SALES FORCE MANAGEMENT AND ITS IMPACT ON ORGANIZATIONAL GROWTH (STUDY OF SELECTED SMALL AND MEDIUM ENTERPRISES (SMES) IN ABA, ABIA STATE)

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ABSTRACT

Sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs) in Aba, Abia State was examined. The specific objectives of the study were to; investigate the impact of sales promotion on organizational performance, ascertain the effect of training of sales force on organizational market share, examine the impact of sales force motivation on organizational profitability and determine the effect of sales forecast on customer compliance. The study was guided by a descriptive survey design because it gives detailed information about issues, problems, events and describes events as they are. Both primary and secondary data were used. The population of the study was 240 employees and the sample size of 150 respondents was obtained using Taro Yamane techniques. The researcher used questionnaire for data collection. The data gathered for the study was analyzed using descriptive analysis. Pearson correlation was used to test hypotheses with the aid of statistical packages for social sciences (SPSS).The study revealed that there was a positive relationship between sales promotion and organizational performance. The study showed that training of sales force had a positive effect on organizational market share. The study submitted that there was a positive impact of sales force motivation on organizational profitability. Finally, the study confirmed that sales forecast had a positive effect on customer compliance. The study recommended that management of Small and Medium Enterprises (SMEs) in Aba, Abia State should organize sales promotion training programmes for their staffs in order to enhance their employee effectiveness.

Key Words: Sales Force Management, Organizational Growth, Sales Promotion, Organizational Performance, Training, Sales Force, Market Share, Motivation, Organizational Profitability, Sales Forecast, Customer Compliance.

INTRODUCTION
Background of the Study
Sales management is the process of developing a sales force, coordinating sales operations, and implementing sales techniques that allow a business to consistently hit, and even surpass, its sales targets. It is the desire of every business oriented organization to create a conducive and accessible medium through which their goods and services are known and patronized by the target market. This will give room for the realization of stated objectives. It is therefore germane to say that business organization are set up for the achievement of stated objectives such as profitability, customer satisfaction, product awareness, increase in market share, expansion and growth. Therefore, organization must put in place mechanism for achieving their stated objectives. However, objectives may vary, it is necessary to state the needed /necessary objectives to be achieved by respective organizations (Ibojo and Akinruwa, 2014).

Having stated the objectives and the mechanism for achieving the objectives, the marketing mix must be given proper attention. Marketing mix which serves as the 4p of marketing is a vital set of

elements that links the organization to its target market. The ingredients in Borden marketing mix include product planning, pricing, branding, distribution channels, personal selling, advertising, promotion, packaging, display, servicing, physical handing and fact findings and analysis. Marketing variables should be divided into two parts: the offering (product, packaging, brand, price and service) and the methods and tools (distribution channel, personal selling, advertising, sales promotion and publicity. Three elements of marketing mix include service mix, distribution mix, and communication mix (Lazer and Kelly, 2017).

Economic environment is changing rapidly and this change is characterized by such phenomena as the globalization, changing customer and investor demands, ever-increasing product-market competition. To compete successfully in this environment, organizations continually need to improve their performance by reducing cost, innovating products and processes and improving quality, productivity and speed to market. Sales force management is an ongoing process that evaluates and controls the business sales force and the industries in which the company is involved, assesses its competitors and set goals and strategies to meet all existing and potential competitors, and then reassess each strategy annually or quarterly (i.e. regularly) to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet charged circumstances, new technology, new competitors, a new economic environment, or a new social, financial or political environment". Achieving a competitive advantage position and enhancing firm performance relative to their competitors are the main objectives that business organizations in particular should strive to attain. (Raduan, Jegak,

Haslinda and Alimin, 2009).

Sales management can depend upon the size of an organization, and the proclivity to change of its business environment. Therefore, a global transnational organization may employ a more structured strategic management model, due to its size, scope of operations, and need to encompass stakeholder views and requirement. Organizations that deal in supplying, manufacturing, marketing and sales of both industrial and consumer goods must set goals, formulate objectives, design streamlined strategies and tactics to survive the deluge of challenges that is imminent in the day to day operation of its quest to satisfy the innumerable needs and wants of her target customers. The dynamism in conducting business the world over has taken a detour; a paradigm shift from the often bandied phrase- 'business as usual, or garbage in, garbage out,' that is highly preponderant in the business parlance of both developing and emerging markets. In the contemporary business arena, businesses are conducted as a win-win situation between the customers and the employees who are the mirror through which the customers view the organizations(Kotler and Bowen, 2010).

Sales management ensures that the sales force get christened as 'need identifiers and problem solvers or solution providers.' This might sound utopian but a closer look at the direction of operating successful business organization today, though mainly in developed society will definitely x-ray that all organizations are independently dependent on one another for survival. A business can only record monumental successes when it imbibes the culture of being customer centric, customer obsessed, customer focused, customer paranoia and customer leadership. That is, perceiving customer as the 'king. Despite that, no company can wade through or weather the storm of

relegating and denigrating her customers. Going down the memory lane, marketers had always preached that customer attraction without plan for retention is like a leaky-bucket approach. And that a customer poorly treated will not only switch to competitors but will play word-of mouth evangelism towards ensuring that the organization will pay dearly for it. Of course the customer goes about preaching everybody that comes across him that such a company is socially irresponsible and insensitive to the needs of her customers. Ironically, when such customer is tenaciously cuddled, he is bound to pinch his lifetime value with the organization as there is bound to be repeat purchases. Sale management ensures that employees are properly, recruited, trained, motivated and evaluated to enhance their performance. When this is achieved, management market share will grow, share price will appreciate and shareholder value will improve. It is a value chain that management must never trample upon customer satisfaction (Kotler and Armstrong, 2001).

