



# **Sales Force Compensation Techniques and Sales Performance of Bakery Firms in Port Harcourt**

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**Abstract:** Sales forces are the lifeline of manufacturing firms such as the bakery sector in Port Harcourt. Due to economic recession after covid 19 in Africa and the world at large, several sales force personnel within the context of Port Harcourt could not meet up with their day to day needs which affects the sales of the most needed staple food which is bread. Hence this study investigates the effect the use of sales force compensation technique will have on the sales performance of the bakery firms in Port Harcourt. The quantitative research method which utilized a cross-sectional survey research design was adopted in the study. The target population comprised of 127 bakery firms in Port Harcourt as listed in the Yellow Pages Directory of Rivers State Ministry of Commerce & Industry. The population is accessible, hence we adopted the census sampling technique and study the whole 127 identified bakery firms. The study purposively administers a minimum of three (3) copies of questionnaire to employees in each of the 127 bakery firms which gave a total of 381 copies of questionnaire. Out of the 381 copies of questionnaire administered, 355 copies returned were considered useful. Spearman rank correlation coefficient was used to test the earlier stated hypotheses, and based on the analysis conducted the study found out that improves salary has a significant positive impact with both productivity and profitability. Based on the findings, the study concludes that sales force compensation techniques have a positive significant relationship with sales performance of bakery firms and recommend that Management of bakery firms in Port Harcourt should adopt the use of good salary scheme in order to improve on employees' performance of the organization. Secondly, these salaries should be paid on-time to enable the sales force employees meet up with their personal needs on time. Lastly, there should be an increase in the pay packages of the employees since cost of living has increased drastically in the past few months

**Keywords:** Sales force. Compensation Technique. Sales Performance. Productivity. Profitability.

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## **Introduction**

Sales force as employees are key factors in every organization because their performance determines the success or failure of the business, hence organizations providing the necessary conditions and remuneration to enable them perform their task diligently is crucial. That is why Richard Branson asserts that if you take care of your employees, they will take care of the clients (Boezak, 2019). Sineriz (2019) states that employees are everything to your business and you can provide a unique service or have a fantastic product, but if your employees are not performing, it undermines all the work you've put into your business.

The *employee* experience is seldom explored as an important aspect, but organizations that understand this are well on their way to the 360-degree solution that encompasses both happy employees *and* happy customers (Boezak, 2019). Sales force employees' bears a greater brunt of challenges for the business they represent. They are faced with the huddle of generating a sales

lead, closing deals and getting the business offerings to the customer in most cases through bad roads, high transportation cost, challenges with government taskforce as in the case of Rivers state etcetera. Sales force cuts across several production firms such as the bakery firms. The bread industry in Nigeria is a very huge industry that has meaningfully contributed to the economic development of the country, and the truth lies in the fact that bread is one of the most stable foods on every Nigerian table (Adewumi, 2021). Everyone likes the taste and smell of bread, mostly when it is freshly baked. The sweet smelling aroma of freshly baked bread emanating from a bakery according to Nwachukwu and Origbo (2022) appeals to passerby and encourages them to engage in the purchase of bread. Omeh (2022) asserts that it is one of the cheapest and quickest foods to lay your hands on in time of hunger.

The role bread plays in food security of Nigeria according to Idris (2020) cannot be over emphasized, as it has found its place on every Nigerian household table, regardless of social standing, making it the most approved staple in Nigeria today. According to him, data has proven that up to 70% of the flour used in the industry goes into bread production (Idris, 2020). Hence the bread manufacturing sector has a huge market and there exist several bread manufacturers within Port Harcourt and they engage in an intensive competition for market share of the available customers. This great sector strives to meet public demand for bread due to the efforts of its employees mostly the sales force.

Hence giving considerations to the immense efforts put in by these sales force coupled with the harsh economic depression of the Nigerian after the covid 19 pandemic which has drastically increased cost of living, management of bakery firms in Port Harcourt have neglected the need to look into ways of cushioning the effect of harsh economic realities on its sales force employees so as to motivate them to put in their best to aid the business growth. Amue and Igwe (2014) corroborate this assertion with the claims that although sales force provides gains from selling, interacting with customers, closing sales, build longtime customer relationship; but their motivation and compensation is treated with high degree of levity.

