



**The Impact of Non-financial Incentives on Sales-force Performance:
A Case of MSMS Company**

By

Ms. Nuchanart Ketsirisophon

**A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of**

Master of Management in Organization Development & Management

**Graduate School of Business
Assumption University
Bangkok Thailand**

November 2003

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Examined on : November 10, 2003

Approved for Graduation on :

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November
2003

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ABSTRACT

Money receives the most attention as reinforcer or motivator, and is even equated with reward systems by practicing managers, somehow, there is increasing evidence that contingently administered non-financial incentive can be a powerful reinforcer to increase employees performance as well.

The purpose of this research is to study the impact of non-financial incentive on salesforce performances. Also to identify the preferred non-financial incentive factor that has the greatest impact on salesforce performance in order to help the management level emphasizing on the compensation program and identifying which aspect of non-financial incentive can improve salesforce performances.

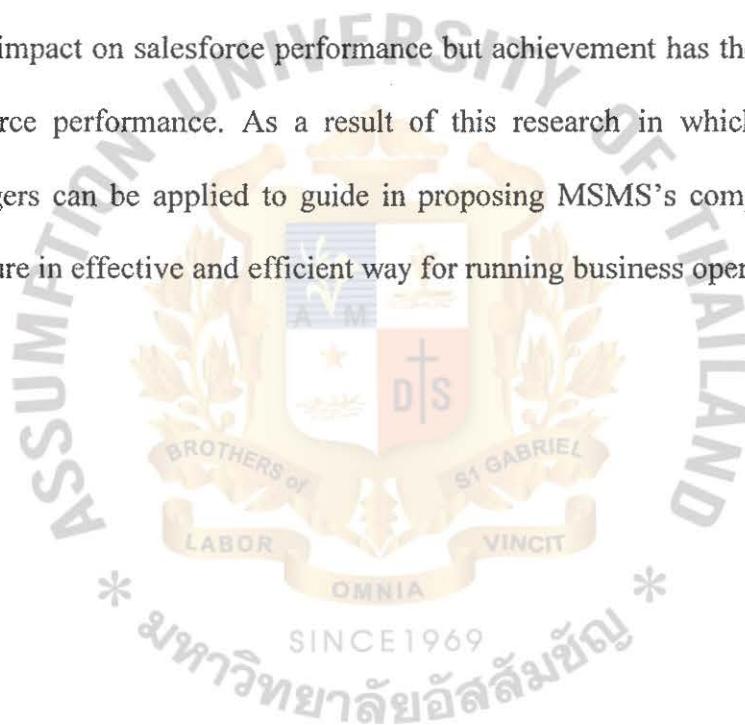
Salesforce performance is link to the organization performance, which all the factors are the dependent variables. While the non-financial incentive factors have been emphasized as the motivation factors based on the idea of Hygiene Theory.

The researcher selected the total number of 121 salespeople working in MSMS Company. The population of this research is the sales representatives, sales supervisors, and sales managers who work in the sales function of all product lines. Data collected in this research were gathered through distributing questionnaires with salespeople while asking question as a face-to-face was used for sales managers following the topic in the questionnaire. There are three parts in questionnaires, which comprised of the information of respondents, the information of factors in non-financial incentives, and the information of salesforce performance. These data were

analyzed through SPSS program. The Regression Analysis was used to test the hypotheses and to proceed the research objectives.

The research findings further highlight that all respondents have shown a level of their perception on the non-financial incentive factors provided by MSMS company, having the impact on their performance. However, each of the non-financial incentives has no impact on some areas of their performance factors.

The further findings is shown that even four variables of non-financial incentive have an impact on salesforce performance but achievement has the greatest impact on salesforce performance. As a result of this research in which MSMS Company's managers can be applied to guide in proposing MSMS's compensation program in the future in effective and efficient way for running business operations.



ACKNOWLEDGEMENT

The fulfillment of this study would not have been possible without the assistance of many special and wonderful people.

First, I would like to express my sincerely thanks to all members of my committees: Dr. Perla Rizalina M.Tayko, Dr. Patricia Arttachariya and Assoc. Prof. Poonsak Sangsunt from MUA. to sacrifice their time on my presentation and provided me insight comments and suggestions. Also the highly special appreciation with unforgettable thankful is extended to my advisor, Dr. Salvacion E. Villavicencio, for her guidance throughout my graduate studies and provided many suggestions and comments for some parts of my research. With her excellent recommendation, I can accomplish this thesis project.

I would also like to express my highly grateful with the very special thanks to my superior, Mr. Bruno Diraison. Without his fully encourage, motivation, and inspiration, this research project might never been completed successful.

Finally, I would like to say thank a lot to several people, for example, my friends in MM. Batch#5, Oor, May0, Pocky, and Look Kaew to support many ideas, directions and facilities during our MM course studies until my finished thesis project. I would particularly like to thank all respondents, not only the respondents firms but also every related kindly staff for helping to fill out the questionnaires that provide useful information for developing this research field.

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CHAPTER 1

INTRODUCTION OF THE STUDY

1.1 Global Situation

Most companies in the world can survive better on the basis of their ability to continuously ship new products and quickly achieve market dominance. Business today can achieve more effectively when measured in internet time or technology time. Companies must be creative with their products, services, and packaging by giving the information communication technology environment. But having a creative product strategy is only half the battle. Companies must also be able to steer their salesforce to sell the right products at the right time. The compensation plan speaks loudest to this demanding audience that requires an incentive system approach.

In the conventional practice of management, many organizations have applied general compensation management scheme to their salespeople equally to other employees. However, many companies in The West such as The United State of America, Canada, United Kingdom, France, etc. wanted to reach customers in as many ways as possible, without alienating their salesforce by applying the general compensation management scheme. They believed that this was a way of taking away potential sales. As a result of this concept, there were a number of issues, which those companies wanted to address in its organization. The incentive especially non-financial incentive has been initiated and put into the compensation management as an especially plan through sales teams in order to encourage them selling products. Furthermore, selling complex product lines and telesales in the high competitive

business world nowadays need to address the incentive through salesforces as a significant plan (Cobb,1999).

In the past, product innovations which was a MSMS's concept in worldwide took several years of design and development before coming to the market. But times have changed. Some product segmentations are almost out of date easily. As product life cycles and innovations change more rapidly, the methods and degree of persuasion change, thus the job of the sales employee changes, too This trend has a significant impact on sales people of all players in the market because sales teams have to provide all information that will be the values to both customers (dealers) and consumers (end-users) before making decision to purchase goods from manufacturers and dealers. As the job changes, the method of compensation need to be reviewed to align sales employee's with the organization's goal.

In Asia, the trend of incentive, applied through salesforce, has been increasing more and more in the organizations for many years. This trend has been influenced by the Western concepts. It has been noticed that salaries and all benefits in Asia in the past (before applying the incentive scheme) were low compared with those in the United States and Europe, but they're climbing now because of Incentive, which they believe must have a relevant impact to their salespeople (Aravindakshan, 2001).

In Thailand

Currently, Thai businesses find themselves constantly revising their business plans to be successful in the fast changing business environment. The "most important" product this week may not be the same "most important" product next week. Sales employees tend to sell the products that are easy to sell and do not exactly align with the company's objectives. To encourage them working in line with the

company's objectives, the incentive must be applied to the sales teams in order to work in line with the company's objective and grow with the fast changing today. This is why more and more Thai companies are reviewing their sales compensation plans annually. With the rapid changes in technology, changes in the competitive arena, and changes in strategic planning, it has been noticed that presidents and owners of Thai businesses need to review sales plans as well as salesforce's compensation management more frequently to determine if the plans are aligned with the company's objectives (Sereerakul, 2002).

1.2 Background of the Study

Currently tyre industry in Thai market is becoming increasingly competitive. All players in the market try to innovate many marketing approaches in order to go beyond others. Besides the market strategy, most of them are seeking for pushing their salespeople to sell more products, which can be observed from the increasing of the manpower in sales employees. Managers have realized that, to improve the performance of the company, salespeople are the most important people to make it happen. Therefore, the incentive has been focused and addressed into the tyre industry in Thailand beginning from GY following by MSMS and BS is applying with their salespeople now.

MSMS Company in Thailand is a joint venture company (50% : 50%) between France and Thai Companies, which has been established in Thailand since 1994. It has operated the business into three Product lines, which are Passenger & Light Truck tyres, Truck & Bus tyres, and two wheels. As the business at that time was handled very easy, the demand from the market was too high while the supply for

all players in the market was limited. Sales employees had been working without competitions and pressures from their jobs. They just sat down at the office and many orders had come to the company naturally and easily. This situation influenced them to be a sluggard person and did not improve their performances and bring any productivity to the organization at all.

After prospered period of time past by, all manufacturers decided to increase their productions' capacity in order to serve the high demands in the market and also expanded their business to other countries for export market. As a result of expanded decision, there were tremendous suppliers left from all manufacturers and all makers needed to push all the products through the market. It was noticed that most of sales employees in MSMS could not adapt their working style with the situation changed. They continued to work as the same style that was easy going style without improving their performance at all. Finally, their behaviors reflected to the company's objective and performance in term of sales and margin decreased. The report from the Market Research Department shown that the market share of the company had been declined by 3% in the year of 1997 even the market had been increased every year since 1994 and MSMS had expanded the production capacity since there was a positive trend of the market (Market Research Department of MSMS, 1998).

The incentive system in MSMS Company has been provided in both financial and non-financial incentive. The objective of a special compensation program in a form of incentive is to motivate sales employees' behaviors to be proactive and aggressive and to improve their performances and develop them making a productivity and contribution to the organization. Management believes that the incentive is a main driver to build up a working competition through salespeople. It is

not the competition with other colleagues but it is a competition within individual performance to reach their own target and receive what they deserved.

In 1998, MSMS in Thailand started to apply the new compensation program to its sales staff by launching in the form of the incentive, as influenced by The Regional Office in Singapore. MSMS has first launched the financial incentive to salespeople. The financial incentive stated in a form of money incentive by paying in every quarter evaluating on a basis of quantitative criteria 70% and qualitative criteria 30%. The quantitative criteria have been calculated based on the sales target, sales quota and sales volume reaching. While the qualitative criteria have been considered from two dimensions which are 15% from the attitude towards their jobs and company. Another 15% is from the job knowledge.

Two years later in 2000, MSMS has launched another new incentive system, which is the non-financial incentive. The non-financial incentive also has a high impact on sales staff in term of their performances. This program could very much draw the interest and attention from sales employees. The program has provided staff in a form of rewards, training and business trip both in Thailand and abroad, and the incentive trip to other countries based on the criteria of achievement, recognition, responsibility, and personal growth. The non-financial program has provided the high performing and out- standing sales employees who can reach the company's objective and policy (Sales Division of MSMS Company, 1998).

After the non-financial incentive system approached, there was a visible impact on salesforce performance. Everybody tries to adapt and develop himself to be more proactive and aggressive in order to receive the incentive packages. The result

of the program can be seen as an aspect of a high performance sales employees and finally reflect to the company's direction and objective.

The management reported that the company could regain its market share in 1999 and could increase its market share by 2.75% at the end of year 2000. In addition, from this compensation program, sales employees could contribute their capabilities to boost up sales and emphasize on the profit-products which had resulted to the gross margin of the company increasing to 50% in the year of 2002 (MD Policy, 2002).

As the Table 1.1, it has been shown the performance of the company in term of the percentage increase on the Market Share and Gross Margin from 1998 to 2002 which is the up-dated result

Table 1.1 : MSMS's Performance

Year	1997 (Base as Index)	1998	1999	2000	2001	2002
Market Share (% increase)	100	+0.25	+1.0	+2.75	+3.25	+3.5
Gross Margin (% increase)	100	0.0	+10	+30	+40	+50

Source: Sales & Budgeting Department, MSMS Co., Ltd., 2003.

From the table 1.1 after launching on cash incentive in the year of 1998, the company's market share could gain 0.25% more at the end of 1998 comparing to the year before with no movement on the gross margin. Moreover, even the company spent a lot of money on the cash incentive but there was only 1% more on the market share with 10% more on the gross margin in the year of 1999. In 2000 the

management decided to launch another form of incentive, non-financial incentives, which could bring the company gaining the market share by 2.75% with the gross margin increasing by 30% for the first year after launching this package. The up-dated result in 2002 just shown that by only 3 years of launching this program the company could increase the market share by 3.5% with the gross margin gaining by 50%. It might show that when people are satisfied by money they are seeking for higher needs, which is not related to the money anymore.

A review of the sales plan is needed to confirm that the incentive sales employees received are commensurate with their efforts to achieve their sales goals. The result of this approach has been shown as sales volume added which lead to the market share increased. Some products that have never been sold in the past can be sold when the non-financial incentive coming into its system and resulted to the gross margin of the company increased.

1.3 Research Objectives

1. To determine the impact of non-financial incentives on salesforce performances.
2. To identify the preferred non-financial incentives for the salespersons.
3. To emphasize on the implication that can help the management identifying which aspect of non-financial incentive can improve the salesforce performances.

1.4 Statement of the Problem

The main purpose of the study was focused on the impact of non-financial incentive on salesforce performance. Specifically, the study sought to answer to the following questions:

1. What is the respondents profile in terms of :

- Age
- Marital status
- Education level
- Income Level

2. Does the non-financial incentive have the significant impact on the salesforce in terms of :-

- Achievement
- Recognition
- Responsibility
- Personal Growth

And salesforce performance in terms of

- Quantitative criteria
 - Sales target
 - Sales quota
 - Sales volume
- Qualitative criteria
 - Attitudes
 - Job knowledge

3. Which of the non-financial incentive factors have the greatest impact on salesforce performance?

1.5 Hypotheses

The following hypothesizes were tested in this study

Ha1 : The non-financial incentives have significant impact in terms of

- Achievement
- Recognition
- Responsibility
- Personal Growth

Salesforce performance in terms of

- Quantitative Criteria
 - Sales target
 - Sales quota
 - Sales volume
- Qualitative Criteria
 - Attitudes
 - Job knowledge

Ha2 : The non-financial incentive in term of achievement has an impact on salesforce performance.

Ha3 : The non-financial incentive in term of recognition has an impact on salesforce performance.

Ha4 : The non-financial incentive in term of responsibility has an impact on salesforce performance.

Ha5 : The non-financial incentive in term of personal growth has an impact on salesforce performance.