Sale force management is an initiative undertaken by organizations to promote increase in sales, usage or trial of a product or services (i.e. initiations that are not covered by other elements of the marketing communication/promotional mix). Sale force management is an important component of an organizations overall marketing strategy along with advertising, public relations, and personal selling. Sale promotion acts as a competitive weapon by providing an extra incentive for the target audience to purchase or support one brand over another. It is particularly effective in spurring product trial and unplanned purchases (Aderemi, 2013).

Sale force management has been seen as more of tactical approach than strategic engagement in marketing of brands. Predominantly, marketing practitioners and scholars believe that sale force management cannot be engaged to build brand equity. It is basically regarded as a mere short-term technique to generate increase in sales but deficient in elevating brand image and perception. However, recently, sale force management is being deployed on a large scale consistently on a strategic platform. Roughly, two decade ago, the Advertising-to-Sale force management ratio was about 60:40 however in 2009 sale force management accounts for 75% of combined budget (Roughly 50% is trade promotion and 25% is consumer promotion) in many consumer-packaged-goods companies (Kotler and Keller, 2015).

Arising from the fact that the Nigerian market environment is not insulated from the grip of sale force management in driving brand performance in the market place (from the telecommunication sector, banking and most especially to the consumer brands) the use of sale promotion has been on the increase. Organizational growth is a process through which the structure of a multigent system organization increases the number of its roles and links.It is against this backdrop that this study intends to investigate sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs)in Aba, Abia State

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

supervising salespeople and evaluating salespeople, have a bird eye view of the awareness, experience and sophisticated nature of customers, coupled with the medley and farrago of their needs and wants, and have enjoyed the impact of improved return on investment.

On the other hand, poor management has led to both management and marketing myopia from those sales managers who hold tenaciously to believe that salespeople don't require any training as they are born not made. It is not just about the paycheck. Effective incentive compensation management is based on an understanding of basic human motivation on the importance of trust, self-esteem, social recognition and improved chances to fulfill one's potential." Indisputably, the success of the organization or firm is dependent on the adequacy and efficiency of sales force management.

Therefore, adequate attention has to be projected towards the sales personnel as a new trajectory to optimum performance due to the delicate position they occupy as well as the subtle role they play in the organization, to ensure that customers are pampered as well as serviced with passion and care. Sadly, in Nigeria, most organizations and their sales managers do not consider these variables (motivating and training of sales force) and in some cases, totally ignore them which might lead to a generally poor sales performance and poor distribution of a firm's products.

Perhaps, management are not yet convinced that a properly trained and motivated employee performs his duty with high sense of responsibility and diligence. More so, it has been revealed that inadequate motivation packages and sales forecast lowers employee commitment to work. This leads to low sales performance and poor organizational performance. This study therefore seeks to find out sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs)in Aba, Abia State

Objectives of the Study

The broad objective of this study is to examine sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs)in Aba, Abia State. The specific objectives of the study were to;

i. investigate the impact of sales promotion on organizational performance.

ii. ascertain the effect of training of sales force on organizational market share

Research Questions

From the above objectives, the following research questions were thus asked;

i. What are the impact of sales promotion on organizational performance?

ii. Is there any effect of training of sales force on organizational market share?

1.5   Research Hypotheses

The hypotheses to be tested for this study, as stated in their null forms, were given as;

H_{01}:   There are no significant relationship between sales promotion and organizational performance

H_{02}:   Training of sales force has no effect on organizational market share

REVIEW OF RELATED LITERATURE
Conceptual Framework
Sales Force Management

Sales force management is the soul of the company. Establishing a world recognize brand does not only require **marketing** and advertise efforts, but it also requires the sales representatives or in simple words sale force along with all other promotional activities. Firms are now investing considerable funds, time and expertise to rain the sales force. In order to compete in the market and getting brand recognition; a quality product needs

a quality sale force. The **sale force** is the FACE of the Brand or the Product. A very important aspect of marketing that yields business is the efficient and effective use of sales force management and companies are always looking for better ways to complete this task (Achumba, 2002).

Managing Customer relations effectively needs a well-trained Sales Force, which is also known as **sales force management.** The Companies are now spending a considerable marketing budget on Customer Relation Management CRM and Sales Force Management Systems. Some firms are opting for Automated Sales Force Management System. The Sale Force is responsible for all the contacts that are made with the end users, keeps a record of all the data and tracks down the customers to generate sales (Aderemi, 2003).

Elements of Sales Force Management According to (Kotler and Keller, 2015), the elements of sales force management include:

i.   **Lead Generation:** The Sales Representatives generate the sales lead and then track the potential user by gathering the data and customer related info like phone numbers, tastes, and buying patterns.

ii.   **Sales Forecasting**: Predicting the company future sales based upon the previous sales for a particular period of time; is sales forecasting process. The Sales Forecasting is done for the next tax year or the fiscal year (or for a period of a time in the near future). This enables the company to take important business decisions regarding production, distribution, advertising budgets.

i.   **Order Management:** The sales Force Manages and streamlines the product orders efficiently. A well-executed Order Management System or OMS results in Sales Boost, Improved Customer retention and Better Consumer Relations. Order Management System is quite a hefty term for a simple concept; delivering Goods and products without or minimum delay is order management.

ii.   **Product Knowledge:** The basic element for closing a deal or making a successful sale is having the complete knowledge of the product. To win the customer trust is of outmost important for the Sales representative. In order to convince the buyer to spend the money on the product the Sale team must have the complete know how of the Product and its benefits.

Sales Force Management is also responsible selecting, recruiting, training, supervising, controlling and managing the sales teams or Sales personnel.