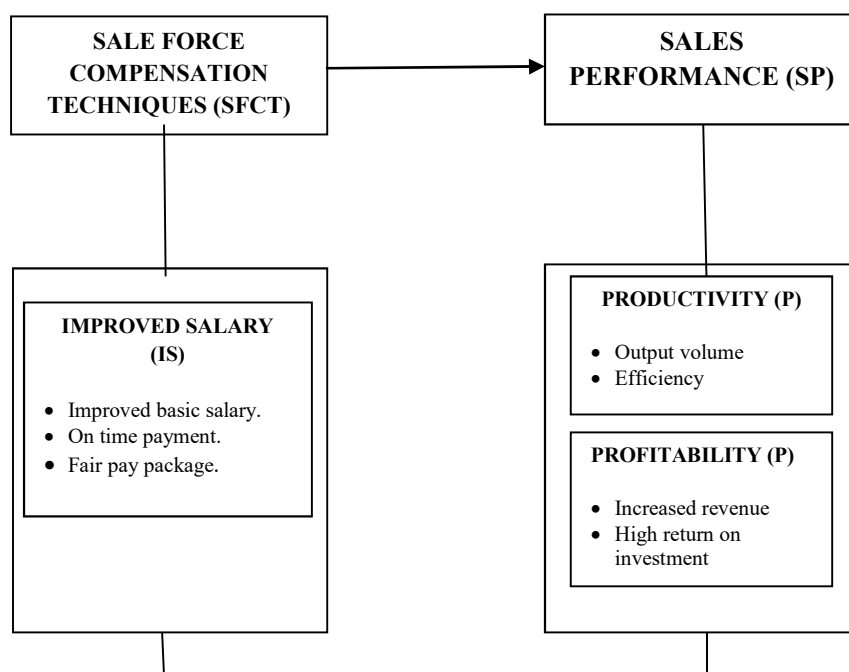
**Compensation according to Dirks (2020) is the reward given to employees in return for their services rendered and it is basically the cornerstone of a productive workforce.** It refers to the benefits (cash, vacation, etc.) that an employee receives in exchange for the service they provide to their employer (Mckinney, 2021). Sajuyigbe et al. (2013) argued that compensation had been seen to be a vital instrument in employee performance, and a well-compensated employee feels that he/she is being valued by the company that he/she is working for. Larbi (2014) claims that compensation plays an important role in organizations that want to reach their objectives and their goals. It goes without saying that organizations which do not properly manage this aspect of human resource activity very well will have a negative impact on the total performance of their employees and impact on productivity (Larbi, 2014).

Several studies have investigate sales force compensation and found that sales personnel tend to increase their performance when it is linked to the compensation the firm offers them (Churchill & Walker, 2010; Davidson & Moncrief, 2007). A crucial part of these studies is the idea that

sound compensation technique would motivate sales persons in enhancing their performance and achieve higher targets for the business (Tapan & Sunil, 2005). These and other studies have discussed the benefits of good compensation scheme, but have failed to look at the plights of bakery sales force within Port Harcourt in Rivers State and how the right compensation plan can help alleviate their financial burden and motivate their inputs to the bakery sector in Port Harcourt which has high demand for its product (bread). Hence this study investigates sales force compensation techniques and sales performance of Bakery firms within Port Harcourt.

### **Conceptual Framework for Sales Force Compensation Techniques and Sales Performance of Bakery Firms in Port Harcourt**

In this study, the conceptual framework indicates the linkage between the predictor variable (Sales Force Compensation Techniques) and the criterion variable (Sales Performance) as shown in fig 1.1 below. The dimension of the independent variable is improved salary while the measures for the dependent variable are productivity and profitability.



**Figure 1.1: Sales Force Compensation and Sales Performance of Bakery Firms in Port Harcourt**

Source: Researcher Conceptualization from Literature

### **Aim and Objectives of the Study**

The aim of the study is to find out the relationship between sales force compensation techniques and sales performance of bakery firms in Port Harcourt.

While the specific objectives include:

- i. To evaluate the extent of relationship between improved salary and productivity of bakery firms in Port Harcourt.
- ii. To evaluate the extent of relationship between improved salary and profitability of bakery firms in Port Harcourt.

### **Research Questions**

Based on the objectives of the study, the following research questions were formulated:

1. To what extent does improved salary relate to productivity of bakery firms in Port Harcourt?
2. To what extent does improved salary relate to profitability of bakery firms in Port Harcourt?