1.6 Definition of Terms

Incentive system

It involves with the process for encouragement and energizes people to do more and to do better in the future by offering them the benefits to earn financial and non-financial rewards (Armstrong, 1993).

Non-financial incentive

It refers to incentives other than money used to motivate the salesforce. Several of these exist including, achievement, recognition, responsibility, and personal growth (Hite & Johnston, 1998).

Achievement

It refers to something done successfully with effort and skill. Also achievement can be a driver that encourages the energy inside salespeople to do the challenging task, produce more quantity and quality of work or strong willingness to accept risk (Hite & Johnston, 1998).

Recognition

It refers to a non-monetary form of incentive used to motivate salespeople. Defined as: "to indicate appreciation of". The appreciation should be shown publicly and in front of the sales person's peers (Robert & Wesley, 1998).

Responsibility

It refers to the accountability of salespeople that they all necessarily entail more involvement on the part of the workforce (Steers, Porter & Bigley, 1996).

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Personal Growth

It refers to a high level of self-esteem and self-worth. By relating the vision to significant historical events and projecting it into the future (Steers, Porter & Bigley, 1996).

Salesforce Performance

It refers to the role of performance evaluation in providing feedback to managers and salespeople regarding how selling tasks can best be accomplished (Hite & Johnston, 1998).

Quantitative criteria

It refers to the indicators that tend to be more objective and easier to standardize and administer. Quantitative performance criteria can be further divided into output measures that are sales volumes, sales target, and sales quota setting by the supervisor or the management team in order to reach the organization's objectives (Hite & Johnston, 1998).

Sales Target

A comparison with the company's sales potential shows how actual sales compare with what sales should be (Hite & Johnston, 1998).

Sales quota

It refers to a specific sales goal that an individual is responsible for satisfying over period of time, usually a year. Specifically, quotas measure and define the appropriate accomplishment level desired from an individual by management (David, 1991).

Sales volume

It refers to the sales goals in physical units of a given product, product-line, or service assigned to a particular individual or part of the salesforce in a given territory during a given period of time (Hite & Johnston, 1998).

Qualitative criteria

It refers to the measurement focusing on distinctive competencies of the salesperson, that are attitudes and job knowledge setting by the individual supervisor or the management team in order to reach the organization's tasks (Hite & Johnston, 1998).

Attitude

Salespeople should have the positive feelings toward organization, salesperson, employees, employers and customers (Jolson, 1974).

Job knowledge

The salespeople's ability for understanding the knowledge of products' features and applications, markets, customers, sales and marketing activities and the ability to delivery the sales presentation (Jolson, 1974).

1.7 Significance of the Study

This study was intended to identify the vital of non-financial incentive that has an impact on salesforce performance. The benefit and usefulness of this research for MSMS Co., Ltd. are listed as follows:-

1.7.1 In term of Company and Management Level, this study will help the managerial level understand the non-financial incentive aspect and design utilize the most appropriate ones or all to their salespeople. Also this study will provide the

implication to the management level to emphasize in each aspect of non-financial incentive that can improve the salespeople performance. Then the management can establish the preferable incentive program for the salespeople increasing their capabilities to the organization.

1.7.2 In term of salespeople, this study will help them to understand their needs and the objective of their professional life with the company. The result of the study will provide them the motivation and inspiration to work efficiency and improve their performance in order to receive the non-financial incentive which is another salespeople's expectation rather than money.

1.7.3 To confirm the result of the non-financial incentives in the year of 2002 that can increase the performance of the company in term of the market share and gross margin increasing.

An understanding the impact of non-financial incentive on salesforce performance is a crucial ingredient in understanding the role of non-financial incentive in the organizations affected to the sales performances. MSMS will gain the benefit from the study in term of improving the non-financial incentive toward sales members, which can express how MSMS perform to improve its people and reflect to the organization itself.

1.8 Scope and delimitation of the Study

The research focused only the impact of non-financial incentive on salesforce performance. The target respondents were 121 sales employees, who work in the local market with MSMS Company.

And, the delimitation of the research were:-

- MSMS Co., Ltd. is running in the competitive business in nationwide and worldwide. Some information should not be disclosed obviously, for example the exactly percentage of the market share and the amount of the gross margin, since it may affect to the strategic planning and policy of the company and the organization.

- Since the salespeople had to visit the customers everyday with many routine jobs to do, it took time to deliver and receive back the questionnaires from them. Therefore, the researcher took the opportunity of the monthly meeting to meet up with all of salespeople in the same time for distributing and receiving back all questionnaires

- For confidential information, the researcher had to replace the name of the company namely MSMS Company Limited which all of information and data were based on the real situation.

- For confidential information, the researcher could not include the checklist of the company i.e. the company's business plan, the action plan and the sales' evaluation procedure, which was used to develop the questionnaire for the part of salesforce performance factors both quantitative and qualitative criteria.

CHAPTER 2

REVIEW OF RELATED LITERATURE

This chapter presents the review of related literatures and theories on the subject related to the impact of non-financial incentive on salesforce performance. The main theme of this study is on relationship between the non-financial incentive and salesforce performance, which has various literatures involving with this topic.

It has been observed and started from the past to present and projection even in the future, the non-financial incentive has the relevant impact on the salesforce performance in term of willingness to work with the effort and efficiency. Therefore, the non-financial incentive will help MSMS to clarify which direction of the non-financial incentive should be carry on to improve the individual salespeople performance and reflect to the organizational performance.

The individual performance can drive the organizational performance changed with the adaptation and growth. The researcher thought that the crisis of poor organizational performance are required to induce the adaptive change necessary for organizations to grow and become more effective. To drive salespeople changing, MSMS seeks for the non-financial incentive as the variable approach that interact with each other to affect the individual performance of the organization. Therefore, MSMS needed to seek for the impact of the non-financial incentive on salesforce performance to evaluate how efficiency and effectiveness of individual and organizational performance.

The incentive is a kind of reward in the compensation program provided especially to the sales employees in the organization, who are close to sales activity and also interface directly to the customers surrounding with all pressures in the different situations. The organization continually distribute the incentive rewards to their sales members because they are important, they can have a significant, event dominant, effect on the behaviors and performances of individual and organization. Somehow, the incentive form does not mean only money but it also being other factors that satisfy the salespeople needs, which has been addressed as the non-financial incentive.

In this chapter, the theory on how non-financial incentive reward influences the behaviors and improves performances of individuals was summarized, beginning with the meaning of the variables. Next, the researcher discussed how each variable captured with the theories and affected to factors of two variables. Finally, the researcher expressed what is the framework of each main variable and how non-financial incentive can have an impact on salespeople performance.

2.1 Definition and Features of non-financial incentive factors

Incentive is money or goal that is highly valued by most employees (Szilagyi, 1982).

Rewards and incentives are mutually supportive. Rewards provide incentives by creating the desire for higher levels of remuneration and other benefits, or at least more of the same. Incentives hold out the promise of future rewards (Armstrong, 1993).

The purpose of an incentive is to provide a potential reward to the members of the sales force in return for extra special effort. Unless the incentive system that is offered is perceived to be attractive, then it will not motivate, nor will lead to the action that is desired (Holmes & Smith, 1987).

The incentive system is to offer representatives or salespeople a reasonable and attractive reward in exchange for achieving or exceeding some desired previously agreed objective (Smith & Neville, 1987).

Incentive encourages and energizes sales people to do more and to do better in the future by offering the opportunity to earn financial and non-financial incentive mentioned by Armstrong (1993).

The sales rep's role, impact, and the market's characteristics drive the form of the incentive. It can be a bonus (defined as the opportunity to earn a percentage of salary or a set dollar amount or range), a commission (a percentage of a business result), or a combination of both forms relating to different aspects of the sales job. The incentive portion itself can accrue at a constant rate or can accelerate or decelerate as performance increases over various goal or performance level (Colt, 1998).

The researcher considered that the financial incentives to refer to extrinsic reward that can be described obviously as money. While non-financial incentives, refer to intrinsic reward that can express how the employees are perceived by the managers or the organization as the potential and successful person. A good training program, the incentive trip, the promotion in a higher level, increasing job level and so on have been proposed as the non-financial incentive to the employees who perform well and would be

a potential employees in the next 3 –5 years. This intrinsic reward can be shown as the opportunity to achieve and to learn the scope for personal growth, responsibility, challenge, recognition, and the quality of work life.

Additionally, the researcher believed that the non-financial incentive can be arranged to the sales people as a package such as training, promotion, business trip or incentive trip. All kind of the packages can be expressed the achievement, recognition, responsibility, and personal growth of the sale employees.

In summary, the researcher would like to point out that while the financial incentive is the driver to encourage employees especially sales employees to work for the organization with the efficiency output. However, the financial incentive sometime cannot fulfil everyone needs. Even money can provide them the object that they can touch, eat, hear or see but money cannot provide them the positive feeling or recognition of other people. Therefore, the non-financial incentive would be another driver to encourage employees working harder with effectively and efficiency output.

2.2 Theories and Studies Related to Non-financial Incentive factors

2.2.1 Non-financial incentive related to motivation

Non-financial incentive is a kind of reward policy and practice that have been founded on assumptions about the factors of needs and goals affecting the motivation of people to join and stay within organization for working hard and effectively while there are there (Gross E.1995). The researcher felt that Non-financial incentive policy can be the motivational theories and beliefs upon which they are based. In other words, the non-

financial incentive can drive the salespeople working harder with the contribution to achieve their goal and the company's goal.

Incentive has been demonstrated to improve performance (Lawler 1971; Locke 1979; Vroom 1964). Important incentive must be perceived to be tied in a timely fashion to effective performance. In short, organizations get the kind of behavior that leads to the incentive rewards their employees value.

The researcher believes that this occurs because people have their own needs, goals, and mental maps of what the world is like. They use these maps to choose those behaviors that lead to outcomes satisfying their needs and goals.

Motivation is about what causes people to act or behave in certain ways. The study of motivation is concerned with what determines behavior and directs it towards performance (Steers, Porter & Bigley, 1996).

In the words of Jones (1955) it deals with: 'How behavior gets started, is energized, is sustained, is directed, is stopped, and what sort of subjective reaction is present in the organization while all this is going on'.

To understand how non-financial incentive relates to people's needs and goals and affects people's performances, the model on Need, Action, and Goal Motivation is considered as shown below in the figure 2.1.

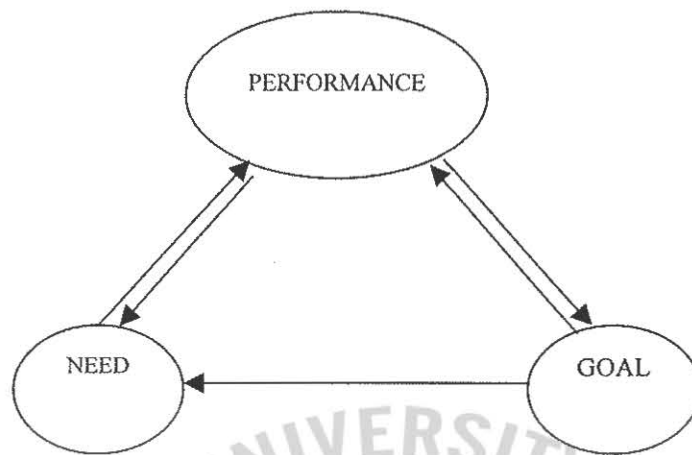


Figure 2.1 Need, Action, and Goal Motivation Model

Source: Michael Armstrong, Managing Reward Systems, (St. Edmundsbury Press Ltd., 1993, P. 23)

To link the non-financial incentive to motivation and salesforce performance, the researcher thought that the model as shown in the figure 2.1 can be initiated by someone recognizing – consciously or unconsciously – an unsatisfied need. A goal is then established, which, it is thought, will satisfy that need and a course of action is determined, which is expected to lead towards the attainment of the goal. Alternatively, the individual is presented with a goal. If it is expected that the achievement of this goal will meet a need, performance taken to reach the goal and thus satisfy the need.

While other theories of motivation support the belief that the cause of responses is internal, the incentive theory says that in fact the environment brings out behaviors mentioned by Burns & Gentry (1998). The basic concept behind the incentive theory is goal. When a goal is present, the person attempts to reach that goal. The goal may be anything from relaxing to feeling stimulated to losing weight. In order to relax, we may

watch TV, in order to feel stimulated, we may skydive; in order to loose weight, we might go on an exercise program.

Incentives may be tangible or intangible. An intangible incentive may involve feeling good about oneself, while a tangible one may involve awards or something to give public recognition. Intangible incentives are also known as intrinsic rewards, which tangible incentives are also known as extrinsic rewards. Sometimes, one type of reward is replaced with the other. This usually happens when an intrinsic reward is replaced with an extrinsic reward (Edward, 1981).

The researcher would like to summarize that from all variables such a people needs and goal have been in a part of motivation theories, which demonstrated as motivators with non-financial incentive approaches in the organizations.

2.2.2 Non- Financial Incentive related to motivation theory

A.) Theory of Frederick Herzberg, 1959, 1966, 1968

Herzberg's (1998) contribution to Hygiene theory is also based on the idea that people have needs that they will seek to satisfy with their behaviors. However, Herzberg categorized sources of need satisfaction and dissatisfaction into only two groups, lower-order *hygiene factors* and higher-order *motivation factors*. Lower-order hygiene factors concern the condition of the work environment rather than the work itself. Examples of hygiene factors include pay, company policies, relationships with colleagues and supervisors, and general work conditions. Higher-order motivation factors are directly related to the job and must be present for the employee to feel motivated. Examples of

motivation factors are achievement, recognition, responsibility, and opportunities for growth and advancement (Herzberg, 1998).

In this study, the researcher believed that the non-financial incentive can be both a hygiene and motivation factor. Managers could not raise that level of employee satisfaction by changing the work context (e.g. raising pay). Rather, to increase employees satisfaction, managers would have to change the intrinsic value of the work itself. Managers could do this in a number of ways, including providing recognition for a job well done or giving employees more opportunities for personal growth through their work. These motivational factors concerned higher order needs and led to job satisfaction and led people increasing their performances.