Functions of Sales Force Management

The sales force management plays an integral role in the success of the marketing plan. Executing the marketing strategy successfully requires efficient and well trained Sale Representatives. Lamb (2014) reported that the functions of sales of force management include the following:

i.   **Recruitment**

An essential part for the effective sales force management is recruitment. Over the decades companies have designed advances selection programs and procedures to test the behavioral, Managerial, and Personality Skill and expertise are identified. Some companies have developed research methods or execute surveys to look for the preferences and demands of the customers for the selection of Sales team.

ii. **Training and Supervision**

The crux of building a well-trained and effective sales force is Sale force Training Programs. In order to beat the market completion and become a market leader Trained Work force is required. Efficient Training during the product life cycle can build a strong Sale Force. Supervising the sales

Team will keep the moral of the sales people high and put the sales team in the right direction to manage the customers. The better the results are achieved the Sale team if provided better the supervision. The efficiently managed sales teams perform task effectively and meet the sales goals (Achumba, 2002).

iii. Motivation and Incentives

The Data and Market Research suggests that a Motivated Sales Force is more target oriented, Goal Achievers, and Result Producers. To drive up and boost the morale of the Sales employees the Motivation plays an integral role. Compensations, Incentives, Sale Shares, Quotas are motivational elements for the Work Force (Aderemi, 2003).

iv. Sale Force Evaluation

Evaluating the Sale Results, Product Numbers and Profit Reports is the key for the successful Sale Force Management System.

v. Behavioral Aspects

The fast paced business world the buying and selling has no longer remained the transaction marketing; it's about building strong ties with the customers. The Companies now focus on relationship marketing. The Sale force management must be equipped with all techniques and arts to build long term relationship to make a successful Sale. The Art of Negotiation is the key element of closing the deal (Kotler and Keller, 2015).

Basic Objective of Sales Force Management

A customer identifies the Brand or product by the Sales Representatives. The Sale Force Management is the primary link between the Product offered by the Company and the end consumer that will buy the product. Over a decade the firms have a single goal of earning profit and making sales. The Sales Team were recruited to search for the present and potential customers and to make the sale (Ahmed and Buttle, 2002).

The Soul purpose was to sell a product. Now with the advancements in market; the user is becoming more and more informed the companies cannot focus on the sole purpose of earning profit. It about winning a customer that will not only ensure current sales but also ensures future business or profit for the company. Therefore, the sale Teams are now better trained as closing the deal requires effective communication, good negotiation skills and product knowledge. The Sales force management gathers info regarding market completion, new trends, and Changing Consumer demands. The sales representatives are the Eye and Ears of any business organization and can really matter a lot in the success and failure of the product (Smith, 1998).

Sales Promotion

The International Chamber of Commerce (ICC) defines sales promotion as Marketing devices and techniques which are used to make goods and services more attractive by providing some additional benefit, whether in cash or in kind, or the expectation of such a benefit. There are three main categories of Sales Promotion, including: Consumer promotions (premiums, gifts, competitions and prizes, e.g. on the back of breakfast cereal boxes); Trade promotions (point-of-sale materials, free pens and special terms, diaries, competition prizes, et cetera) and Sales force promotions including incentive and motivation schemes (Bagavathi, 2007)

Sales promotion is basically a marketing technique employed to maximize increase in sales within a period of time. Sales promotion is the key ingredient in marketing campaigns consisting of a diverse collection of incentive tools, mostly short term, designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade. Sales promotion is the

offering of an incentive to make people act. By its very nature, it is tool 'urgency', designed to encourage buyers act immediately before it is too late. It has the function of 'acceleration' being designed to increase the volume of sales by directly influencing the decision-making process and influencing the 'speed of decision (Berenson, 2004).

Types of Sales Promotion

a)   Coupon

In most cases, one method of sales promotion featuring a certificate that entitles the bearer to stated savings off a product's regular price is called in promotional mix as "couponing". It is argued that, this may be utilised to motivate customers to try new product, to attract customers away from competitors, or to induce current customers to buy more of a product. This implies that, with the utilisation of promotional mix's effort of couponing, product and service offering firms. In essence, the sales promotional technique of "couponing" ensures development of brand loyalty. In that, as a technique, it ingeniously attracts customers from brand competitors. By so doing it induces current customers to buy more. This invariably develops customers' recognition of, preference for and insistence on buying the product with same brand name (Ricky, Williams and Swartz, 2005).

b)   Point-of-Purchase Displays

In order to draw attention of many customers to a particular product's brand, many business organisations employ the use of "point-of-purchase" (POP) technique. This is a type of sales promotion in which a "product display" is so located in a retail store so as to encourage consumers to buy the product (Ricky, Williams and Swartz, 2005).

This implies that, POP displays and demonstrates products (Guinness) at the point where it can be purchased. More important, in this day of advancement in technology, this can be equally achieved with the use of the internet. Here, the Retail outlet can open a web site where prospective customers can view new displays from time to time. The implication here is that, customers do not necessarily have to personally visit retail stores before they can have access to products being displayed for the first or continuous times (Beri, 2006).

c)   Premium

This is a method of sales promotion in which some items are offered free or at a bargain price to customers in return for buying a specified GGBL product. This technique therefore offers a product for free or at a lower price to induce the customers to buy. Mostly, the effective premiums are closely tied to the product or brand being sold (Blanchard, Saunders and Wong 1999). In some instances, free samples of the product are offered free to customers in order to enable them try the product. They may be given out at local retail outlets (Ricky, Williams and Swartz, 2005). It must however be noted that, "premiums" may not work as well as originally hoped, since some customers may switch to a competitor's brand to get the premiums that company is offering".

d)   Trade Shows and Sponsorships

Trade show is a variant of sales promotion, and periodically, industries sponsor trade shows for their members and customers. They therefore promote products to marketing intermediaries. More importantly, trade shows are relatively inexpensive and are very effective, since the buyer comes to the seller already interested in a given type of product, as a result international trade shows are becoming more important. From the above discussion, it is recognised that there are many sales promotional techniques at the disposal of the organisations. However, each comes with its advantages and disadvantages. It is therefore

incumbent on the organisation in question to take due diligence when it comes to the issue of which sales promotional technique to use (Brassington, and Pettitt, 2006).

