motivating sales staff and influencing their behaviour and performance. The results of the present examination are consistent with those of the empirical study. In order to reliably reinforce actions that lead to excellent performance, it is critical to institute a system of rewards and acknowledgement. So, it's crucial to make sure the system is well-designed so that it supports the goals of the sales team (Boles et al., 2019).

Because of this, the current study concludes that employee reward and recognition has a significant impact on the performance of sales professionals working in the Fast Moving Consumer Goods market in Nigeria. The research confirms the existence of a significant link between training and development and the success of salespeople in Nigeria's Fast Moving Consumer Goods business. According to Nunvi (2023), the main goal of sales training programmes in organisations is to improve employees' current job performance, which in turn helps the firm grow in the long run. A highly skilled salesperson in Nigeria who focuses on

FMCG is likely to have greater success than their peers in the industry. The efficiency of training can be improved by pinpointing key places of weakness. Thus, sales staff training programmes can successfully lessen the frequency of carelessness and save money for the company overall (Mohajan, 2022). It is, however, crucial for businesses to ensure that their sales staffs possess the abilities required to do their jobs. In his research, Nassaz (2021) found that education clearly improved workers' output. The results of this study are consistent with the aforementioned empirical findings.

Conclusion

The purpose of this research is to examine the evaluation and improvement of sales representatives' productivity in Nigeria's fast-moving consumer goods sector. This was accomplished by the collection of primary data from participants in the research of PZ Cussons Nigeria PLC. A frequency table was used to assess the data, and correlation analysis was used to test the hypotheses. According to the data, setting targets that are both specific and hard has a significant effect on the productivity of salespeople in Nigeria's fast-moving consumer goods business. Salespeople in Nigeria's fast-moving consumer goods market have been shown to benefit greatly from monetary incentives and public acknowledgement for their efforts. The study also found a significant link between sales staff training and development programmes and improved performance in Nigeria's fast-paced consumer goods market. The revelation that defining goals can improve sales performance is also useful for fast-moving consumer goods businesses since it can inform the creation of strategic policies that will have long-lasting effects on sales performance and the organisation as a whole.

There are numerous ways in which this study adds to the existing body of knowledge. The findings of this study provide credence to the idea that investing in the success of one's sales team is one of the best ways to improve an organization's bottom line as a whole. That's why it's crucial for businesses to include a specific, quantifiable, and challenging sales target in their job descriptions. In addition, research in the Nigerian fast-moving consumer goods sector has indicated that the existence of detailed and timely feedback had no effect on salespeople's productivity. The report must also serve the vital purpose of inspiring the sales team to work more and do better. Therefore, it is crucial for businesses to create conditions that encourage the constant improvement of sales staff performance. The effect of praise and approval is substantial. Both monetary and non-monetary incentives have been shown to inspire salesmen to their full potential in studies. As a result, it is essential for management to build regular incentives and praise into the job of every salesman. Research shows a significant association between training programmes and the success of sales staff in the Fast Moving Consumer Goods market in Nigeria, making it imperative that businesses embrace training programmes.

Recommendations

The study's recommendation is derived from specific findings obtained during the course of the investigation. The subsequent recommendations are as follows:

1. The job requirements for a salesman should be unambiguous, comprehensive, and motivational, thereby enabling the individual to exert maximum effort in attaining them and consistently enhancing their performance.
2. Equally noteworthy is the imperative to provide comprehensive training to each salesperson regarding the establishment of goals that are pertinent to their specific actions.
3. Sales managers should deliver positive feedback to their sales workers in a manner that is not overly frequent but nonetheless comprehensive. The feedback provided

during the appraisal and evaluation process should serve as a source of inspiration, encouragement, and motivation for sales personnel, while avoiding any inclusion of threats or instilling fear over job security.

4. The establishment of a comprehensive set of guidelines for motivating sales personnel within the Fast Moving Consumer Goods (FMCG) sector in Nigeria is imperative in order to foster exceptional performance, enhance the creative process, and assure timely delivery.
5. PZ Cussons ought to develop incentive programmes that are contingent upon the performance of their sales personnel. Incentive programmes, such as incentive systems and recognition initiatives, have been found to significantly boost the performance of salespersons.
6. The Fast Moving Consumer Goods (FMCG) sector in Nigeria should prioritize the enhancement of human resource capabilities inside organisations by implementing training and mentorship initiatives. The significance of training and development lies in its ability to improve the performance of sales personnel.

Contributions to Knowledge

The findings of this study have important consequences for the development of policies and the establishment of practices within the appropriate institutions. Organisations, especially those in the Fast-Moving Consumer Goods (FMCG) industries, can use the study's findings to inform policy decisions that will improve their practices. Findings about the effectiveness of reward systems and recognition in promoting salesperson performance can be used to develop incentive programmes with the goal of increasing salespeople's level of practice and, by extension, their level of performance. This research has filled a significant void in the literature. In addition, this investigation has successfully explored the fast-moving consumer goods (FMCG) sector in Nigeria. An enormous corpus of research that can be used by both academics and professionals is being made public, marking a major step forward in the field of knowledge. This inquiry will yield important findings that will add to what is already known. However, this research was only able to examine one company in Nigeria's FMCG industry (PZ Cussons Nigeria PLC). More investigation in the same field, this time including other companies, is possible. This study's findings can, therefore, be reliably extrapolated upon. Interviews, as an example of an alternate data collection approach, could be used in future studies to forge a closer and more personal bond between the researcher and the respondent. This method may help reduce the effects of bias on the data collected. In order to dig deeper into the issue, future studies could use techniques like regression analysis.

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