According to Herzberg, the researcher would like to add that inadequate levels of hygiene factors will cause a salesforce to be dissatisfied. However, while adequate levels of these factors can reduce or eliminate dissatisfaction, they will not serve to motivate. Only the higher-order factors can lead to motivation. This is because the highly motivated employees can bring about substantial increases in performance and substantial decreases in problems such as absenteeism, turnover, tardiness, strikes, grievances and so forth. The process of motivation can best be understood that needs will serve as drives or motives to the employees in order to achieve the goals.

B.) Hierarchy of needs theory

In the hierarchy of needs theory, A.H. Maslow proposed five level of needs that every individual seeks to satisfy: (1) *Physiological* (hunger, thirst, shelter), (2) *safety* (security, protection, order, stability), (3) *Social* (affection, belonging, friendship), (4)

esteem (self-respect, prestige, success, achievement), (5) *self-actualization* (desire for self-fulfillment). Physiological and safety needs are the most basic; social needs are more basic than esteem and self-actualization needs.

To illustrate the concept of Maslow, the figure 2.2 has been categorized the people needs below:

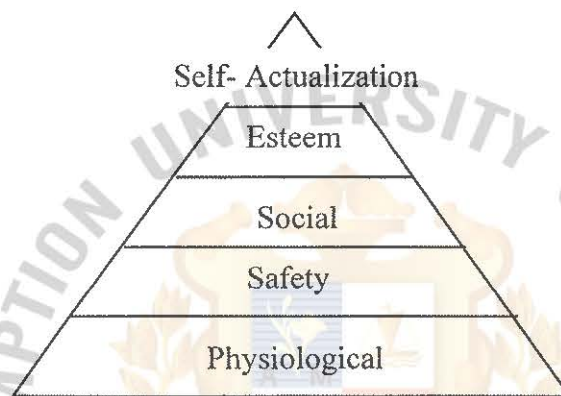


Figure 2.2 Maslow's Hierarchy of Needs

Source: Based on Abraham H. Maslow, *Motivation and Personality* (New York: Harper and Brother, 1998)

The researcher thought that the five need-categories apply to people in general. When a lower need is satisfied, the higher need become dominant. Man is a “wanting animal”. As Maslow stated that the higher order needs for esteem and self-actualization provide the greatest impetus to motivation. So, the needs that related to this study is Esteem and self-actualization needs.

Additional from the researcher's point of view according to Maslow theory, the hierarchy of needs theory implies that salespeople come to their job already motivated, needing the only opportunity to earn reward capable of satisfying their individual needs.

From the entry-level sales trainees to the most senior salespersons, sales managers must be aware of each individual's respective need level which mentioned by Harvey & Brown, (1996). Furthermore, before a salesperson stagnates at one level, the sales manager must be insure that he or she is given opportunities to activate and satisfy higher level needs. Providing these needs satisfying opportunities becomes the key to successful motivating each salesperson toward superior performance.

C.) Learned – Needs theory

Another well-known need theory is the learned needs theory developed by David McClelland and his associates. McClelland's learned - needs theory holds that people learn to strive for achievement, affiliation, and power. It attribute individual differences in motivation to which ever of these three needs is dominant at any given time. Achievement oriented people readily accept individual responsibility, seek challenge tasks, and are willing to take risks that lead to future rewards. These people may prefer higher-order rewards such as feelings of accomplishment and opportunities for personal growth, Further, they may avoid tasks if they believe the probability of failure is high (Wortman, 1998).

The researcher would like to add that people whose affiliation need dominates their behavior want to be accepted and are motivated to become part of a group or company. In general, however, salespeople who are motivated by their needs for affiliation are not strongly committed to their employees. Instead, they are highly involved in their sales activities and truly enjoy interacting with customers. Because of

this, rather than meet these needs by affiliation with their peers and managers, they relate much more strongly with their customers' organization.

Finally, some people have a high need for power and are extremely motivated in their quest of it. According to McClelland, a need for power usually manifests itself as a need to influence others' behavior. This can be a positive characteristic for someone who wants to become a successful person.

2.3 Critical Analysis/Discussion of Non-financial Motivation Theories

- Achievement
- Recognition
- Responsibility
- Personal Growth

2.4 Discussion of each of the Selected Sub-Variables

1. Achievement

Achievement is something done successfully with effort and skill. Also achievement can be a driver that encourages the energy inside humanity to do the challenging task, produce more quantity of work or strong willingness to accept risk.

Research carried out by McClelland (1975) on the needs of managerial staff resulted in the identification of three majors – achievement, power, and affiliation.

Orientations towards achievement are developed as we learn that certain performances satisfy our psychological needs for self-fulfillment. Such performances will

include taking control of events or relationships and directing their course, creating and seizing opportunities, enjoying challenging and novel, situations and relationships, generally 'making things happen' and receiving positive feedback that our behavior was successful. Proactive will seek opportunities and will insist on recognition. Those whose orientations are not as strongly defined can be helped to satisfy possibly latent achievement needs by being given the scope and encouragement to develop and use their abilities productively (Armstrong, 1993).

The researcher's idea was that the need for achievement is defined as the need for competitive success measured against a personal standard of excellence. The need to achieve will be particularly strong in sales, marketing, research and development jobs and where individuals are involved in project. However, it applies in obviously in salesforce employees who take very risk on working at which it operates will depend on the orientation of the individual and the scope provided by the work to fulfil a need for achievement. Achievement motivation can be increased by organizations through processes and systems such as job design, performance management, and skill- or competency-based incentive pay scheme in term of non-financial factor for this study.

2. Recognition

Recognition is one of the most powerful motivator in non-financial incentive factors. People need to know not only how well they have achieved their objectives or carried out their work but also that their achievements are appreciated.

The researcher believed that the recognition needs are linked to the esteem needs in Maslow's (1998) hierarchy of needs. These are defined by Maslow as the need to have

a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige). These needs are classified into two subsidiary sets:

- The desire for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom.
- The desire for reputation or status defined as respect or esteem from other people, and manipulated by recognition, attention, importance or appreciation.

Recognition can be provided by using the slick but immensely popular *One Minute Manager* techniques as prescribed by Blanchard & Johnson (1983). These are based on goal theory, which emphasize the importance of setting goals, telling people that you are going to let them know how they are doing, praising people immediately, telling them in specific terms what they did right and helping them to ensure that their behaviors match their goals.

Praise, however, should be given judiciously – it must be related to real achievement – and it is not only a form of recognition. Incentives, especially achievement bonuses awarded immediately after the event, are clearly symbols of recognition to which are attached tangible benefits. The researcher felt that this is an important way in which a mutually reinforcing system of non-financial incentives can operate. Moreover, there are other forms of recognition, such as status symbols of one kind or another, sabbaticals and trips abroad, all of which can be part of the incentive system (Armstrong, 1993).

The researcher believes that the recognition is also provided by managers who listen to and act upon the suggestions for their team members and, importantly, acknowledge their contributions. Other actions, which provide recognition, include

promotion, allocation to a high-profile project, enlargement of the job to provide scope for more interesting and rewarding work, and various forms of status or esteem symbols. However, caution has to be exercised in the use of status symbols as they can be divisive.

As Hard (1992) writes:

It should also be remembered, of course, that virtually all informal rewards form a zero-sum game: one person's recognition also implies an element of non-recognition and the consequences of having winners and losers, while almost inevitable, need to be carefully managed. (Hard, 1992).

While telling the salesperson in private that she or he done a superb job is appreciated, saying the same thing before the salesperson's peers is appreciated even more, not only by the individual but by everyone present. Everyone realizes that management cares, that they appreciate a superior performance and are more than willing to show their appreciation publicly and concretely.

According to Art Halloran, vice president of Sony's special market sales division, "When putting together any type of incentive program, keep in mind the importance of the human factor. Your people are your greatest assets, and in order to get them achieve higher goals, you must appeal to their human or emotional side." The best way to do this, he says, is to offer the salesforce opportunity to be recognized and congratulated by their colleagues (Campanelli, 1993).

3. Responsibility

Non-financial incentive system will be approached through the responsibilities enlargement. People can be motivated by being given more responsibilities for their own work. This is in line with the concept of intrinsic motivation, which is related to the

content of the job or, as Herzberg (1998) put it, 'the work itself'. It is also related to the fundamental concept that individuals are motivated when they are provided with the means to achieve their goals.

Three characteristics have been distinguished by Lawler (1969) as being required in jobs if they are to be intrinsically motivating as he writes:

1. **Feedback:** Individuals must receive meaningful feedback about their performance, preferably by evaluating their own performance and defining the feedback they required. This implies that they should ideally work on a complete product, or on a significant part of it which can be seen as a whole.
2. **Use of ability:** The job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively.
3. **Self-control:** Individuals must feel that they have a high degree of self-control over setting their own goals and over defining the paths to these goals. (Lawler, 1969).

Within the sales task the internal structure of job description consists of three elements: (i) **Planning** (deciding on the course of action, its timing and the resources required) ; (ii) **Executing** (carrying out the plan); (iii) **Controlling** (monitoring performance and progress and taking corrective action when required). A completely integrated job includes all these elements for each of the tasks involved. The individual, or group of individuals, having been given objectives in terms of output, quality and cost targets, decides on how the work is to be done, assembles the resources, performs the work, and monitors output, quality and cost standards. Responsibility in a job is measured by the amount of authority someone has to do all these things (Edward, 1981).

In summary, the researcher believed that providing non-financial incentive as the motivation through increased responsibility is a matter of job design and the use of performance management techniques as described later in this chapter. The philosophy

behind motivating through responsibility was express as follows in McGregor's (1996) Theory Y: 'The average human being learns, under proper conditions, not only to accept but also to seek responsibility'.

4. Personal growth

In Maslow's (1998) hierarchy of needs, self-fulfilment or self-actualization is the highest need for all and is therefore the ultimate motivator. Maslow defines self-fulfilment as 'the need to develop potentialities and skills, to become what one believes one is capable of becoming'. Alderfer (1972) emphasizes the importance of growth needs as one of the three key elements in his ERG theory (existence, relatedness and growth needs). He believes that growth needs impel people to make creative or productive efforts for themselves: 'Satisfaction of growth needs depends on a person finding the opportunities to be what he is most fully and to become what he can'.

The researcher considered that ambitious and determined salespeople will seek and find these opportunities for themselves, although the organization needs to clarify the scope for growth and development that it can provide (if it does not, salespeople will go away and grow elsewhere).

Increasingly, however, salesforce at all levels of organizations, whether or not they are eaten up by ambition, recognize the importance of continually upgrading their skills and of progressively developing their careers. Many salespeople now regard access to training as a key element in the overall non-financial incentive package. The availability of learning opportunities, the selection of individuals for high-prestige training courses and programs and the emphasis placed by the organization on the acquisition of new skills

as well as the enhancement of existing ones, can all act as powerful motivators to salesperson.

2.5 Impact of non-financial incentive on salesforce performance

Non-financial incentive is a part of compensation management that providing for improving performance. It means relating remuneration to some measure of individual, group, or organizational performance.

All organizations are engaged in a search for increased added value from their workforce especially salespeople who see incentive factors for performance as the best means of achieving the goal. The rationale for the view is quite simple: financial motivates, and non-financial motivates. This crudely deterministic view has its roots in the scientific management methods of F.W. Taylor (1911). He wrote:

‘It is impossible through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay scheme’. The assumption is made that employees have the power to control the amount of effort they put into the job and that they adjust their effort solely or mainly in relation to the reward or incentive system they got from it” (Taylor, 1991).

Studies made in the United States by Lawler (1971), Guzzo *et al* (1985), Nalbantian (1987) and Binder (1990) have shown performance increases of between 15 and 35 per cent when incentive schemes have been put into place (Edward E., 1981).

A good of thumb for analyzing the impact of non-financial incentive to salesforce performances is that the top performers should be the highest- paid employees in term of achievement, recognition, responsibility, influence or challenge, and personal growth. It

can be explained that financial incentive or money is important to salespeople but non-financial incentive is also important as well, because it can satisfy and fulfil the two highest needs of human being, that is self-esteem and self-actualization.

Additionally from the researcher's point of view was that the non-financial incentive is the key to attracting salespeople to sell more for an organization for their future career path. Satisfaction with non-financial incentive amongst existing sales employees is mainly related to feelings about equity and fairness. Research by Binder (1990) has shown that an effective non-financial incentive can increase the performance of individuals to perform by as much as 40 per cent. As a tangible means of recognizing achievement, incentive can reinforce desirable behavior. Non-financial incentive can also deliver messages on what the organization believes to be important. However, to be effective, a performance-related incentive has to meet very stringent and fairness conditions for salesperson. To achieve lasting motivation, attention has also be paid to the non-financial incentive motivators.

2.6 Definition and Features of Salesforce Performance

Management's focus is on improving the performance of a business and salesforce performance is one of the most critical drivers. Salesforce performance – how and why salespeople do their best work and what that means to a given organization -- has, therefore, been the focus of study and research for a number of years.

Performance is behavior evaluated in terms of its contributions to the goals and objectives of the organization (Churchill *et al.*, 1992). The appropriate way to measure

performance has been debated extensively in the literature. Some people such as the management in MSMS argued that self-reported measure of performance lead to bias. Others sales employees in MSMS believed that self-reported measure are fine because even if they are biased, there is no reason to believe that this bias varies systematically across salespeople. In the meta-analysis, Churchill *et al.*, (1985) found that self-reported measure of performance did not inflate the correlation with the predictor variables and essentially provided the same results as objective data and manager/peer rating of a salesperson's performance.

Salesforce performance is a systematic process based on the concept of performance management, the overall aim of which is to increase organizational effectiveness by improving the performance of sales persons (Armstrong, 1993).

According to the above statement, the researcher thought that the performance management system can be used to communicate and reinforce the organization's strategies, values and norms, to define individual objectives and to integrate agreed objective with corporate objectives. The research identify areas for improvement and development and enable individual employees to express their views on what they should be doing, where they should be going and how they should be managed.

On the basis of research into the operation of performance management systems Bevan and Thompson (1991) noted the emergence of their use as an integrating process which meshes various human resource management activities with the business objectives of the organization. They identified two broad thrusts towards integration:

1. Reward-driven integration, which emphasizes the role of performance payment systems in changing organizational behavior and tends to undervalue the part played by other human resource development (HRD) activities. This appears to be the dominant mode of integration being pursued in the United Kingdom.