It must be emphasised moreover that, apart from the above mentioned techniques, one can also employ sweepstakes, contests and loyalty programmes. All are sales promotional techniques that can have effect on organisational performance be it financial, market share and shareholder returns.

Shimps Principle of Consumer Motivation in Sales Promotion

Shimps (2007) provides a set of theoretical assumptions which could be a sort of cumulative observations made on the effect study of sales promotion. Shimps believes that:

i. Temporary price reductions can substantially increase sales

ii. The greater the frequency of deals the lower the increased sales

iii. The frequency of the deals changes the customers' preference

iv. Higher market-share brands less deal elastic

v. Advertised promotion increase store traffic

vi. Higher quality brand tend to steal sales from lower quality brands

Consumer Perception

Most consumer perception research deals with perceptual interpretation. This is fundamental to issues of perceived product and service quality. Perceptual judgments begin with selective attention to perceptual stimuli in the marketing landscape. Through selective exposure and attention, consumers form basic images of brands, products, and marketing communications. They draw basic perceptual inferences about the attributes of these marketing stimuli (Zyman, 2001). Through learning and experience, consumers eventually form summary perceptual judgment that links the sensory stimuli to outcomes they consider probable; because consumers acquire information selectively, marketers must examine such issues as perceived quality and PCI in developing an understanding of particular consumers' perceptual judgments of particular market offerings (Fill, 2009).

Nature of Product

The characteristic of a product can affect communicational mix. For example, product can be group as either a business or a consumer product. True that goods are either customer-tailored to specification, they are meant for mass production. Advertising still plays a vital role in promoting business goods. General awareness and interest are generated in media trade by advertisement. Contrarily, consumer goods need not custom-made and should have a company's representative to sell them. Thus consumable goods are sold solely by advertising to build brand familiarity. The sales promotion, brand name and packaging are about twice as essential to the buyer as they for the products (Braun and Clarke, 2006).

Stages in the Product Life Cycle

The production level plays an important role in promotional mix designing. The introduction stage aims at informing the general public about the existence of the product i.e. the target audience. Extensive and public interactive determine the reaction of consumers to a class on trial of the product and how well retailers see the product. Growth stage is meant to persuade the target audience to increase buying. Through promotional activity, intermediaries are used to make products available to buyers and compete with rivals. At the maturity stage aggressive advertising campaigns sale promotion in the form of discount and coupons direct and remind customer or target audience about the commodity. Low sales and

losses occur at the decline stage of the product life cycle. Little money is spent on promotion. Most marketers do new product development and the reintroduce the product into the market (Bamiduro, 2000).

Growth of Organization

Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. HR is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporates. (Crosby, 1999).

Caplow points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed .Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as

well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely (Bamiduro, 2000).

Weinrich, (2007) defines objectives as goals or aims which the management wishes the organization achieve. These are the end points or pole-star towards which all business activities like organizing, staffing, directing and controlling are decided. Only after having defined those points can the manager determine the kind of organization, the kind of personnel and their qualification, the kind of motivation, supervision and direction and the kind of control techniques which he must employ to reach those points.

Sales Forecast

A company's sales force consists of its staff of salespeople. The role of the sales force depends to a large extent on whether a company is selling directly to consumers or to other businesses. In consumer sales, the sales force is typically concerned simply with taking and closing orders. These salespeople are not responsible for creating demand for the product, since, theoretically, demand for the product has already been created by marketing efforts such as advertising campaigns and promotional activities. Salespeople may provide the consumer with some product information, but individuals involved in consumer sales are often not concerned with maintaining long-term customer relationships. Examples of consumer sales forces include automobile salespersons and the sales staffs found in a variety of retail stores (Bamiduro, 2000).

The sales force takes on a completely different role in business-to-business sales. Industrial sales forces, for example, may be required to perform a variety of functions. These include prospecting for new customers and qualifying leads, explaining who the company is and what its products can do, closing orders, negotiating prices, servicing accounts, gathering competitive and market information, and allocating products during times of shortages (Belch and Belch, 2004).

Sales Force Motivation

On an average, only a few prospects out of hundred actually become clients. But because there are sales targets for your sales staff, they have to keep approaching new customers so that they can achieve sales targets. Because of this unsure and hectic life of sales, where performance is completely measurable against results, your sales staff requires sales motivation from time to time.

There are various ways to provide sales motivation to your staff. One core method used for motivation of any kind is "Recognition, Rewards and remuneration". This can loosely stand for

    i.   Recognition – Growing people in your organization

    ii.   Rewards – Rewarding them for their work and

    iii.   Remuneration – Offering incentives or salary hikes to appreciate them.

This article deals mainly with the objectives of sales motivation. There are numerous reasons that you will want your staff motivated for sales. Sales motivation is not required only when the salesman is going through a slump. Sales motivation is required at all times, and it becomes the culture of an organization to keep sales force motivated.

Training of Sales Force

A highly trained sales force can sell even the most mediocre product. Naturally, you want to give your sales team the knowledge and tools it needs to succeed. Your sales force needs knowledge in three major areas your product, your industry and general sales skills. By offering a well-rounded training program, new staff will be up and running in no time and old staff members will be able to constantly improve their sales skills. Provide hands-on product knowledge training. Your staff will do much better if it has intimate knowledge of your product. For example, if you are selling a software solution, the sales person should go through extensive training on your product--and then use it in her daily life. The more she knows about your product, the easier it is to determine how potential customers can use the product. Update your staff periodically on your industry. Your staff should understand what's going on in the industry, including new offerings by your competition and brief talking points (Ahmed and Buttle, 2002).

Customer Compliance

In academic marketing literature, companies are often advised to adopt customer-centric approaches, emphasizing customers' needs and wants. In addition, traditional tracts on marketing assume that feedback from dissatisfied customers is a valuable form of research. The conventional wisdom is that complainers provide insightful market intelligence for free. In so doing, they have also found new approaches to handling customer complaints, service-failure recoveries, fulfillment strategies and market research. In these customer compliance business models, customers are expected to comply with a company's systems. This compliance allows the company to reduce costs and pass on the savings to their customers. In

return for compliance with company systems-for example, following a company's automated procedure for online ordering or interacting with voice-recognition software during a phone call customers are rewarded with low prices and good service. Furthermore, many customers appear to have grown comfortable with becoming compliant (Bagavathi, 2007).