### **Research Hypotheses**

The following hypotheses were given for the study:

Ho<sub>1</sub>: There is no significant relationship between improved salary and productivity of bakery firms in Port Harcourt.

Ho<sub>2</sub>: There is no significant relationship between improved salary and profitability of bakery firms in Port Harcourt.

### **Theoretical Foundation**

The theoretical underpinning to this study is the reinforcement theory by B. F. Skinner (1938) which is built on the assumption that behavior (such as employee performance) is influenced by its consequences; hence behavior can be shaped by controlling the consequences of the behavior. Reinforcement theory proposes that you can change someone's behavior by using reinforcement, punishment, and extinction (Frederick, 2020). Rewards are used to reinforce the behavior you want and punishments are used to prevent the behavior you do not want, also extinction is a means to stop someone from performing a learned behavior (Frederick, 2020).

### **Reinforcement Theory by Skinner (1938)**

According to Gerhart et al. (1995) reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). Aswathappa (2007) also argues that a behavior which has a rewarding experience is likely to be repeated. This statement

is in line with Wigmore (2021) who states that reinforcement theory is a psychological principle maintaining that behaviors are shaped by their consequences and that, accordingly, individual behaviors can be changed through rewards and punishments.

The implication for compensation is that high employee performance followed by monetary reward will make future employees performance more likely (Ojeleye, 2017). Buchan et al (2000 cited in Ojeleye, 2017) suggest that behavior can be modified if individuals receive the reward at the time they exhibit the desired behaviors. An important assumption in this theory is that rewards can become an acquired right if they are delivered on a regular basis (Ojeleye, 2017). Positive reinforcements involve the use of rewards to reinforce behaviors, and negative reinforcement involves the removal of aversive stimuli to reinforce the target behavior (Wigmore, 2021). Hence, adequately compensating the performance of sales force employees of bakery firms in Port Harcourt will encourage future reoccurrences of better performance by the employees according to the theory. The behavioral psychologist B.F. Skinner was instrumental in the development of many modern ideas about reinforcement theory. According to Skinner, people's internal needs and drives are not important areas of concern because their current behaviors are based on the consequences of former behaviors and can be similarly altered or manipulated (Wigmore, 2021).

### **Conceptual Review**

In order to carry out the research on sales force compensation techniques and sales performance of bakery firms in Port Harcourt, a review of the concepts and constructs of the study which includes: compensation techniques and its dimension of improved salary, and sales performance construct and its measures of productivity and profitability helps to understanding what they are all about, what is being studied about them and the view and definitions of other scholars in regard to these concepts. Enago Academy (2019) asserts that conceptual research centers on the concept that spells out or explains the phenomenon being studied. Hence we began by reviewing the concept of compensation techniques and its dimension first, then moved over to other concepts within the scope of our study so as to better understand what they stand for and how they could be used by organizations to solve the stated research problem.

### **Concept of Sales Force Compensation Techniques (CSFT)**

**Compensation according to Dirks (2020) is the reward given to employees in return for their services rendered and it is basically the cornerstone of a productive workforce. Mckinney (2021) defines compensation as the benefits (cash, vacation, etc.) that an employee receives in exchange for the service they provide to their employer. While Adari and Satyanarayana (2018) define compensation as the remuneration received by an employee in return for their contribution to the organization. On the part of Owen (2021) he defined employee compensation as the reward or compensation given to the employees for their work performances. It is a reward from company/ institution for their employees (Anthony & Govindarajan, 2013).**

Compensation is an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness, and direct compensation is typically made up of salary payments and health benefits (Adari & Satyanarayana, 2018). It is a method of promoting morale, increasing motivation and foster team cohesion (Owen, 2021). An active marketing manager with the aid of a good compensation plan can motivate it sales force to strive in achieving set marketing targets within stipulated time period. This is because to a greater extent money motivates employees more than psychological benefits mostly within the context of Rivers state where cost of living for the average worker is high and ever increasing by day relative to pay received for work done which hardly increases.

A compensation package according to Dirks (2020) does not necessarily mean rewarding in the monetary form alone, but also includes flexible benefits, medical care, work-life balance, as well as employee perks. Today's employees not only work for the money, but also place equal emphasis on other aspects of compensation, and a good compensation package according to Dirks (2020) ensures:

- a) **Retention** – a compelling compensation plan helps to reduce the turnover rate of the company. Employees will be more incentivized to stay in their role and this saves potential expenses related to turnover
- b) **Motivation** – compensation is the primary motivating factor for employees to continuously push themselves to strive for greater heights. It offers them a reason to work hard and keep driving towards achieving the next milestone.