2. Development-driven integration, which stresses the importance of ensuring that appropriate HRM activities are in place to meet the long-term objectives of the organization and, furthermore, to ensure that business needs and HRD are co-ordinated. Although performance pay may operate in these organizations, it is perceived to be complementary to HRM activities rather than dominating or driving them.

Bevan and Thompson suggest that the more limited incentive reward driven approach may reinforce 'a disposition to short-termism and set back organizational effectiveness in the long term (Edward, 1981).

There are, however, certain characteristics, which are shared by all systems, which can truly be called performance management. These consist of:

- An agreement between managers and individuals on objectives and performance measures. The agreement will aim to establish or increase mutual understanding and to make clear the role of managers and individuals in achieving targets and/or standards or other objectives.
- A realistic and impartial method of measurement and assessment of performance in relation to agreed targets and/or standards of performance and other objectives. The assessment will aim to encourage individuals and their managers to exchange information and comment on their achievement.

- A plan of action, which will identify improvement and development needs and determine how they are going to be satisfied.

- The operation of the system as a continuous cycle as shown in figure 2.3

starting with the performance agreement (which covers objectives and improvement and development plans), which leads to continuing review stage in which performance is reviewed informally in necessary and changes made to the performance agreement. This is follow by the preparation for review stage, during with the manager and individual separately prepare on agenda for the review meeting. Finally, the performance review meeting takes place at the end of the performance cycle. It is now that past performance is assessed and a new performance agreement is reached.

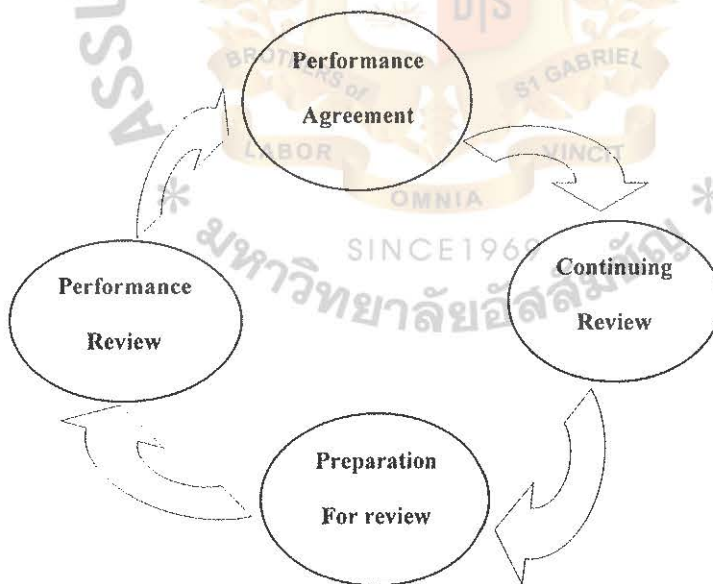


Figure 2.3 The performance management cycle

Source. Michael Armstrong, Managing Reward Systems, (St Edmundsbury Press Ltd., 1993, P. 113)

In summary, tying incentive rewards to performance can bring about large increases in performance (Yukl & Latham, 1975 ; Latham & Dossett, 1978). The researcher believes that the performance of employees has resulted from their satisfaction on organization's motivators. While the incentive system must be initiated based on the motivation factors in order to satisfy employees in the organizations. Therefore, there must be the relevant performance concepts based on motivation theories for driving behavior of salespersons improving their performance and finally reach the organizational objective.

2.7 Theories and Studies Related to salesforce performance

Many theories have been proposed over the years to explain human psychosocial functioning. They differ the conceptions of human nature they adopt and in what they regard as the basic determinants and mechanism of human motivation and action. The researcher has illustrated the several theories related to salesforce performance who may improve the performances according to the motivation theory based on performance's concept.

2.7.1 Goal Setting Theory

Goal setting has received a great deal of attention in the scientific literature within the past twenty-five years because it underlines motivation theories (Locke & Latham, 1990). Nevertheless, many people in industry have downplayed its importance because they believe that almost everyone set goals. The researcher thought that this assumption is incorrect in that the concepts underlying goal setting are not systematically applied

throughout most organizations. Whenever one group of employees is required to have specific goals, group members invariably increase their productivity substantially over that of groups who do not set goals. This is true regardless of whether the employees are engineers and scientists (Latham, Mitchell & Dossett, 1978), typist (Dossett, Latham & Mitchell, 1979) or loggers (Latham & Yukl, 1978).

In a series of laboratory experiments (Locke, 1968) individuals were assigned different types of goal on a variety of simple tasks. For instance, sales functions normally set goals as a quantitative aspect that can be measured performance easier than other functions that set goals in the qualitative aspect. It was found repeatedly that individuals who were assigned difficulty goals performed better than individuals who were assigned moderate or easy goals. Finally, it was found in MSMS by the researcher that incentives, such as praise, feedback, participation, and money, led to an improvement in performance only if they caused individuals to set commit to attain specific difficult goals.

The researcher's idea was that there are three reasons why goal setting affects performance. Primarily, the setting of goals has a directive effect on what people think and do. Goals focus activity. Simultaneously, goals regulate energy expenditure, since people typically put forth effort in proportion to the difficulty of the goal, given that goal is accepted. Finally, difficult goals lead more persistence (which can be viewed as directed effort over time) than do easy goals. These three reasons – direction (choice), effort, and persistence are the three central aspects of the goal setting process.

As a result of their theory, the researcher thought that the participation in goal setting between managers and salespeople is important as a means of getting agreement

to the setting of higher goals. Difficult goals must be agreed by the doers and their achievement reinforced by guidance and advice of subordinates. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals.

There was an example for this study in MSMS company. The company has a several channels in term of sales division. All of channel managers has to set the goal or the objective to their team individually. One of the channel managers applied the goal setting theory by having his team to participate for setting goal. The example indicated that a positive impact is most likely to occur when the participation allows for increased understanding of specific and difficult goals and provides for greater acceptance and commitment to them. So, after the participation on setting goal, all members in his team had done a job without arguing no matter how hard it is because the goal came from their participation as well.

2.7.2 Expectancy theory

A criticism of expectancy theory has been its inability to account for meaningful amounts of variation in behavior (Campbell & Pritchard, 1996). Expectancy theory is not, however, designed to predict actual behavior but the force to act (Parker & Dyer, 1996). It is better suited, therefore, to account in intentions (i.e. goals) than either effort or performance. Expectancy theory also has been criticized as being overly rational for most situations, and the current model suggests such processes are brought into play only in certain circumstances. In discussing the role of expectancy theory, a fairly simple version has been employed (i.e. outcome expectancy x attractiveness). More complex SEU models (e.g. Lawler, 1973; Naylor *et al.*, 1980) could easily employed instead.

2.7.3 Effort-Performance Expectancy

Each behavior also has associated with it, in an individual's mind, a certain expectancy or probability of success. This expectancy represents the individual's perception of how hard it will be to achieve such behavior and the probability of his or her successful achievement of that behavior.

Putting the concepts together as concluded by Robbins (1998), it is possible to make a basic statement about motivation. In general, an individual's motivation to attempt to behave in a certain way is greatest when:

1. The individual believes that the behavior will lead to certain outcomes (performance-outcome expectancy).
2. The individual feels that these outcomes are attractive.
3. The individual believes that performance at a desired level is possible (effort-performance expectancy).

Given a number of alternative levels of behavior, the researcher thought that an individual will choose the level of performance which has the greatest motivational force associated with it, as indicated by a combination of the relevant expectancies, outcomes, and values. In other words, when faced with choices about behavior, an individual goes through a process of considering questions such as: "Can I perform at that level if I try?" "If I perform at that level, what will happen?" and "How do I feel about those things that will happen?" The individual then decides to behave in a way that seems to have the best chance of producing positive, desired outcomes.

2.7.4 Attribution theory

Two major propositions from attribution theory are incorporated in the proposed model, one regarding the reevaluation of outcome expectancies, the other choice of behavioral responses. There is strong empirical support for the first of these roles from the social psychology literature, but attributions have not proven successful in predicting specific behaviors (Weiner, 1985). One explanation is that attributions have not been measured specifically enough to predict specific actions. (Weiner, 1985). The conditional use of attributions in the current model also is consistent with the research about when attributional searches are most likely to occur.

Attribution theory as developed by Sujan (1986) proposes that people are motivated to both maximize rewards and understand their environment. That is, the researcher felt that, people are motivated to know why events occur and why they succeed or fail at certain tasks. Further, once the perceived causes (causal attributes) of success or failure have been identified, these perceptions will motivate subsequent behavior, causal attributes frequently include ability, effort, strategy, luck and difficulty of the task.

In summary of the researcher, if salespeople are motivated to improve their performance they can choose either to work harder or to work smarter. However, the work by Sujan suggests that managers should concentrate on motivating people to work smarter, since working smarter will produce greater performances.

2.8 Critical Analysis/Discussion of Performance Theories

Most companies have their own criteria to evaluate the performance of their salespeople by setting the measurement following from the company's direction. In general, each company has the common criteria that people perceive and understand very well. However, the core of these criteria will not be the same everywhere. They are different from what the business it is. The common criteria has been separated into two aspects, which have been shown below:

- **Quantitative Criteria**
- **Qualitative Criteria**

2.9 Discussion of each of the Selected Sub-Variables

1. Quantitative criteria

It refers to the indicators that tend to be more objective and easier to standardize and administer. Correspondingly, they have been relied upon more heavily. Quantitative performance criteria can be further divided into output measures (e.g. level of sales volume or sales quota attainment), input measures (sales target or sales quota). Of these measurement categories, output measures tend to receive greater emphasis in order to evaluate the salespeople's performance (Hite & Johnston, 1998).

In MSMS company, the quantitative criteria are the measurement to evaluate the employees performance especially salespeople. It can be seen obviously as an object such as number, percentage, or timing. The most favorite quantitative criteria in MSMS are the sales target that salespeople have to accept and reach, the sales quota that individual has

to share and the sales volume that they have to achieve in term of unit. All of these criteria are one part to evaluate the performance of the salespeople.

2. Qualitative criteria

It refers to the measurement focusing on distinctive competencies and consistency of the salesperson, such a attitude, product knowledge, customer relation, planning skills, and documentary job. These measures focus more on the qualitative basis and less on the quantitative of salesperson activity. However, due to their subjective nature, qualitative criteria tend to create ambiguities between sales management and salesperson in turns of the definition of performance. Also the use of qualitative criteria allow the sales management (either consciously or unconsciously) to introduce preconceptions and/or personal biases into the evaluation (Hite & Johnston, 1998).

In MSMS the qualitative measurement has been categorized into first attitude toward origination and job knowledge, which included product and market knowledge, and all the routine jobs.

2.10 The Conceptual framework

Researcher draws from reading many literatures and applying concepts of many theorists developed the Conceptual Framework. This conceptual framework is designed to exhibit the impact of non-financial incentive on salesforce performance.

There were two key variables specified in this conceptual framework, included one independent variable, non-financial incentive factors and another one dependent variable, salesforce performance factors. The sub-variables from two variables were

indicated in the framework for understanding the impact of one independent variable on another one dependent variable.

The diagram represents the conceptual framework of the research study, which integrated the different variables and would show how it is reflected.



Independent Variable

Dependent Variable

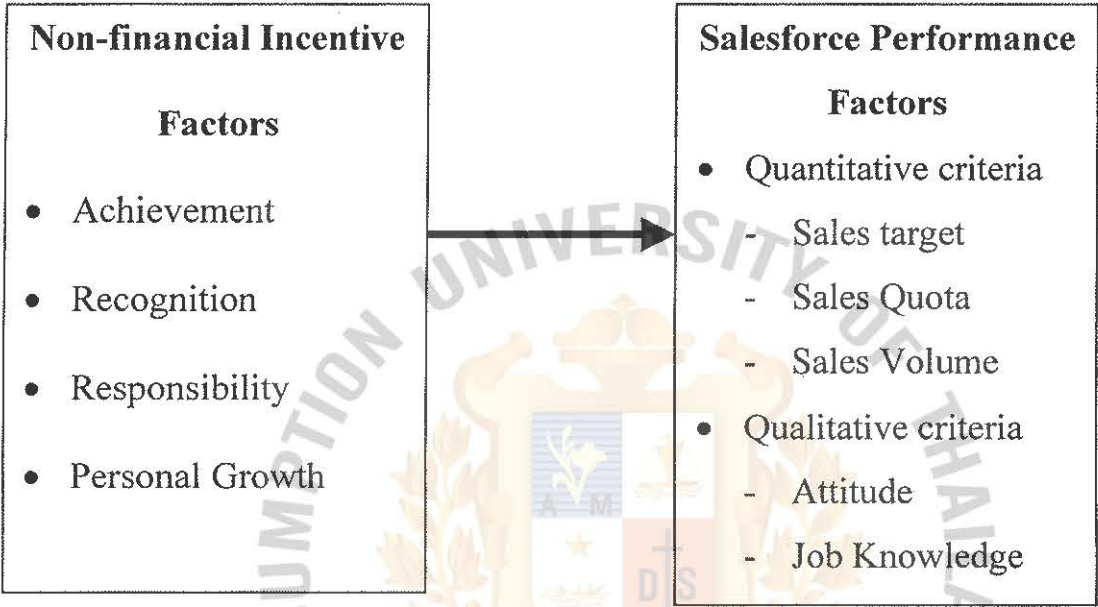


Figure 2.4: The Impact Of Non-financial Incentive On Salesforce Performance

According to figures 2.4, the researcher would like to study that there is an impact of each sub variables of non-financial incentive to the salesforce performance in term of quantitative and qualitative criteria. The framework expressed that the achievement, recognition, responsibility and personal growth have an impact on the performance of individual salespeople. Even the non-financial incentive factors may have others sub variables involving in general but the researcher discovered the sub-variables from the contribution of Herzberge theory to be a main literature, which was related to the current situation in MSMS organization.

When the sub variables in the dependent variable was a driver, the salespeople performance improved in term of sales target achieved, sales quota utilizing and the sales volume sold out. Furthermore, their attitude towards the organization was improved with the ability to launch their knowledge to their customers. Lastly, when the performance of salespeople had improved, the organization performance had been improved as well.

Therefore, the researcher tries to prove that the non-financial incentive has an impact on salesforce performance. The managers can apply the result from this study to be the evidence to improve the performance of salespeople in MSMS organization and develop the comprehensive program of non-financial incentives for their salespeople in the future.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter on research methodology includes sources that apply in this study. Respondent and sampling procedure, research instrument or questionnaires, data collection or gathering data procedures and techniques, statistic treatment of data are also described in this chapter.