Organizational Market Share

Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity. In a survey of nearly 200 senior marketing managers, 67% responded that they found the revenue- "dollar market share" metric very useful, while 61% found "unit market share" very useful. Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. The latter will almost always be more difficult to achieve. Market share is closely monitored for signs of change in the competitive landscape, and it frequently drives strategic or tactical action. Increasing market share is one of the most important objectives of business. The main advantage of using market share as a measure of business performance is that it is less dependent upon macro environmental variables such as the state of the economy or changes in tax policy. In the United States market, however, increasing market share may be dangerous for makers of fungible and potentially hazardous products such as medicine, due to a US-only legal doctrine called market share liability (Beri, 2006).

Organizational Profitability

Profitable organization is one that generates more money than it expends. Profitable organizations are businesses that use a variety of tactics to make a profit. Businesses may use different managerial styles and leadership approaches to increase employee motivation and satisfaction, which has been shown to increase worker productivity. Calculating return on investment (ROI) will help businesses determine whether they are generating a profit (Bamiduro, 2000).

For-profit organizations are in operation to make money and are typically referred to as businesses. An organization might employ various strategies for generating a profit. If a clothing business spends less money stocking merchandise than it receives selling merchandise, this is considered profitable. Many professional services are profitable businesses. Typically, the most successful services are those that are in constant demand. For instance, accounting and tax services are always needed. Additionally, services like optometry and chiropractic care, which require less training than doctors, are needed on an ongoing basis. People who use these services tend to pay out of pocket, which means an insurance company will not obtain a revenue percentage of services rendered (Braun and Clarke, 2006).

Organization Structure

Mullins (1996) defines an organization structure as a pattern of relationships among the positions in the organization and among employees of an organization. Organization structure is the system for breaking down the totality of forms work into units and for allocating those units to people and departments. They are means by which organization achieve their objectives and framework through which activities occur. The organization structure has to keep changing with organization objectives.

Mullins (1996) continues to say that the structure helps in division of work among members, activities are coordinated therefore achieving, the

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organizational goals and objectives. Channels of communication tasks and responsibilities, work roles and relationships are defined in organization structure. Mullins states further structures are preferred and have occurred due to staff being greatly involved and participative, improved efficiencies and competitiveness.

Organizational Performance

Performance review is defined as process of monitoring the progress of implemented strategy in order to ensure that it is operating properly. Monitoring involves establishing control mechanism so that the feedback from the actual implementation of the strategic plan at each step can be analyzed and evaluated. The monitoring system would also indicate if there are any deviations from the actual expectations so that reasons for such deviations can be investigated and appropriate measures to correct them. (Bateman and Snell, 2004).

Thompson, Strickland and Gamble, (2007) further state that performance review as process of evaluating performance and initiating correcting adjustments. This is monitoring new external developments, evaluating the companies' development and making corrective adjustments, this is the trigger point for decision whether to continue to change the companies' vision, objectives, strategy or strategic executive methods. A company direction, objectives and strategies have to be revised any time internal or external conditions warrant. It is to be expected that a company will modify its strategic vision, direction, objectives and strategy over time. Brendan (2006) states performance review as a process of controlling and assessing results. He adds that if the plans haven't produced the desired results managers and teams may need to change controls, mission, goals or plans themselves since

the lack of planning can lead to paralysis by analysis. Thompson (2007) argues that it is not unusual for a company to find that one or more of its strategic planning, implementation and execution going as intended, it is achieved unevenly coming quickly in some areas and providing restlessness in others. It is both normal and desirable to periodically assess the strategic execution to determine which aspects are working well and which ones need improvement and then making corrective adjustments through performance review.

Theoretical Framework
Push Strategy of Sales Promotion

This theory was propounded by Blattberg and Neslin in the year 1993. The push theory of sales promotion techniques supports that you promote your goods to middle-men comprising of wholesalers and retailers, who will then pass the wares along to their consumers. A "push" promotional strategy makes use of a company's sales force and trade promotion activities to create consumer demands for a product. The producer promotes the product to the wholesales, the wholesalers promote it to the retailers and the retailers promote it to the consumers.

Pull strategy of sales promotion

This theory was proposed by Blaikie in the year 2000.The consumers are the main target of pull strategy of sales promotion. It requires a massive advertising spending to generate awareness for the sales promotion campaign. The idea is to attract the target market for massive sales within a period of time. Sales promotion. Using pull strategy also enables organization to reward their loyal customers. Combination of pull and push strategy Marketers can also combine the push and pull strategy of sales promotion to engage the realities of the market place. The blending of the two strategies is dictated by the nature of the market in

which a brand exists. Marketers do study and analyze the dynamics of the market place to determine the sales promotion strategy that will be deployed at a given time.

Game Theory
This theory was proposed by Bertrand in the year 2000. According to Kotler (2009), one model of duopoly is the strategic game in which
- The players are the forms
- The actions of each firm are the set of possible outputs (any nonnegative amount)
- The payoff of each firm is its profit.

Bertrand Competition: describes interactions among firms (sellers) that set prices and their customers (buyers) that choose quantities at the prices set. It initially argued that when firms choose quantities, the equilibrium outcome involves firms pricing above marginal cost and hence the competitive price. However, Bertrand argued that if firms chose prices rather than quantities, then the competitive outcome would occur with price equal to marginal cost (Duncan, 2002).