Compensation processes are based on Compensation Philosophies and strategies and contain arrangement in the shape of Policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation (Bob, 2011). Compensation implies having a compensation structure in which the employees who perform better are paid more than the average performing employees (Pearce, 2010). Compensation management is one of the central pillars of human resources management (Adari & Satyanarayana, 2018). It is concerned with the formulation and implementation of strategies and policies that aim to compensate people fairly, equitably and consistently in accordance with their value to the organization (Armstrong, 2005).

Sajuyigbe et al. (2013) asserts that compensation had been seen to be a vital instrument in employee performance, and a well-compensated employee feels that he/she is being valued by the company that he/she is working for. The employees are as well encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company (Sajuyigbe et al., 2013).

### **Dimensions of Compensation Techniques**

In several empirical studies, whole lot of dimensions has been used for compensation by different authors. For example, Adari and Satyanarayana (2018) listed the following dimensions for compensation: payments such as bonuses, overtime pay, profit sharing, sales commission and



recognition rewards. While Arcos-Leon et al. (2021) used basic compensation, salary incentives and benefits as dimensions of compensation. Talal & Alzoubi (2020) used bonuses and increments as dimensions of compensation. Satka (2019) listed remuneration and reward system as dimensions of compensation. Eneh et al. (2018) on their own account used salary increase, skilled based pay, and competencies based pay as dimensions of compensation. Ojeleye (2017) listed salary/wages, and bonus/incentives as dimensions of compensation.

In this study, we selected improve salary as the dimension of our predictor variable (sales force compensation techniques) due to the fact that they suffice as better strategies to battle sales force plight of insufficient fund to survive the harsh increasing economic depression in Rivers state after the covid 19 pandemic.

### **Improved Salary (IS)**

According to Dictionary.cambridge.org a salary is a fixed amount of money agreed every year as pay for an employee, usually paid directly into his or her bank account every month. A salary is the regular payment by an employer to an employee for employment that is expressed either monthly or annually, but is paid most commonly on a monthly basis, especially to white collar workers, managers, directors and professionals (Market Business News, n.d.).

Salary is conceptually, a fixed amount of money paid to a worker usually measured at monthly and annual basis, not hourly, as opposed to wages (Eneh et al., 2018). It is a fixed amount of money or compensation paid to an employee by an employer in return of work done (Idrees et al., 2015). Wilfred et al. (2014) support that salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for productivity. It connotes a set wage based on a set of expected duties performed. A basic salary guarantee provides employees with security, knowing they will receive at least a minimum pay for their time (Eneh et al., 2018).

Attractive salaries or pays are valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (Muogbo, 2013). The payment of good salaries and wages is fundamental to the prerequisite for effective performance. In order to motivate people to put maximum efforts, it is essential that their various needs, especially as it concern their salaries and other fringe benefits as far as practicable (Eneh et al., 2018). It is worthy to note that, employee are often motivated by money and the salary a worker is paid has great influence on his productivity in the organization. Employees see salary as the value of his employer place on him as a worker. Therefore, the level of appreciation a worker feel can have a direct impact on his overall motivation (Woods, 2017). A worker is likely to perform to his potential if he is happy with the salary he earns. A person earning a higher salary feels motivated to do a job in order to please his employer to retain his position. This implies that improved salary gives an employee such as the sales force the feelings of security and accomplishment.

Kinicki and & Kreitner (2007) stated that pay for performance is one of the popular monetary incentives, also known as merit pay. Different salaried employees might get different pay raises and other financial rewards depending on their overall job performance (Eneh et al., 2018). Abosede and Adekunle (2012) reminded that salary increase has a motivational value but that the direct relationship between salary increase and employee productivity is contingent on the facts that: Increase salary is tied to higher performance and that workers are able to see direct relationship between increased salary and higher performance such that only the highest performers get the highest rewards. The workers perceive adequate degree of fairness between their salary and their work efforts, the employees firmly believe that better performance will always result in better performance and hence better salary, and the employees also believe that their efforts will always result in better performance and hence better salary (Abosede & Adekunle, 2012). Until these aforementioned conditions are present, the direct relationship between increase salary and enhanced employee productivity cannot exist or be real (Eneh et al., 2018).