3.1 Research Design

The design is based on the action research model. The problem was identified based on the results of management decision to install 2 systems at different incentives ; 1998 – Cash incentive and 2000 – Non-financial incentives. To confirm whether non-financial incentives, therefore, the research is to respond to the model of OD intervention.

This study made use of a quantitative approach of descriptive research design analyzing the impact of non-financial incentive on salesforce performance. This analysis used was quantitative approach to draw out findings with the instrument of the survey questionnaire.

3.2 Respondents as subject of the study

The respondents of this research were chosen from all employees in MSMS Company who work in the sales function. The respondents in the survey questionnaire were the sales representatives, sales supervisors and sales managers. A total of 121

respondents had been involved in this study. The details are shown in the table 3.1 below:-

Table 3.1 : The respondents of survey questionnaire

Group of Employees	Number of Respondents
Sales Representatives	100
Sales Supervisors	12
Sales Managers	9
Total	121

3.3 The Research Instruments

The researcher developed the questionnaires based on the salesforce annual evaluation as the research instruments. The questionnaire was developed and translated into Thai for the Sales Representatives and Sales Supervisors. Whereas the sales managers were interviewed based on the questions in the questionnaire for receiving all the answers and getting back all questionnaires from them.

The questionnaires consist of three parts as below detail:-

Part I – Demographic Profile of Respondents

Part II – Non-financial Incentive Factors

Part III – Salesforce Performance Factors

The first part of questionnaires was the demographic profiles of respondents that consist of four questions. This part was collected using the multiple-choice format of personal profile. In the second part, there were (19) nineteen questions, which used five point scale method. And the last part was the salesforce performance, there were (13) thirteen questions which used five point scale method as well.

The questionnaires were arranged in Table 3.3

Table 3.2 : Arrangement of Questionnaire

Part	Main Variables	Sub Variables	Questionnaire items
I	Demographic Profile	-	1 – 4
II	Non-financial incentive Factors	Achievement Recognition Responsibility Personal Growth	1 – 19
III	Salesforce performance Factors	Quantitative Criteria - Sales Target - Sales Quota - Sales Volume Qualitative Criteria - Attitudes - Job Knowledge	1 – 13

3.3.1 Pilot-test

The researcher launched 50 questionnaires to non- respondents as a pilot test for reliability in June 2003 and received all 50 questionnaires back from this group of non-respondents. The non-respondents were the salespeople who work in another tyres industry, which was Bridgestone (Thailand) Co., Ltd.

Table 3.3 : Pre-test table

Variable	α -Coefficient	Standardized item
<u>Non-Financial Incentive</u>		
▪ Achievement	0.6451	0.6460
▪ Recognition	0.6760	0.6863
▪ Responsibility	0.8537	0.8513
▪ Personal Growth	0.7879	0.7926
<u>Salesforce Performance</u>		
❖ Quantitative Criteria		
▪ Sales Target	0.7284	0.7447
▪ Sales Quota	0.8465	0.8509
▪ Sales Volume	0.6722	0.6868
❖ Qualitative Criteria		
▪ Attitude	0.8131	0.8147
▪ Job Knowledge	0.6260	0.6482

3.4 Data Procedure – Collection & Technique

To take advantage of the monthly meeting, the researcher requested the sales representatives and sales supervisors spending their time after their meeting around 30 minutes to answer all the questions. The questionnaires were distributed to collect the data during the monthly meeting in July 2003 through all Salespeople of MSMS Company. The total questionnaires had been distributed at 112 copies, which had been returned and completed questionnaires at 112 copies. For sales managers, the researcher had delivered them 9 copies of questionnaires in August 2003 with the completion of 9 persons by asking them following the questions from the

questionnaire. The total number of completed questionnaires were 121 copies, which was 100% of all distributed questionnaires.

The researcher informed the respondents, sales representatives and sales supervisors before responding the questionnaire for the procedure, the role, and the rules of answering to be kept in the confidential information. For sales managers due to the limitation of their timing, the researcher could not establish the interview session with managers. So, the researcher could conduct only a short face-to-face responding question with them by using the questionnaire as a procedure.

The data collection technique used was applied into quantitative approach. The salespeople, sales supervisors and sales managers were used the technique of the quantitative approach with the checklist of the company followed by the company's guidelines i.e. the company's business plan, the action plan and the sales' evaluation procedures from the management level.

As the researcher has been working in MSMS Company, then the researcher could distribute and collect all questionnaires by herself, during working and non-working hour, at MSMS.

3.5 Data Analysis

The feedback of the data from all questionnaires was collated, arranged, inputted and analyzed by using the software application programming that call Statistical Package for Social Sciences (SPSS) with the following categories:-

1st Question - Descriptive Statistic was used to determine demographic profile of the respondents.

2nd Question - Regression Analysis was used to determine the non-financial incentive factors have the significant impact on the salesforce performance.

3rd Question -- Regression Analysis was used to determine which of the non-financial incentive factors have the greatest impact on salesforce performance.

Based on the study, the mean score was weighted as the following.

Average Weighted Mean on non-financial incentive

Rating Scale	Interpretation
5.00-4.20	Strongly Agree
4.19-3.40	Agree
3.39-2.60	Neutral
2.59-1.80	Disagree
1.79-1.00	Strongly Disagree

Average Weighted Mean on salesforce Performance

Rating Scale	Interpretation
5.00-4.20	Strongly Agree
4.19-3.40	Agree
3.39-2.60	Neutral
2.59-1.80	Disagree
1.79-1.00	Strongly Disagree

CHAPTER 4

PRESENTATION OF FINDINGS AND ANALYSES OF DATA

This chapter presents the findings and analysis of data following the sequence of the research questions and hypotheses.

4.1 Demographic Profile

In this part, the descriptive statistics was used to display the frequency and percentages of demographic factors.

4.1.1 Age

Table 4.1 : Age of Respondents

Age	Frequency	Percent
Under 25 years	9	7.4
25-30 years	34	28.1
31-35 years	47	38.8
36-40 years	21	17.4
41 and above	10	8.3
Total	121	100.0

There were 47 respondents or 38.80% of all respondents whose ages were in the 31-35 years old range. This range is the largest portion of the population. There were 34 persons, or 28.10%, whose age was between 25-30 years old, followed by 21 persons whose age was between 36-40 years old, which the percent was equaled to

17.40%. While, the minority group was the group of 9 respondents whose ages were under 25 years old represented only 7.40%.

4.1.2 Marital Status

Table 4.2 : Marital Status of the respondents

Marital Status	Frequency	Percent
Single	69	57.0
Married	51	42.1
Divorced	1	.8
Total	121	100.0

There were 69 respondents, or 57.0%, who have been single represented as the majority group of all respondents, followed by 51 persons who already married, which the percent was amounted to 42.10%. While, the divorced person was a minority group, which was composed of only one person or 0.8%.

4.1.3 Educational Level

Table 4.3 : Educational level of the respondents

Educational Level	Frequency	Percent
Diploma Degree	7	5.8
Bachelor Degree	84	69.4
Master Degree	30	24.8
Total	121	100.0

The majority group of population was 84 respondents, or 69.40%, whose education were Bachelor’s Degree, followed by 30 respondents or 24.80% who graduated Master Degree. While, 7 respondents, or 5.80% of all survey respondents, graduated Diploma, represented as minority group.

4.1.4 Income Level

Table 4.4 : Income Level of the respondents

Income Level	Frequency	Percent
10,000-15,000	5	4.1
15,001-20,000	32	26.4
20,001-25,000	14	11.6
25,001-30,000	16	13.2
30,001-35,000	11	9.1
35,001-40,000	13	10.7
40,001 and above	30	24.8
Total	121	100.0

There were 32 respondents, or 26.40%, who have had income level at 15,001-20,000 per month, followed by 30 respondents, or 24.80%, who have had income level at 40,001 and above. 16, and 14 respondents have had income level at 25,001-30,000 and 20,001-25,000 respectively. Whereas, 5 respondents, or 4.1%, represented as the minority group have had income level at 10,000-15,000.

4.2 Research Question 2: Does the non-financial incentive in terms of Achievement, Recognition, Responsibility, Personal Growth have the significant impact on the salesforce performance in terms of Quantitative criteria, Sales target, Sales quota, and Sales volume, and Qualitative criteria, Attitudes, and Job knowledge?

Ha1 : The non-financial incentives have significant impact in terms of

- Achievement

- Recognition

- Responsibility

- Personal Growth

Salesforce performance in terms of

- Quantitative Criteria

- Sales target

- Sales quota

- Sales volume

- Qualitative Criteria

- Attitudes

- Job knowledge

Under the 2nd research question and the 1st hypothesis, the Regression Analysis was brought into use to find out the impact of non-financial incentives on salesforce performance. And the above hypothesis would be spread out to 5 sub-hypotheses in order to prove the impact of each independent variable on each dependent variable crucially.

4.2.1 Sub-hypothesis 1 : Impact on Sales Target

Ho : The non-financial incentives have no significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales target.

Ha : The non-financial incentives have significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales target.

Table 4.5 : The impact of non-financial incentive on sales target

	Coefficients ^a		
	Standardized	t	Sig.
	Coefficients		
	Beta		
Achievement	.072	.670	.504
Recognition	.358	3.415	.001
Responsibility	.014	.142	.887
Personal Growth	-.063	-.645	.520

a. Dependent Variable: Sales Target

As the p-value of recognition was equaled to 0.001, which was less than the significance level of 0.05, the null hypothesis was rejected. It would be implied that the recognition factor had a significant impact on sales target.

For other factors, p-values of achievement, responsibility, and personal growth were equaled to 0.504, 0.887, and 0.520 respectively, which were greater than 0.05 significance level, therefore, the null hypothesis was accepted. This meant that achievement, responsibility, and personal growth had no significant impact on sales target.

It could be explained that salespeople considered the recognition as the motivator to drive them reaching the sales target. As the sales target was represented in the percentage, sales employees might perceive that it was the obvious measurement to allow their superiors, colleagues and organization recognizing them as a good performing employees. If they reached the sales target at 100% within the timeline, it was no detail to prove whether they sell the profit product or non-profit product

For achievement, responsibility, and personal growth, sales employees did not consider those factors to drive them reaching the sales target. They might feel that the percentage reaching on the target could not be driven by the challenging tasks, having more projects, or the higher level of the position. Salespeople perceived that sales target was only the percentage, which was easy to recognize, but it was not easy to evaluate the overall performance.

4.2.2 Sub-hypothesis 2: Impact on Sales Quota

Ho : The non-financial incentives have no significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales quota.

Ha : The non-financial incentives have significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales quota.

Table 4.6 : The impact of non-financial incentive on sales quota

Coefficients ^a			
	Standardized Coefficients	t	Sig.
	Beta		
Achievement	.106	.975	.332
Recognition	-.125	-1.180	.240
Responsibility	.163	1.641	.104
Personal Growth	.258	2.599	.011

a. Dependent Variable: Sales Quota

From the above table, the p-value of personal growth was equaled to 0.011, which was less than the significance level of 0.05, the null hypothesis was rejected. It would be implied that the personal growth had a significant impact on sales quota.

For the remaining factors, p-values of achievement, recognition, and responsibility were equaled to 0.332, 0.240, and 0.104 respectively, which were greater than 0.05 significance level, therefore, the null hypothesis was accepted. This meant that achievement, recognition, and responsibility had no significant impact on sales quota.

Salespeople in MSMS might perceive that to reach the sales quota, which had been provided by their superiors, personal growth was the appropriated reward for them. They might feel that the sales quota sometime might not be fair for each of them but they have to reach because their superiors had committed to the organization. Therefore, driving them reach a specific sales goal like sale quota, personal growth might be a driving force for salespeople improving their performance. Specifically, salespeople might feel that quotas measure and define the appropriate accomplishment level desired from an individual by management.

For the remaining factors, achievement, recognition, and responsibility had no significant impact on salesforce performance in term of sales quota. Salespeople might feel that to perform well by reaching sales quota had nothing involved with the achievement, recognition, and responsibility. This might show that sales quota cannot be expressed easily. Nobody knew how big amount of the quota the salespeople received. Even their superiors and colleagues might not know as well. As the above reason, salespeople felt that nobody recognized them about their achievement of sales quota and nobody offered them a new and interesting project even they can reach the quota. Why they had to consider those non-financial incentive factors as the motivator for them to achieve the sales quota. This could explain that why they considered personal growth had more impact than other non-financial incentive factors.

4.2.3 Sub-hypothesis 3: Impact on Sales Volume

Ho : The non-financial incentives have no significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales volume.

Ha : The non-financial incentives have significant impact in terms of achievement, recognition, responsibility, and personal growth, on sales volume.

Table 4.7 : The impact of non-financial incentive on sales volume

Coefficients^a

	Standardized Coefficients	t	Sig.
	Beta		
Achievement	.139	1.266	.208
Recognition	.111	1.040	.300
Responsibility	.170	1.698	.092
Personal Growth	.040	.401	.689

a. Dependent Variable: Sales Volume

As all p-values displayed on the above table were equaled to 0.208, 0.300, 0.92, and 0.689 respectively, which was greater than the significance level of 0.05, the null hypothesis was accepted. It could be implied that the non-financial incentives in terms of achievement, recognition, responsibility, and personal growth, have no significant impact on sales volume.

The result showed that there was no impact of non-financial incentive factor on the salesforce performance in term of sales volume. The salespeople might believe that there was no factor to motivate them reach the sales volume. They would perceive that one of their main responsibilities is to sell the product in units. No need to force them to sell. Interesting issue was that sometime they could not reach the sales volume in one product but they decided to compensate the sales of the first one by selling other products in stead. Meaning that they could reach the overall target by percentage because they decided to sell the products that have more profits and quotas. Therefore, volume had no relevant to be the motivator for them.

4.2.4 Sub-hypothesis 4: Impact on Attitude

Ho : The non-financial incentives have no significant impact in terms of achievement, recognition, responsibility, and personal growth, on attitude.

Ha : The non-financial incentives have significant impact in terms of achievement, recognition, responsibility, and personal growth, on attitude.