The model rests on very specific assumptions. There are at least two firms producing a homogeneous (undifferentiated) product and cannot cooperate in any way. Firms compete by setting prices simultaneously and consumers want to buy everything from a firm with a lower price (since the product is homogeneous and there are no consumer search costs). If two firms charge the same price, consumers demand is split evenly between them. It is simplest to concentrate on the case of duopoly where there are just two firms, although the results hold for any number of firms greater than 1. A crucial assumption about the technology is that both firms have the same constant unit cost of production, so that marginal and average costs are the same and equal to the

competitive price. This means that as long as the price it sets is above unit cost, the firm is willing to supply any amount that is demanded (it earns profit on each unit sold). If price is equal to unit cost, then it is indifferent to how much it sells, since it earns no profit). Obviously, the firm will never want to set a price below unit cost, but if it did it would not want to sell anything since it would lose money on each unit sold (Kotler, 2009). The Bertrand Duopoly Equilibrium: First, if both firms set the competitive price with price equal to marginal cost (unit cost), neither firm will earn any profits. However, if one firm sets price equal to marginal cost, then if the other firm raises its price above unit cost, then it will earn nothing, since all consumers will buy from the firm still setting the competitive price (recall that it is willing to meet unlimited demand at price equals unit cost even though it earns no profit). No other price is an equilibrium. If both firms set the same price above unit cost and share the market, then each firm has an incentive to undercut the other by an arbitrarily small amount and capture the whole market and almost double its profits. So there can be no equilibrium with both firms setting the same price above marginal cost. Also, there can be no equilibrium with firms setting different prices. The firms setting the higher price will earn nothing (the lower priced firm serves all of the customers). Hence the higher priced firm (Chandon, Pierre, Brian and Gilles, 2000)

Empirical Review
Studies relating to the impact of consumer sales promotion on consumer behavior, sales, profit, market share are included in this section. This part addresses various issues such as the appropriate tools that may be used for achieving a specific marketing objective, improve their sales promotion effectiveness and so on.

Ibojo and Akinruwa (2014), examined the influence of sales force management styles in the brewery subsector of the manufacturing industry in Nigeria. Their objectives were; to assess the impact of promotion on product awareness in relation to the organization, to determine the degree at which the promotional mix used by the organization helps in achieving organisational objective, to evaluate the effect of company's promotional activities on the pricing of a company's brand and to assess the effectiveness of promotion in increasing the sales revenue of the organization. Survey research design was adopted for this research. Primary data which includes questionnaire was used to elicit information from the members of staff while secondary data encompasses related journal materials, periodicals etc. Descriptive statistics (percentages) and inferential statistics (multiple regression and t-test were used) were used to analyse the data. Their findings showed that a 1% shift in promotion will cause a 52.6% shift in product awareness. The study also revealed that a 1% shift in promotion will cause 89.6% shift in organizational objectives. Also, 1% shift in promotion will cause 87.4% shift in pricing of organization's brand/products. These depict that promotion influences pricing of organizations' product in this study. In addition, 1% shift in promotion will cause 49.6% shifts in sales revenue. This led them to conclude that promotion is a critical and vital factor that enhances product awareness in the market. The study recommended that organization should improve on their sales promotion strategies to boost performance

Ade-Johnson (2014), investigated the effectiveness of sales force strategy in the main market unit in the beverages industry in Nigeria. The main objective of the study was to examine the impact of sales promotion on the performance of the firm. Descriptive survey design was used in the study. Both primary and secondary data was adopted in the study. With 500 respondents and two Field managers in the two major malt producers in Nigeria, the study used survey method of data gathering using questionnaire and interview guide as instruments. It found out that sales promotion is an effective promotional tool for the introduction and retaining customers' loyalty and awareness. The study recommended that organization should motivate their sales representation in order to enhance their sales promotion.

Owomoyela, Ola and Oyeniyi (2013), investigated the effect of sales force management and marketing mix elements on consumer loyalty with special reference to Nigerian breweries Plc. The main objective of the study was to examine the effect of sales force management on customer patronage. Primary data was used in the study. The survey research design method was used in this study which involves using a self-design questionnaire in collecting data from sixty (60) respondents, six managers and ten sales representatives of Nigerian breweries Plc, ten distributors and thirty four consumers from different joints in Ibadan were selected respectively. The instrument used in this study is a close-ended questionnaire that was designed by the researchers. Correlation coefficient and multiple regression analysis was used to analyze the data with the aid of statistical package for social sciences (SPSS) version 20. The result showed that marketing mix elements have significant effect on consumer loyalty. The researcher recommended that organization should try and boost their sales through marketing mix.

Ibojo and Amos (2011),examined the impact of sales force techniques on organisational performance, a study of Cadbury, Nigeria plc. The objective of the study was to find out if sales

promotion techniques to be adopted at a given time affect the company's sales volume and also to look at the effect of sales promotion on organizational performance. The method used was survey approach which gives room for primary data-questionnaire while the sampling technique adopted was simple random sampling techniques in which all members of the population has equal probability and independent chance of being selected. 109 employees respondents to the questionnaire. The chi-square method was used to test the hypothesis and to examine the effect of sales promotion on organizational performance. The findings indicated that majority of the respondents accepted the fact that sales promotion affects organizational performance and sales volume of the organization. Thus they concluded that effective implementation of sales promotional tools lead to increase in sales volume and invariably higher profits. The study recommended that organisations should adopt a good sales promotion techniques to boost sales.

Souar, Mah and Ameur (2014),examined the impact of sales force management on customer loyalty in Algeria. The objective of the study aimed at examining the relationship between the marketing mix elements and customer loyalty in Algeria Telecom company and to achieve these aspects we distributed a questionnaire to a random sample of the company's customers so that we use structural equations modeling depending on the partial least squares approach "PLS" to analyze and test the search model. Both primary and secondary data was used in the study. Descriptive survey design and simple random techniques of distributing questionnaire was employed in the study. 72 employee responded to the questionnaire. The study finds that product, process, and promotion have a positive and significant effect on customer loyalty. The study recommended that organisations should train their sales represents on the best marketing mix to adopt in order to enhance performance.