### **Concept of Sales Performance (SP)**

The benefits of employee performance such as that of sales force is hard to underrate; which is because great employees improve your business, while poorly performing employees could leave you and your customers frustrated (Sineriz, 2019). Sapkota (2021) argues that organizations in this modern global world are really concerned about their performance of their employees, because these performances have a direct impact on the overall organizational output. Also, Pakpahan et al. (2020) asserts that Individual employee performance is an important aspect of any organization because it determines the progress or decline of that business or organization.

**Sales performance** according to Nguyen (2021) is the performance of a firm's sales team and it considers how effective the performance of the firm's sales team is within a given time period. While Leonard (2022) saw sales performance as the amount of what effort sales team puts in to achieve the set goals in a firm's sales strategy. It is the effectiveness of a business sales team unit in hitting their targets and goals (Sherman, 2019).

In order to have a good sales department that can hit target at stipulated time frame, marketing managers need to evaluate the sales performance and note what steps to be taken in increasing sales. Increasing sales is vital to businesses because even Sherman (2019) argues that world class services and products don't sell themselves; they need someone to market them. Certain factors influence a business or firm sales performance. Highspot Team (2022) stated that sales performance is being influenced by factors (a firm's enablement efforts) such as content management or sales training; firm's customer experience; sales productivity; organizational culture; and firm's cross-functional alignment across marketing and sales team members. If employees of a firm have bad performance, this will translate to the decline in the organizational performance as a whole. This will also apply vice versa, if employees have good performance, which will lead to a positive progress for the business. Sineriz (2019) opines that the unstated



role of employees in an organization is that they represent the business and brand, and regardless of their specific job title, each interaction the employees have with potential or current clients reflects on the management.

### **Measures of Sales' Performance**

Anderson (2002) states that for an organization to be effective in achieving its goals, it is very vital to monitor or measure its employee performance on a regular basis. Several measures have been used for the performance of employees. According to Gerber (2021), performance can be measures by level of execution, quality of work, level of creativity, amount of consistent improvement, customer and peer feedback, sales revenue generated, responsiveness to feedback, ability to take ownership, percentage of tasks completed on time, being on time and on budget. Rakos (2014) listed punctuality, quality of work, personal habit as measures of employee performance. For Silverstein (2018), productivity, customer satisfaction ratings, and sales numbers are measures of sales performance.

Ang et al. (2001) used profits, firm sales value, market share, and market exit as sales performance measures.

In this study we selected productivity and profitability as the measures of our criterion variable which is sales performance. These measures were selected so as to check the performance of sales force in the bakery firms in Port Harcourt in terms of their productivity and the amount of profits they generate for the businesses.

### **Productivity (P)**

Employee productivity according to Hanaysha (2016) is one of the important management topics that received significant research attentions from several scholars and considered as a primary mechanism to enhance organizational success. It describes what an employee receives in exchange for wages or salary paid to an employee (Eneh et al., 2018). Taylor (2009) noted that productivity relates to profit earned for a company, but productivity need not be a monetary measurement.

Bárcenas (2020) defined employee productivity as the amount of work or output generated by an employee in a specific period of time. Productivity could be seen as the relationship between production of an output to one or more or all of the resources inputs utilized in accomplishing the assigned task (Agarwal et al., 2020). While TechTarget Contributor (2021) saw employee productivity (in most case referred to as workforce productivity) as an assessment of the efficiency of a worker or group of workers. On the account of Sels et al. (2006), they saw employee productivity as an assessment of the efficiency of a worker or group of workers.

In actual terms, productivity is a component which directly affects the company's profits (Gummesson, 1998 cited in Hanaysha, 2016). Carrasquel (2019) asserts that there are several

things that could impact on productivity which includes good people's management practices, engagement, workplace environment, use of technology as an edge, appropriate tools etcetera, and each of these factors affects employee productivity.

High productivity gives firms great benefits. This is because, the business and its sales force will have enough products to see to the teaming customers as in the case of bread which is in high demand in Nigeria. Also higher productivity enables a firm to enjoy economy of scale in reduced price per unit of product.

Moreover, greater level of productivity tends to increase organizational competitive advantage through cost reductions and improvement in high quality of output (Hill et al., 2014; Baily et al., 2005). All of these benefits have made employee productivity worthy of attention. Therefore, looking at its antecedents is very important to ensure organizational survival and long term success (Hanaysha, 2016).