Table 4.8 : The impact of non-financial incentive on attitude

Coefficients ^a			
	Standardized Coefficients		
	Beta	t	Sig.
Achievement	.302	3.018	.003
Recognition	-.004	-.044	.965
Responsibility	.050	.542	.589
Personal Growth	.285	3.129	.002

a. Dependent Variable: Attitude

The above table showed that there were 2 factors that had significant impact on attitude, achievement and personal growth. Because the p-values of these two factors were equaled to 0.003 and 0.002, respectively, which were less than the significance level of 0.05. Therefore, the null hypothesis was rejected. Moreover, as the beta value of achievement was more than beta value of personal growth (0.302 > 0.285), this meant that the achievement had higher impact on attitude.

For recognition and responsibility factors, p-values of these factors were equaled to 0.965 and 0.589, respectively, which were greater than 0.05 significance level, therefore, the null hypothesis was accepted. This meant that recognition and responsibility had no significant impact on attitude.

It was interpreted that when there were the achievement and personal growth proposed and addressed to salespeople, their attitudes toward the company's policy and organization had been positive. They followed the company's policy and strategy, which resulted to work in the same direction and the company could reach the overall objectives at the end. Moreover, they might feel comfortable to work and stay with the company because they perceived that the company had provided the development plan and possibility to grow in their career path. This was no doubt, why they perceived the achievement and personal growth had the impact on their attitude toward their job and organization.

Moreover, according to the beta finding, the achievement had higher impact on attitude. It could be implied that achievement motivated them to follow the company's policy and strategy. By having the promotion on their title changing, it could not be proved that they had succeeded in their professional life but the challenged tasks had influenced them working efficiency with the feeling of the self-important.

While, the recognition and responsibility had no impact on salesforce performance in term of attitude. They might feel uncomfortable to work with more tasks and the recognition might be only the perception from their superiors or organization, which could not touchable.

4.2.5 Sub-hypothesis 5: Impact on Job Knowledge

H₁₀ : The non-financial incentives have no significant impact in terms of achievement, recognition, responsibility, and personal growth, on job knowledge.

Ha : The non-financial incentives have significant impact in terms of achievement, recognition, responsibility, and personal growth, on job knowledge.

Table 4.9 : The impact of non-financial incentive on job knowledge

Coefficients ^a			
	Standardized Coefficients		
	Beta	t	Sig.
Achievement	.168	1.794	.075
Recognition	.255	2.799	.006
Responsibility	.316	3.682	.000
Personal Growth	.020	.230	.819

a. Dependent Variable: Job Knowledge

Since the p-values of recognition and responsibility factors were equaled to 0.006 and 0.000 respectively, which were less than the significance level of 0.05. Therefore, the null hypothesis was rejected. It could be concluded that the recognition and responsibility had significant impact on job knowledge. In addition, the beta value of responsibility was more than beta value of recognition ($0.316 > 0.255$), so, the responsibility factor had higher impact on job knowledge.

For achievement and personal growth factors, p-values of these factors were equaled to 0.075 and 0.819 respectively, which were greater than 0.05 significance level, therefore, the null hypothesis was accepted. This meant that achievement and personal growth factors had no significant impact on job knowledge.

The salespeople perceived that when there was the recognition and more responsibilities from the superiors or the organization they had to improve their performance on the job knowledge in order to work successfully. In addition, based

on the beta result, it expressed that responsibility had higher impact on job knowledge. Obviously, more tasks or responsibilities the salespeople had to improve their skill and knowledge in order to get the project moving and done.

However, salespeople did not consider achievement and personal growth drive them to improve their performance on job knowledge. They might think that the superiors have proposed the promotion or the achievement to them not because they have the knowledge on their job. Naturally, salespeople must be able to understand the knowledge of products' features and applications, sales and markets activities, customers, selling and sales presentation skills. So, salespeople felt that those kind of knowledge is their main duty, which could not be the criteria to offer them the achievement or the promotion.

4.3 Which of the non-financial incentive factors have the greatest impact on salesforce performance?

The Regression Analysis was brought into use to find out which non-financial incentives factors have the greatest impact on salesforce performance.

Table 4.10 : The greatest impact of non-financial incentive factors on salesforce performance

Coefficients ^a			
	Standardized Coefficients	t	Sig.
	Beta		
Achievement	.280	3.260	.001
Recognition	.200	2.395	.018
Responsibility	.235	2.987	.003
Personal Growth	.187	2.384	.019

a. Dependent Variable: Salesforce Performance

The figures in the table showed that all non-financial factors had significant impact on salesforce performance. Because all p-values were greater than 0.05 significant level. But the achievement factor had the highest Beta value, equaled to 0.280, meaning that the achievement had the greatest impact on salesforce performance.

4.3.1 Testing Hypothesis 2

The Regression Analysis was brought into use to find out whether the non-financial incentive in terms of achievement had an impact on salesforce performance or not.

Ho2 : The non-financial incentive in term of achievement has no impact on salesforce performance.

Ha2 : The non-financial incentive in term of achievement has an impact on salesforce performance.

Table 4.11 : The impact of achievement on salesforce performance

Coefficients^a

	Standardized Coefficients	t	Sig.
	Beta		
Achievement	.559	7.348	.000

a. Dependent Variable: Salesforce Performance

As the p-value stated in the table was equaled to 0.000 that was less

than the 0.05 level of significance, the null hypothesis was rejected. This meant that the non-financial incentive in term of achievement has a impact on salesforce performance.

4.3.2 Testing Hypothesis 3

The Regression Analysis was brought into use to find out whether the non-financial incentive in terms of recognition had an impact on salesforce performance or not.

Ho3 : The non-financial incentive in term of recognition has no impact on salesforce performance.

Ha3 : The non-financial incentive in term of recognition has an impact on salesforce performance.

Table 4.12 : The impact of recognition on salesforce performance

Coefficients ^a			
	Standardized Coefficients	t	Sig.
	Beta		
Recognition	.507	6.409	.000

a. Dependent Variable: Salesforce Performance

Since the p-value was 0.000, which was less than the significance level of 0.05, the null hypothesis was rejected. This was implied that the non-financial incentive in term of recognition had an impact on salesforce performance.

4.3.3 Testing Hypothesis 4

The Regression Analysis was brought into use to find out whether the non-financial incentive in terms of responsibility had an impact on salesforce performance or not.

Ho4 : The non-financial incentive in term of responsibility has no impact on salesforce performance.

Ha4 : The non-financial incentive in term of responsibility has an impact on salesforce performance.

Table 4.13 : The impact of responsibility on salesforce performance

Coefficients ^a			
	Standardized Coefficients	t	Sig.
	Beta		
Responsibility	.496	6.228	.000

a. Dependent Variable: Salesforce Performance

From the above table, the p-value was equaled to 0.000, which was less than the significance level of 0.05, therefore, the null hypothesis was rejected. This meant that the non-financial incentive in term of responsibility had an impact on salesforces performance.

4.3.4 Testing Hypothesis 5

The Regression Analysis was brought into use to find out whether the non-financial incentive in terms of personal growth had an impact on salesforce performance or not.

Ho5 : The non-financial incentive in term of personal growth has no impact on salesforce performance.

Ha5 : The non-financial incentive in term of personal growth has an impact on salesforce performance.

Table 4.14 : The impact of personal growth on salesforce performance

	Coefficients ^a		
	Standardized Coefficients	t	Sig.
	Beta		
Personal Growth	.462	5.676	.000

a. Dependent Variable: Salesforce Performance

As the p-value was equaled to 0.000 that was less than the significance level of 0.05, the null hypothesis was rejected. This could be concluded that the non-financial incentive in term of personal growth had an impact on sales force performance.

The result of findings stated that all non-financial factors had significant impact on overall salesforce performance. However, the greatest impact on overall salesforce performance is achievement factor. Salespeople might perceive that they work in order to challenge and prove their capability how good they are and achievement is the top range of their desire to indicate how they succeed.

Salespeople considered that having more responsibilities, recognizing from their colleagues, superiors or the organization, and proposing the promotion to the higher level as the personal growth could not express the level of their success on working with the company. Salespeople could think that receiving more tasks because

the company did not have enough manpower. The recognition from the organization because they had been working with the company for a long time. Possibility for professional growth might not be happened, nobody guarantee. Therefore, the achievement could be obvious rewards to satisfy them improving their overall performance.



CHAPTER 5

SUMMARY OF RESEARCH FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

There were four sections of this chapter, which included the summary of the research findings, conclusions, recommendations and suggestions for future research. First section summarized the results of research following to the statement of problems and research hypothesis. The second section was the conclusion of the results. The third section was the recommendations based on the interesting issues and the suggestions of future used in conducting researches related to the present topic.

5.1 Summary of the research findings

As from analysis in the previous chapter of the study, the research's finding of independent variable had included demographic profile of the respondents and the non-financial incentive factors with dependent variable as salesforce performance factors.

Age : Majority group of salespeople in MSMS company was in the 31-35 years old range which represented by 38.80% of all respondents. This range of age group showed that the salespeople who worked in this company were in the middle age, working people with the experiences about the work.

Marital Status : The largest group was single, represented by 57.0% while the divorced person was a minority group, which was composed of only one person or

0.8%. The less proportion of divorced status could not be found much in the Thai culture.

Educational Level : It was interesting found that most of sales employees in MSMS obtained the educational level at least Bachelor Degree which was a largest group of the respondents, represented at 69.40%. While, the minority group was only 7 respondents, or 5.80%, graduated Diploma Degree.

Income Level : Because of the individual salesforce performance, one of the salespeople's income came from the sales incentive and might effect to the several levels of the income. The largest group of income level was 32 respondents, represented at 26.40% who have had income level at 15,001-20,000 per month. Not far from the largest group was the income level at 40,001 and above, which was 30 respondents, or 24.80%. Whereas, 5 respondents, or 4.1%, represented as the minority group have had income level at 10,000-15,000.

From all the hypotheses being test by the Regression Analysis, the result of hypothesis testing at 95% of confidence level in this research. This could imply that all the dependents variables of non-financial incentives are important for the performance level. The significant variables are relevant to managers of MSMS Company for understanding the impact of non-financial incentives on salespeople performance, which consist of quantitative and qualitative criteria, in order to adapt these factors in the compensation program of the company. See table 6.1 for details.

The non-financial incentive in term of achievement, responsibility, and personal growth have no significant impact on salesforce performance in term of sales target accept recognition.

The non-financial incentive in term of achievement, recognition, and responsibility have no significant impact on salesforce performance in term of sales quota accept personal growth.

All of non-financial incentive factors have no significant impact on salesforce performance in term of sales volume.

The non-financial incentive in term of recognition and responsibility have no significant impact on salesforce performance in term of attitude accept achievement and personal growth.

The non-financial incentive in term of achievement has no significant impact on salesforce performance in term of job knowledge accept recognition, responsibility, and personal growth.

All non-financial incentive factors have a significant impact on salesforce performance.

Non-financial incentive in term of achievement has a greatest impact on salesforce performance.

Table 5.1 : Summary of result from Hypothesis testing

Hypotheses	Statistics test	Level of Significance	Beta Value	Results
Ho1 : Sub-hypothesis 1 The non-financial incentive in terms of <ul style="list-style-type: none"> • Achievement • Responsibility • Personal Growth Have no significant impact on the salesforce performance in terms of <ul style="list-style-type: none"> * Sales Target except • Recognition 	- Regression Analysis	<ul style="list-style-type: none"> • 0.504 • 0.887 • 0.520 • 0.001 	<ul style="list-style-type: none"> • 0.072 • 0.014 • -0.063 • 0.358 	<ul style="list-style-type: none"> - Accept Ho1 - Accept Ho1 - Accept Ho1 - Reject Ho1

Hypotheses	Statistics test	Level of Significance	Beta Value	Results
Ho1 : Sub-hypothesis 2 The non-financial incentive in terms of <ul style="list-style-type: none"> • Achievement • Recognition • Responsibility Have no significant impact on the salesforce performance in terms of <ul style="list-style-type: none"> * Sales Quota except • Personal Growth 	- Regression Analysis	<ul style="list-style-type: none"> • 0.332 • 0.240 • 0.104 	<ul style="list-style-type: none"> • 0.106 • -0.125 • 0.163 	<ul style="list-style-type: none"> - Accept Ho1 - Accept Ho1 - Accept Ho1
Ho1 : Sub-hypothesis 3 The non-financial incentive in terms of <ul style="list-style-type: none"> • Achievement • Recognition • Responsibility • Personal Growth Have no significant impact on the salesforce performance in terms of <ul style="list-style-type: none"> • Sales Volume 	- Regression Analysis	<ul style="list-style-type: none"> • 0.208 • 0.300 • 0.092 • 0.689 	<ul style="list-style-type: none"> • 0.139 • 0.111 • 0.170 • 0.040 	<ul style="list-style-type: none"> - Accept Ho1 - Accept Ho1 - Accept Ho1 - Accept Ho1
Ho1 : Sub-hypothesis 4 The non-financial incentive in terms of <ul style="list-style-type: none"> • Recognition • Responsibility Have no significant impact on the salesforce performance in terms of <ul style="list-style-type: none"> * Attitude except • Achievement • Personal Growth 	- Regression Analysis	<ul style="list-style-type: none"> • 0.965 • 0.589 • 0.002 	<ul style="list-style-type: none"> • -0.004 • 0.050 • 0.285 	<ul style="list-style-type: none"> - Accept Ho1 - Accept Ho1
Ho1 : Sub-hypothesis 5 The non-financial incentive in terms of <ul style="list-style-type: none"> • Achievement • Personal Growth Have no significant impact on the salesforce performance in terms of <ul style="list-style-type: none"> * Job Knowledge except • Recognition • Responsibility 	- Regression Analysis	<ul style="list-style-type: none"> • 0.075 • 0.819 	<ul style="list-style-type: none"> • 0.168 • 0.020 	<ul style="list-style-type: none"> - Accept Ho1 - Accept Ho1
		<ul style="list-style-type: none"> • 0.006 • 0.000 	<ul style="list-style-type: none"> • 0.255 • 0.316 	<ul style="list-style-type: none"> - Reject Ho1 - Reject Ho1

Hypotheses	Statistics test	Level of Significance	Beta Value	Results
Ho2 : The non-financial incentive in term of Achievement has no impact on salesforce performance.	- Regression Analysis	• 0.000	• 0.559	- Reject Ho2
Ho3 : The non-financial incentive in term of Recognition has no impact on salesforce performance.	- Regression Analysis	• 0.000	• 0.507	- Reject Ho3
Ho4 : The non-financial incentive in term of Responsibility has no impact on salesforce performance.	- Regression Analysis	• 0.000	• 0.496	- Reject Ho4
Ho5 : The non-financial incentive in term of Personal growth has no impact on salesforce performance.	- Regression Analysis	• 0.000	• 0.462	- Reject Ho5

5.2 Conclusion

From the summary of findings based on the result, it has been concluded that all non-financial factors have significant impact on overall salesforce performance and the greatest impact on overall salesforce performance is the achievement factor.