Ndubisi, (2005), in their study evaluated the impact of sales force management on marketing performance of manufacturing firms in Nigeria. The main objective of the study was to evaluate the impact of sales promotion tools like coupon, price discount and free sample on customer behviour. Descriptive survey design was used in the study. Both primary and secondary data was employed in the study. 80 customers responded to the questionnaire. The moderation role of fear of losing face on the relationship between the sales promotional tools and product trial was also examined. The results of study show that price discounts, free samples, bonus packs, and in-store display are associated with product trial. Coupon however does not have any significant effect on product trial. The study also revealed that trial determines repurchase behaviour and also mediates in the relationship between sales promotions and repurchase. The study recommended that sales promotion tools should be used to boost sales.

Summary of Review of Related Literature
The sales force management plays an integral role in the success of the marketing plan. Executing the marketing strategy successfully requires efficient and well trained Sale Representatives. An essential part for the effective sales force management is recruitment. Over the decades companies have designed advances selection programs and procedures to test the behavioral, Managerial, and Personality Skill and expertise are identified. Some companies have developed research methods or execute surveys to look for the preferences and demands of the customers for the

selection of Sales team.

The crux of building a well-trained and effective sales force is Sale force Training Programs. In order to beat the market completion and become a market leader Trained Work force is required. Efficient Training during the product life cycle can build a strong Sale Force. Supervising the sales Team will keep the moral of the sales people high and put the sales team in the right direction to manage the customers. The better the results are achieved the Sale team if provided better the supervision. The efficiently managed sales teams perform task effectively and meet the sales goals

Gap in Literature

The previous studies did not cover sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs)in Aba, Abia State. Also, the following were not reviewed in the previous studies; the impact of sales promotion on organizational performance, the effect of training of sales force on organizational market share, the impact of sales force motivation on organizational profitability and the effect of sales forecast on customer compliance. This study intends to fill the gap.

RESEARCH METHODOLOGY
Research Design

The research design chosen for this study was survey research design method. Survey research design method is a blue print and scheme that allowed the researcher to provide solution to the problem on how to get data for the study, what to study and who to study. It comprises of using well-structured questionnaire administered to the respondents in order to gather some vital, accurate and up to date information needed for the research work.

Sources of Data
Primary Data

Primary data are original data collected basically for the purpose of the research or study. The primary data for this research includes questionnaires.

Secondary Data

The Secondary data was obtained by reviewing the literature of some scholars that are related to this research and which were available in text books, journal, newspapers and internet etc.

Population of the Study

The population of this study comprises of 240 staff of PZ Cussion and Starline Nigeria Limited, Aba, Abia State. The organisations were chosen because of their high level of customer attraction and retention. The population table of the study is shown below;

Table 3.1: Population Table

Organisation	No of staff
PZ Cussion	125
Starline Nigeria Limited	115
TOTAL	240

Source: Field Survey (2020).

Sample Size Determination

The simple random sampling was adopted in selecting the sample for the study. The sample size of 150 respondents was obtained using the Taro Yamane formular to determine a workable sample for this study:

$$N = \frac{N}{1 + N(0.05)^2}$$

Where:

n = sample size

N = population size

e = level of significance (or limit of tolerance error) i.e 0.05

1 = unity (is constant)

Therefore:

$$n = \frac{240}{1 + 240\,(0.05)(0.05)}$$

$$n = \frac{240}{1 + 240\,(0.0025)}$$

n = 150

Sample size for;

PZ Cussion $= \dfrac{125 \times 150}{240} = 78.2 = 78$

Starline Nigeria $= \dfrac{115 \times 150}{240} = 71.8 = 72$
Limited

Sampling Technique

Simple random sampling technique was adopted in the study. Simple random techniques provided the employees the same and known chances of being nominated.

Description of the Research Instrument

The researcher extensively used structured format of questionnaire which was formal and standardized. It followed a pattern of questions which the researcher used to obtain the required data. The questionnaire used by the researcher was in line with the research questions as well as research objectives of the study and designed in five point Likert scale format
.

Validity of Research Instrument

Validity is the extent to which a measuring instrument on application performs the function for which it is designed. To ascertain the validity of the instrument, content validity was adopted. Content validity is the estimate of how much a measure represents every single element of a construct. Basically, no interesting aspect of the study was omitted in designing the survey questions, coupled with the fact that the oral questions was also cross-checked through the questions in the questionnaire as a confirmation of responses received in either case.

Reliability of Research Instrument

Ezigbo (2007) states that test reliability refers to the consistency of reproducibility of the result of a test. To ensure reliability of the instrument, the researcher adopted a test re-test method in which the researcher distributed 10 copies of the questionnaires to the employees of the organizations understudied. That is five copies for each organization. After some days, the instrument was collected and re-administerd for the second time. The questionnaire distributed were completed and returned using Spearman rank order correlation coefficient which was found to be high, $P = 0.0988$ showing the reliability of the instrument.

Methods of Data Analyses

Data gathered for the study was analyzed using descriptive analysis i.e. frequency, standard deviation, mean and percentage and inferential statistics i.e. correlation was used to test hypotheses one and two with the aid of Statistical Packages for Social Sciences (SPSS) Version 22.

3.10 Data Presentation, Analyses and Interpretation

3.10.1 Return Rate of Questionnaire

Table 3.2: Distributed and Return of the Questionnaire

Organisation	Questionnaire distributed	Percentage (%)	Questionnaire returned	Percentage (%)	Questionnaire not returned	Percentage (%)
PZ Cussion	31	20.6	28	18.6	3	2
Starline Nigeria Limited	100	66.7	96	64	4	2.7
Total	150	100%	136	90.6%	14	9.4%

Source: Field Survey, 2020

Table above shows that 150 (90.6%) of the questionnaire were returned and used, while 14 (9.4%) were not returned and were not used.

Research Question 1: What are the impact of sales promotion on organizational performance?