### **Profitability (Pr)**

The sole purpose of every business is to make money; hence the understanding of profitability is key for business survival and growth. Profit according to Ackermann and Grimsley (2022) means the leftover in revenue after the payment of all business expenses; and this means that a profit is made when revenue exceeds expenses. While profitability in a simple terminology, is the length to which a business total income surpasses its total expenses for any given period (Datarails, n.d.). Edwards and Duffy (2014) profitability as the level to which the value of a company's production surpasses the cost of the resources used to produce it. A business performance can be judged by its profitability capacity. Profitability is an economic indicator that calculates the financial benefit that is realized when the amount of revenue gained from a business activity exceeds the expenses, costs and taxes needed to sustain the activity (Salaheldin, 2015).

### **Empirical Review on Compensation Techniques and Sales' Performance**

Several empirical studies have been conducted to investigate the impact of compensation on employees' behavior. Sajuyigbe et al. (2013) examined the impact of reward on employees' performance in a selected manufacturing company in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. Result showed that reward dimensions jointly predict employees' performance which accounted for 71% variance of performance.

Hameed et al. (2014) investigated the impact of compensation on employee performance in banking sector of Pakistan. Questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan. The data collected were analyzed using

Pearson moment correlation coefficient in SPSS 17.0 Version. The study found out that compensation has positive impact on employee performance.

Larbi (2014) conducted an empirical study on the effect of compensation management on employee performance at the St. Michael's catholic hospital, Pramso. Adoptive a quantitative research design, the study deployed cross-sectional survey which utilized copies of questionnaire. The entire St. Michael's hospital was the population of the study, while the researcher chose a sample size of 100 for the study. Mean difference statistical method was used through the Statistical Package for Social Science (SPSS) to analyze the data that was collected for the study. The study found out that compensation management has significant positive impact on employee performance.

Edirisooriya (2014) examined the impact of extrinsic rewards and intrinsic rewards on employee performance: With Special Reference to ElectriCo Sri Lanka. Self-designed questionnaire was used as the primary data collection method. The data was analyzed using descriptive statistics and inferential statistics. The representative samples of 100 employees are selected from a population of 1075 employees in the ElectriCo. The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance.

Mahmud et al. (2015). Empirically investigated compensation, motivation, and performance: employee perspectives. The study applied quantitative method. Using convenient sampling technique, data were obtained from respondents who are whole educational staff at the Faculty of Economics. The total number of respondents was 30 employees. The study used a questionnaire that applied likert scale. Data were analyzed using WARP PLS 5.0. The result shows that compensation does not affect performance of employees. This is because compensation is a result. In other words, compensation is the reward of all the efforts that has been done by the employee. Hence it is not a driving factor for employee to improve their performance.

Babagana & Dungus (2015) examined the effects of staff compensation on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state. Questionnaire was served to 45 respondents who are academic staff of the polytechnic from the five schools within the polytechnic (school of environmental studies, school of engineering and applied science, school of agricultural science and technology, school of management studies, and school of vocational and technical education). The data was analyzed using Pearson's Product Moment correlation and regression analysis using Microsoft excel. The findings showed strong positive relationship between staff compensation (fringe benefits and staff nature of working conditions) and performance of Ramat Polytechnic Maiduguri students.

Kelechi et al. (2016) carried out a study on the effect of compensation administration on employee productivity. The study adopted a survey design which includes the distribution of a well-designed research instrument to 50 respondents in Dangote Nigeria Headquarters in Lagos Nigeria. Regression analysis tool was used to analyze the hypotheses earlier stated in the study. The findings of the study indicates that effective compensation administration has a positive bearing on employee productivity as indicated in by the figures generated.

Ojeleye (2017) study explores the impact of compensation on employees' performance. Eighty three employees of Abdul Gusau polytechnic and state college of education both in Zamfara state were handed structured questionnaire to solicit data on remuneration and performance. The dependent variable is employees' performance while the independent variable is compensation (salary/wages, bonus/incentives). Pearson correlation and multiple regression model were used to analyzed the data using SPSS 22.0. The finding suggested that there is a strong and positive relationship between compensation and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees.