The salespeople believed that the achievement is a driving force for them to improve their overall performance and the achievement is a good measurement in term of the level of their success.

Salespeople felt that having more responsibilities, recognizing from their colleagues, superiors or the organization, and proposing the promotion to the higher

level as the personal growth could not express the level of their success on working with the company. Salespeople think that receiving more tasks because the company did not have enough manpower. The recognizing from the organization because they had been working with the company for a long time. Possibility for professional growth would not be happened, nobody guarantee.

Therefore, the achievement could be the obvious rewards to satisfy them the most for improving their overall performance.

However, even all non-financial incentive factors had an impact on overall salesforce performance but there are many areas for improvement since the beta values were low for all factors. Therefore, the managers can improve the beta values of each factor even the achievement, which has the greatest impact on the salesforce performance.

5.3 Recommendation

According to the research findings, which presented throughout chapter 4 of this thesis, the researcher would like to present the recommendation to the issues, which would be beneficial for the management as follows:

Increase the level of performance through the comprehensive intangible program

Being aware of sales employees' performance and making them feel that they play an important part in the organization, are the methods the company should be vigilant about. This is organization that has been through the process of restructuring on non-financial incentive program, hence, for the optimal levels of performance, motivating sales employees are a must. This motivation in term of intangible rewards

has never been ended. To improve the level of salespeople performance, the managers should provide the level of intangible rewards more attractive and touchable based on the factors of achievement, recognition, responsibility, and personal growth such as working as the expatriate employees in other countries, moving salespeople to the regional office, or establishing their name into the potential employees' data base. This may make the salespeople feel motivated and more satisfied with their jobs and the organization.

Leading through empowerment

Based on findings the variable on achievement has a greatest impact on salesforce performance. Therefore, managers should provide direction, guidance and involvement in establishing the objective by themselves in order to enable them realize their own objectives. The management can also consider ways of adapting different management style that promote decentralization approach in dealing with the sales function such as giving more freedom for setting up their own target. Autonomy and opportunity for initiating and determining the methods of job performance can also improve the empowerment of salespeople and then let them being a part of company's objective which can improve their performance at the end.

Empowering managers' role is to show trust, provide vision remove performance- blocking barriers, offer encouragement, motivate, and coach salespeople. If the managers approach the directive and autocratic way of working to salespeople, they may not have the creativity or productiveness to improve their skills and move to other areas of responsibility. To empower them the managers can start with the establishment of the individual objective or allowing them being in a part of setting up the objective related to the company's goal. Salespeople's objective should

not be set up by managers and then deliver to them without any idea or opinion from them. This approach might result to the ignorance of the achievement because they feel that their objective is directive way. However, managers should provide and identify clear parameters of empowerment for each level of salespeople in order to avoid misunderstanding and work redundancy. This may make sales employees feel motivated and more satisfied with their jobs.

Develop the training programs related to tasks, and continuous refreshed courses

The management levels in MSMS are concerned on tasks and achievement in career as stated in the qualitative target of sales employees. Managers have put the job knowledge including the specific and general skills into the target of the salespeople. As a result of this issue, the managers should provide training courses both specific and general courses such as the technical product knowledge and the professional knowledge to improve the level of salespeople's skill and capability. Since the managers have addressed a word of "value added". Management should try to develop all the salespeople to be a value-added person to the customers, not only begging for the orders. The training and development programs will satisfy their needs and can develop salespeople to be value added sales employees.

Besides the training on the salespeople, the managers should continuous to refresh the training courses in order to remind and refresh salespeople's knowledge all the time. Moreover, managers can check back whether sales employees have utilized and applied the program on the tasks for reaching the company's goal.

The recommendations above will be beneficial for the managerial levels to take good attention and concern about the salespeople problems. Each organization

culture, policy, strategy and people are differ from another, therefore, management should apply the above situation in order to match with their culture, policy, strategy, and people in their organization.

5.3.1 Suggestion for Future Research

This study is only one of the research being studied in the tyre industry. It had been done in one area of issue, in which, there were many issues happen in the organization. Therefore, suggestion for future research which the researcher would like to propose to done are as follows:-

1. A similar study can be made focusing on non-financial incentive to include demographic profile factors for further analysis on the impact on performance of saleforce.
2. The same study should be done in another function in the company in order to learn more about the non-financial incentive has any impact on other employees' performance. People work for money because they might feel that it is the trade between the company and employees. However, to work with a good performance has nothing involve with the money. People need achievement, recognition, responsibility, and personal growth. Therefore, the organization can apply the non-financial incentive program to other employees in order to influence them working efficiency and bring the company reaching the same goal.
3. The similar study should be done in the same industry but in another company in order to learn about the salespeople perception on the non-financial incentive program. As mentioned before that each organization is differ from one another, so the salespeople in different culture, policy and strategy may interface the

different situation. Therefore, we can understand the diversity thinking of people and lastly develop the new management strategy for our people.

4. Lastly, it is recommended that a comparison be made on the response and perceptions of managers on the feedback of the study by conducting an interview with the management to explore details on this dynamics.



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APENDIX A
QUESTIONNAIRE
&
RELIABILITY TEST



Questionnaire Of The Study On The Impact Of Non-financial Incentive On Salesforce Performance

แบบสอบถามของการศึกษาผลกระทบต่อประสิทธิภาพการปฏิบัติงานของพนักงานขายอันเกิดจากการกระตุ้นที่ไม่ใช่ตัวเงิน

Dear Respondents:

This questionnaire is the instrument used for gathering data for a master thesis. Obtained data will be kept confidential. Therefore, you can feel free to respond every item honestly. And please answer all of the questions.

Thank you

เรียน ท่านที่เกี่ยวข้อง:

แบบสอบถามนี้เป็นเครื่องมือในการรวบรวมข้อมูลเพื่อการทำวิทยานิพนธ์ปริญญาโท ข้อมูลที่ได้จะถูกเก็บรักษาเป็นความลับ

ดังนั้นขอให้ท่านตอบคำถามได้เต็มที่และกรุณาตอบคำถามทุกข้อ

ขอบคุณ

There are three parts in this questionnaire. Part 1 : Demographic Profiles ; Part 2 : Non-financial Incentive Factors ; Part 3 : Salesforce Performance .

แบบสอบถามจะแบ่งเป็น 3 ส่วน ส่วนแรกเป็นเรื่องข้อมูลส่วนตัว ส่วนที่สอง เกี่ยวกับปัจจัยของการกระตุ้นที่ไม่ใช่ตัวเงิน และ

ส่วนที่ 3 คือผลการปฏิบัติงานของพนักงานขาย

Part I

Demographic Profile ข้อมูลส่วนตัว

In the space below, please provide the correct information that has been requested by checking all that apply to you.

จากนี้ไป ขอให้ท่านทำเครื่องหมาย (X) ลงในข้อมูลที่เกี่ยวข้องกับตัวท่านตรงตามความเป็นจริง

1. Age อายุ

- () Under 25 ต่ำกว่า 25 ปี
- () 25 – 30 ระหว่าง 25 – 30 ปี
- () 31 – 35 ระหว่าง 31 – 35 ปี
- () 36 – 40 ระหว่าง 36 – 40 ปี
- () 41 and above 41 ปีขึ้นไป

2. Marital Status สถานะ

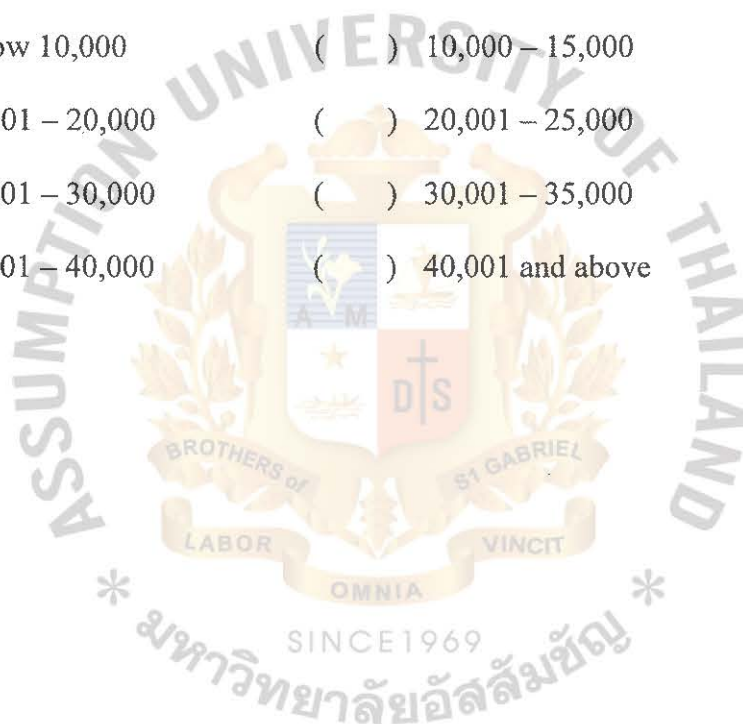
- () Single โสด
- () Married แต่งงาน
- () Widowed หม้าย
- () Divorced หย่าร้าง

3. Educational Level ระดับการศึกษา

- () Diploma Degree ปวส.
- () Bachelor Degreeปริญญาตรี
- () Master Degree ปริญญาโท

4. Income Level / month ระดับรายได้

- | | |
|-------------------------|--------------------------|
| () Below 10,000 | () 10,000 – 15,000 |
| () 15,001 – 20,000 | () 20,001 – 25,000 |
| () 25,001 – 30,000 | () 30,001 – 35,000 |
| () 35,001 – 40,000 | () 40,001 and above |



Part 2

Non-financial Incentive Factors ปัจจัยของการกระตุ้นที่ไม่ใช่ตัวเงิน

The statements below represent the non-financial incentive factors, which people consider, you may agree or not agree in the following statement. Read each statement carefully and indicate how suitable it is for you.

ประโยคข้างล่างนี้แสดงปัจจัยการกระตุ้นโดยไม่ต้องพึ่งพาการใช้เงินตามความนึกคิดของผู้คนทั่วไป โดยท่านอาจเห็นด้วยหรือไม่เห็นด้วย กรุณาอ่านประโยคต่างๆ เหล่านี้และเลือกหัวข้อที่คุณคิดว่าเหมาะสมที่สุด

- 5 = Strong Agree เห็นด้วยอย่างยิ่ง
- 4 = Agree เห็นด้วย
- 3 = Neutral ไม่มีความเห็น / ไม่ออกความเห็น
- 2 = Disagree ไม่เห็นด้วย
- 1 = Strongly Disagree ไม่เห็นด้วยอย่างยิ่ง

No	Non-financial Incentive Factors	5	4	3	2	1
	<u>Achievement</u> ผลสำเร็จของงาน					
1.	The company provides non financial incentives that drive me to achieve my task better. บริษัทให้การกระตุ้นแบบไม่ใช่ตัวเงินทำให้ข้าพเจ้าปฏิบัติงานลุล่วงไปได้ดีขึ้น					
2.	Our capability is fully utilized by the company. บริษัทได้ใช้ความสามารถของพวกเราออกมาอย่างเต็มที่แล้ว					

No		5	4	3	2	1
	Non-financial Incentive Factors					
3.	Life and task challenges are motivating to me. ชีวิตและงานที่ท้าทายเป็นตัวกระตุ้นสำหรับข้าพเจ้า					
4.	Feedback from my superiors indicates how well I am doing. การรายงานกลับจากผู้บังคับบัญชาแสดงให้เห็นว่างานที่ข้าพเจ้าปฏิบัติไปแล้วนั้นดีเพียงใด					
	<u>Recognition</u> การได้รับการยอมรับ					
1.	An honorable position motivates me. ตำแหน่งที่มีเกียรติยศยกย่องเป็นตัวกระตุ้นสำหรับข้าพเจ้า					
2.	We have been recognized by supervisors because of our performance. ผู้บังคับบัญชารู้จักเราเพราะผลการปฏิบัติงานของเรา					
3.	Our colleagues recognize our good performance ทีมงานเรารู้เรื่องผลงานของตัวเองเป็นอย่างดี					
4.	Our good performance commands respect and acceptance from our superior. ผลงานที่ดีของเราทำให้ได้รับการยอมรับและนับถือจากบรรดาผู้บังคับบัญชาของเรา					
5.	The prospect of promotion is motivates me to perform better. ความมุ่งหวังเรื่องการได้รับการเลื่อนขั้นตำแหน่งเป็นตัวกระตุ้นให้ข้าพเจ้าทำงานได้ดีขึ้น					

No		5	4	3	2	1
	Non-financial Incentive Factors					
	<u>Responsibility</u> ความรับผิดชอบ					
1.	Increased scope of responsibility is an opportunity for me to prove my capability. การขยายขอบเขตความรับผิดชอบเป็นการสร้างโอกาสในการพิสูจน์ความสามารถของข้าพเจ้า					
2.	More responsibilities do not necessarily mean more tasks. การเพิ่มความรับผิดชอบในงานต่างๆ ให้มากขึ้น ไม่ได้หมายความว่าเพิ่มงานให้มากขึ้นแต่อย่างใด					
3.	More responsibilities in the jobs is a motivation for me การเพิ่มความรับผิดชอบในงาน เป็นตัวกระตุ้นสำหรับข้าพเจ้า					
4.	I welcome responsibilities ข้าพเจ้ายินดีที่จะได้รับความรับผิดชอบต่างๆ ในการทำงาน					
5.	I am challenged when a new project is assigned to me. ข้าพเจ้ารู้สึกท้าทายเกิดขึ้นเมื่อได้รับมอบหมายให้ทำโครงการใหม่ๆ					

No		5	4	3	2	1
	Non-financial Incentive Factors					
	<u>Personal Growth ความเจริญก้าวหน้าของตนเอง</u>					
1.	My superior's confidence in my work motivates me to perform more efficiently. การที่ผู้บังคับบัญชาของข้าพเจ้าเชื่อมั่นในผลงานของข้าพเจ้าเป็นตัวกระตุ้นให้ข้าพเจ้าพยายามทำงานให้มีประสิทธิภาพยิ่งขึ้น					
2.	The company provides us possibilities for professional and personal growth. บริษัทได้ให้โอกาสในความเจริญก้าวหน้าทั้งในเรื่องอาชีพการงานและเรื่องส่วนตัว					
3.	We are provided with good training programs. เราได้รับหลักสูตรการอบรมที่ดีจากบริษัท					
4.	The company offers us career path which enable us to grow professionally. บริษัทได้วางเส้นทางการเจริญเติบโตในอาชีพการงานแก่เรา					
5.	Growth and development plan for individual employees has been properly established. บริษัทมีแผนการพัฒนาและให้การเจริญเติบโตแก่พนักงานเป็นรายบุคคลเป็นอย่างดี					

Part 3

Salesforce Performance Factors ปัจจัยที่เกี่ยวกับผลการปฏิบัติงานของพนักงานขาย

The statement below represent the salesforce performance factors, This may give you a chance to tell how you feel about the performance evaluation of the sales function. Read each statement carefully and indicate how suitable it is for you.