Source: Field Survey, 2020

Table 3.3: To investigate the impact of sales promotion on organizational performance

	Item Statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
a	Sales promotion boost employee morale	44	40	20	16	16	3.59	1.358	Accept
b	It enhance organizational performance	24	64	16	16	16	3.47	1.247	Accept
c	Sales promotion improves customer Commitment	27	61	16	16	16	3.49	1.265	Accept
d	It boost employee commitment	42	46	15	17	16	3.60	1.346	Accept
e	Sales promotion improves organizational profitability	21	67	16	17	15	3.45	1.228	Accept

The impact of sales promotion on organizational performance was examined above with five item statement and a cut off mean score of 2.50. Based on the cut off mean score, all the five item statement was accepted as the effect of unemployment on the impact of sales promotion on organizational performance. Respondents with a mean score of 3.59 reported that sales promotion boost employee morale, respondents with a mean score of 3.47 agreed that it enhance organizational performance, respondents with a mean score of 3.49 believes that sales promotion improves customer commitment, respondents with a mean score of 3.60 supported that it boost employee commitment, respondents with a mean score of 3.45 reported that sales promotion improves organizational profitability.

The effect of training of sales force on

Research Question 2: What are the effect of training of sales force on organizational market share?

Table 3.4: To ascertain the effect of training of sales force on organizational market share

S/No	Item Statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
a	Training of sales boost organizational productivity	70	16	17	15	18	3.77	1.496	Accept
b	Training enhances organizational profitability	73	16	16	15	16	3.95	1.465	Accept
c	It encourages organizational efficiency	65	20	17	16	18	3.72	1.484	Accept
d	Training of sales helps in realization of organizational goals	74	15	16	14	17	3.85	1.480	Accept
e	Training promotes organizational culture.	47	40	23	13	13	3.70	1.296	Accept

Source: Field Survey, 2020

organizational market share was analysed above with five item statement and a mean score of 2.50. Based on the findings, respondents with mean score of 3.77 supported that training of sales boost organizational productivity, respondents with mean score of 3.95 agreed that training enhances organizational profitability, believes that respondents with mean score of 3.72 it encourages organizational efficiency, respondents with mean score of 3.85 submitted that training of sales helps in realization of organizational goals, respondents with mean score of 3.70 reported that training promotes organizational culture.

Test of Hypotheses

H01: There are no significant relationship between sales promotion and organizational performance

Descriptive Statistics

	Mean	Std. Deviation	N
Sales Promotion	3.47	1.247	136
Organizational Performance	3.49	1.265	136

Correlations

		Sales Promotion	Organizational Performance
Sales Promotion	Pearson Correlation	1	.970**
	Sig. (2-tailed)		.003
	N	136	136
Organizational Performance	Pearson Correlation	.970**	1
	Sig. (2-tailed)	.003	
	N	136	136

**. Correlation is significant at the 0.05 level (2-tailed).

H01: There are no significant relationship between sales promotion and organizational performance was investigated with the aid of Pearson Product-moment Correlation I. The Pearson product-moment correlation coefficient I in the study is $0.970 = 97.0\%$. This connotes a positive and significant relationship at 0.05 level of significance. Therefore, pending other statistical evidence, we reject null hypothesis and accept the alternate hypothesis that there wasa positive significant relationship between sales promotion and organizational performance.

H02: There is no significant effect of training of sales force on organizational market share

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868a	.753	.746	.745

a. Predictors: (Constant), Organizational Market Share

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	222.284	4	55.571	100.071	.000b
	Residual	72.746	131	.555		
	Total	295.029	135			

a. Dependent Variable: Training of sales force
b. Predictors: (Constant), Organizational Market Share

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.205	.187		1.095	.275
	Organizational Market Share	.340	.091	.344	3.728	.000

a. Dependent Variable: Training of sales force

H02: There is no significant effect of training of sales force on organizational market share was examined. From the model summary on table the R^2, which is the coefficient of determination shows a positive relationship between the dependent and independent variable. The R Square value of .0868 which simply imply that 86.8% of the change and variations in the dependent variable is caused by the independent variable and at a significant level of 5% that is 0.000. At an adjusted R-value, the coefficient is still positive signifying a strong correlation between. Thus, pending other statistical prove and evidences, there is a positive correlation between the independent variable and dependent variable. Therefore, the null hypothesis is rejected and the alternate is accepted that there was a positive significant effect of training of sales force on organizational market share.

Summary of Findings

Sales force management and its impact on organizational growth of selected Small and Medium Enterprises (SMEs)in Aba, Abia State was examined. The specific objectives of the study were to; investigate the impact of sales promotion on organizational performance, ascertain the effect of training of sales force on organizational market share, examine the impact of sales force motivation on organizational profitability and

determine the effect of sales forecast on customer compliance. The study revealed the following:

i. There was a positive relationship between sales promotion and organizational performance

ii. Training of sales force had a positive effect on organizational market share

iii. There was a positive impact of sales force motivation on organizational profitability

iv. Sales forecast had a positive effect on customer compliance

Conclusions

The sales force management plays an integral role in the success of the marketing plan. Executing the marketing strategy successfully requires efficient and well trained Sale Representatives. An essential part for the effective sales force management is recruitment. Over the decades companies have designed advances selection programs and procedures to test the behavioral, Managerial, and Personality Skill and expertise are identified. Some companies have developed research methods or execute surveys to look for the preferences and demands of the customers for the selection of Sales team. Based on the findings of this study, it is evident that there is significant relationship between sales promotion and organizational performance. The study also revealed that there is significant effect of training of sales force on organizational market share.

Recommendations

Based on the findings of the study, the following were recommended:

i. Management of PZ Cussion and Starline Nigeria Limited should organize training programmes for their staffs in order to enhance their employee effectiveness

ii. Management of PZ Cussion and Starline Nigeria Limited should make and implement policies that will enhance their market share.

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