ข้อความข้างล่างนี้ แสดงปัจจัยต่างๆ ที่เกี่ยวข้องกับผลการปฏิบัติงานของพนักงานขาย สิ่งนี้จะช่วยให้ท่านได้มีโอกาสแสดงความคิดเห็นเกี่ยวกับการประเมินผลการปฏิบัติงานขาย กรุณาพิจารณาและเลือกข้อความที่ท่านคิดว่าเหมาะสมที่สุด

- 5 = Strong Agree เห็นด้วยอย่างยิ่ง
- 4 = Agree เห็นด้วย
- 3 = Neutral ไม่มีความเห็น / ไม่ออกความเห็น
- 2 = Disagree ไม่เห็นด้วย
- 1 = Strongly Disagree ไม่เห็นด้วยอย่างยิ่ง

No		5	4	3	2	1
	Salesforce Performance Factors					
	<u>Sales Target</u> เป้าการขาย					
1.	I can reach 100% sales target for all the products. ข้าพเจ้าสามารถทำยอดขายได้ 100 เปอร์เซ็นต์เต็มของสินค้าโดยรวม					

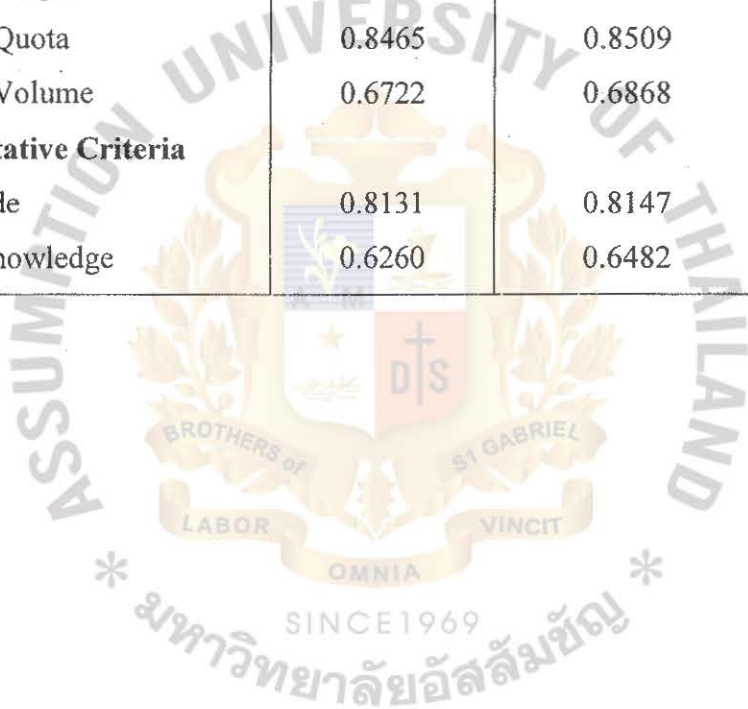
No		5	4	3	2	1
	Salesforce Performance Factors					
2.	I can complete my target within timeline. ข้าพเจ้าสามารถขายสินค้าได้ถึงเป้าตามเวลาที่กำหนด					
	<u>Sales Quota เป้าจำนวนขาย</u>					
1.	I get my fair share of the sales quota. ข้าพเจ้าได้รับการแบ่งเป้าจำนวนขายอย่างยุติธรรม					
2.	Sales quota is a good measurement for performance evaluation. เป้าจำนวนขายเป็นเครื่องมือที่ดีในการประเมินผลการขาย					
3.	Sales quota assigned to me is not too difficult to achieve. เป้าจำนวนขายที่ข้าพเจ้าได้รับ ไม่ยากเกินไปที่จะปฏิบัติให้ลุล่วง					
	<u>Sales Volume ปริมาณขาย</u>					
1.	I can reach the sales volume of every product in term of units sold, which has been assigned by my boss ข้าพเจ้าสามารถขายสินค้าในแต่ละตัวได้ตามปริมาณจำนวนชิ้นที่ผู้บังคับบัญชากำหนดให้ข้าพเจ้า					

No		5	4	3	2	1
	Salesforce Performance Factors					
2.	<p>I can increase the sales volume higher than my colleagues who has the same criteria or same kind of my customers.</p> <p>ข้าพเจ้าสามารถเพิ่มหรือทำปริมาณการขายได้มากกว่าเพื่อนร่วมงานของข้าพเจ้าที่มีลูกค้ารับผิดชอบประเภทเดียวหรือใกล้เคียงกับข้าพเจ้า</p>					
	Attitude ทัศนคติ					
1.	<p>I follow and respect the company's policy because it is a good direction for working efficiency.</p> <p>ข้าพเจ้าเชื่อฟังและปฏิบัติตามนโยบายของบริษัทฯ เพราะเป็นทิศทางและแนวทางที่ดีในการทำงานอย่างมีประสิทธิภาพ</p>					
2.	<p>I feel comfortable and to be proud to work in this position.</p> <p>ข้าพเจ้ารู้สึกสบายใจและภูมิใจในตำแหน่งงานที่ข้าพเจ้าปฏิบัติอยู่ในขณะนี้</p>					
3.	<p>I feel secure in my life to work with this organization.</p> <p>ข้าพเจ้ารู้สึกมีความมั่นคงในชีวิตที่ได้ร่วมทำงานกับองค์กรนี้</p>					

No		5	4	3	2	1
	Salesforce Performance Factors					
	<u>Job Knowledge</u> ความรอบรู้ในงาน					
1.	I never get complaints about the product knowledge from customers. ข้าพเจ้าไม่เคยได้รับการตำหนิต่อว่าจากลูกค้าในเรื่องของความรู้ทาง ด้านผลิตภัณฑ์เลย					
2.	I have a good score of the company's test in terms of product knowledge. ข้าพเจ้าได้คะแนนดีเมื่อทำแบบทดสอบความรู้ผลิตภัณฑ์ของบริษัท					
3.	I am always appreciated by the supervisor when he gets Sales & Market information of the company's competitors ผู้บังคับบัญชารับชอบและชมเชยข้าพเจ้าเสมอเมื่อได้รับรายงานเกี่ยวกับ การขายและการตลาดของคู่แข่ง					

Alpha (Cronbach) Coefficients

Variable	α -Coefficient	Standardized item
<u>Non-Financial Incentive</u>		
▪ Achievement	0.6451	0.6460
▪ Recognition	0.6760	0.6863
▪ Responsibility	0.8537	0.8513
▪ Personal Growth	0.7879	0.7926
<u>Salesforce Performance</u>		
❖ Quantitative Criteria		
▪ Sales Target	0.7284	0.7447
▪ Sales Quota	0.8465	0.8509
▪ Sales Volume	0.6722	0.6868
❖ Qualitative Criteria		
▪ Attitude	0.8131	0.8147
▪ Job Knowledge	0.6260	0.6482



Reliability

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

ACHEIVEM V2 V3 V4

ACHEIVEM	1.0000			
V2	.6171	1.0000		
V3	.3006	.0357	1.0000	
V4	.4574	.0147	.4545	1.0000

N of Cases = 14.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.3036	2.7143	3.8571	1.1429	1.4211	.3618

Item-total Statistics

Scale	Scale	Corrected		
Mean	Variance	Item-	Squared	Alpha
if Item	if Item	Total	Multiple	if Item
Deleted	Deleted	Correlation	Correlation	Deleted

ACHEIVEM	10.3571	3.0165	.7136	.5889	.3169
V2	10.5000	4.2692	.3482	.4736	.6409
V3	9.3571	5.0165	.3065	.2209	.6506
V4	9.4286	5.1868	.4002	.3976	.6038

Reliability Ccoefficients 4 items

Alpha = .6451 Standardized item alpha = .6460

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	RECOG1	RECOG2	RECOG3	RECOG4	RECOG5
RECOG1	1.0000				
RECOG2	.4527	1.0000			
RECOG3	.2125	.2022	1.0000		
RECOG4	.3397	.0869	.0000	1.0000	
RECOG5	.6554	.3782	.2172	.4990	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.9900	3.7000	4.2500	.5500	1.1486	.0492

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
RECOG1	15.7000	4.5368	.6381	.4827	.5398
RECOG2	16.1000	4.5158	.4060	.2384	.6418
RECOG3	16.2500	5.3553	.2236	.0801	.7194
RECOG4	15.9500	5.6289	.3077	.2738	.6720
RECOG5	15.8000	4.1684	.6534	.5373	.5168

Reliability Coefficients 5 items

Alpha = .6760 Standardized item alpha = .6863

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

RESPON1 RESPON2 RESPON3 RESPON4 RESPON5

RESPON1	1.0000				
RESPON2	.5887	1.0000			
RESPON3	.4981	.8761	1.0000		
RESPON4	.4149	.8039	.7865	1.0000	
RESPON5	.3060	.3764	.3616	.3252	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.9300	3.2500	4.5500	1.3000	1.4000	.2470

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
RESPON1	15.6000	7.8316	.5558	.3654	.8513
RESPON2	16.4000	5.0947	.8813	.8310	.7686
RESPON3	16.0000	6.8421	.8418	.7876	.7774
RESPON4	15.5000	7.4211	.7649	.6799	.8019
RESPON5	15.1000	9.5684	.3967	.1587	.8801

Reliability Coefficients 5 items

Alpha = .8537 Standardized item alpha = .8513

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

GROWTH1 GROWTH2 GROWTH3 GROWTH4 GROWTH5

GROWTH1	1.0000				
GROWTH2	.0828	1.0000			
GROWTH3	.2010	.1686	1.0000		
GROWTH4	.3953	.6877	.3814	1.0000	
GROWTH5	.3604	.6760	.6316	.7479	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.3900	2.9500	4.2000	1.2500	1.4237	.3118

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total*	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
GROWTH1	12.7500	6.1974	.3091	.2839	.8164
GROWTH2	13.9000	4.9368	.5193	.6703	.7662
GROWTH3	13.2000	5.1158	.4377	.5357	.7970
GROWTH4	13.9500	4.8921	.7701	.6604	.6900
GROWTH5	14.0000	4.2105	.8785	.7940	.6350

Reliability Coefficients 5 items

Alpha = .7879 Standardized item alpha = .7926

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

TARGET1 TARGET2

TARGET1	1.0000
TARGET2	.5932 1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.7750	3.7500	3.8000	.0500	1.0133	.0012

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
TARGET1	3.7500	.4079	.5932	.3519	
TARGET2	3.8000	.6947	.5932	.3519	

Reliability Coefficients 2 items

Alpha = .7284 Standardized item alpha = .7447

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

SALES_QU V25 V26

SALES_QU	1.0000		
V25	.6947	1.0000	
V26	.4878	.7836	1.0000

N of Cases = 14.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.4286	3.2143	3.5714	.3571	1.1111	.0357

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
SALESQU1	7.0714	1.7637	.6347	.4909	.8723
SALESQU2	6.7857	1.5659	.8498	.7421	.6456
SALESQU3	6.7143	2.0659	.6862	.6202	.8191

Reliability Coefficients 3 items

Alpha = .8465 Standardized item alpha = .8509

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

VOLUME1 VOLUME2

VOLUME1	1.0000
VOLUME2	.5230 1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.5000	3.4500	3.5500	.1000	1.0290	.0050

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
VOLUME1	3.5500	.4711	.5230	.2736	
VOLUME2	3.4500	.7868	.5230	.2736	

Reliability Coefficients 2 items

Alpha = .6722 Standardized item alpha = .6868

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

ATTUTUDE V32 V33

ATTUTUDE	1.0000		
V32	.6178	1.0000	
V33	.4275	.7380	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.9667	3.7500	4.1500	.4000	1.1067	.0408

Item-total Statistics

Scale	Scale	Corrected			
Mean	Variance	Item-	Squared	Alpha	
if Item	if Item	Total	Multiple	if Item	
Deleted	Deleted	Correlation	Correlation	Deleted	
ATTUTUDE	7.7500	1.9868	.5565	.3835	.8477
V32	7.9000	1.3579	.8093	.6565	.5814
V33	8.1500	1.3974	.6653	.5460	.7533

Reliability Coefficients 3 items

Alpha = .8131 Standardized item alpha = .8147

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

	JOB1	JOB2	JOB3
JOB1	1.0000		
JOB2	.5627	1.0000	
JOB3	.2382	.3405	1.0000

N of Cases = 20.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.6333	3.5000	3.8000	.3000	1.0857	.0233

Item-total Statistics

	Scale	Scale	Corrected		
	Mean	Variance	Item-	Squared	Alpha
	if Item	if Item	Total	Multiple	if Item
	Deleted	Deleted	Correlation	Correlation	Deleted
JOB1	7.3000	1.6947	.4633	.3191	.4969
JOB2	7.1000	2.2000	.5813	.3618	.3828
JOB3	7.4000	2.2526	.3157	.1191	.6916

Reliability Coefficients 3 items

Alpha = .6260 Standardized item alpha = .6482