Satka (2019) investigated the impact of remuneration on employee performance in the trading company. The study adopted a quantitative research design method, and a sample size of 122 was selected from a population of five construction companies in Tirana. Using the regression analysis, the study found out that compensation has a positive significant impact on employees' performance.

**Table 1: Summary of Empirical Studies on Compensation Techniques and Employees' Performance**

S/N	Author(s) / Year of Research	Title of work / Location	Variables Study	Methodology/ Statistical tool	Findings
1.	Sajuyigbe et al. (2013)	The impact of reward on employees performance in a selected manufacturing companies in Ibadan, Oyo State	Intrinsic reward, extrinsic reward, recognition, praise, pay, performance, bonus.	Quantitative research design method, multiple regression analysis	. Result showed that reward dimensions jointly predict employees' performance which accounted for 71% variance of performance
2.	Hameed et al. (2014)	impact of compensation on employee performance in banking sector of Pakistan	Salary, reward and incentive, indirect compensation as against employee performance	Quantitative research design, Pearson moment correlation coefficient.	The study found out that compensation has positive impact on employee performance.
3.	Larbi (2014)	The effect of compensation management on employee performance at the St. Michael's catholic hospital, Pramso	Direct compensation, indirect compensation, paid holidays, workers' compensation, retirement plans, paid vacations,	Quantitative research design, Mean difference	The study found out that compensation management has significant positive impact on employee performance

4.	Edirisooriya (2014).	The impact of extrinsic rewards and intrinsic rewards on employee performance.	Intrinsic reward, extrinsic rewards as against employee performance.	Quantitative research design method, descriptive statistics and inferential statistics, Regression analysis.	The results revealed that there is a positive relationship between extrinsic reward, intrinsic reward and employee performance
5.	Mahmud et al. (2015).	Remuneration, Motivation, and Performance: Employee Perspectives	Compensation, motivation, employee performance	Quantitative research design method, WARP PLS 5.0	The result shows that compensation does not affect performance of employees.
6.	Babagana & Dungus (2015)	The effects of staff compensation on the performance of Ramat Polytechnic Maiduguri students from 1995-2011 in Borno state	Remuneration, fringe benefits staff nature of working conditions, as against employee performance	Quantitative research design method, Pearson's Product Moment correlation and regression analysis	The findings showed strong positive relationship between staff compensation and performance of Ramat Polytechnic Maiduguri students
7.	Kelechi et al. (2016)	The effect of compensation administration on employee productivity.	Compensation, productivity, employee performance.	Survey design, Regression analysis.	The findings of the study indicates that effective compensation administration has a positive bearing on employee productivity as indicated in by the figures generated
8.	Ojeleye (2017)	The impact of compensation on employees' performance	Compensation, salary/wages, bonus/incentives, employee performance	Quantitative research design, Pearson correlation and multiple regression model	The finding suggested that there is a strong and positive relationship between compensation and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees.

9.	Eneh et al. (2018)	The extent to which salary increase influences employee productivity in cement manufacturing firms in South-South, Nigeria	Salary increase., skilled based pay, competencies based pay, employee productivity.	Survey research design, Pearson Product Moment Correlation Coefficient	Findings revealed that salary increase has significant positive relationship with employee productivity in cement manufacturing firms in South-South, Nigeria. Further findings revealed that employees are motivated by monetary rewards and they are induced to expend greater effort in a task if those efforts are rewarded directly through performance-related pay
10.	Satka (2019)	The impact of remuneration on employee performance in the trading company.	Remuneration, reward system, employee performance.	Quantitative research design study, regression analysis.	The study found out that compensation has a positive significant impact on employees' performance
11.	Talal & Alzoubi (2020)	The impact of bonuses and increments on employees retention	Bonuses, increments, employee retention.	Quantitative research design, the explanatory model, Pearson moment correlation coefficient.	The study utilized Pearson moment correlation coefficient to test the earlier stated hypotheses and the study results showed positive and high impact to the way that any organization uses the bonuses and increments to enhance and improve its level of retaining its employees.

**Source: Researchers Desktop from Literature Review**

Based on the empirical review conducted, we formulated the following hypotheses in the study:

Ho<sub>1</sub>: There is no significant relationship between improved salary and productivity of bakery firms in Port Harcourt.

Ho<sub>2</sub>: There is no significant relationship between improved salary and profitability of bakery firms in Port Harcourt.

### **Research Methodology**

The study determined the extent to which sale force compensation techniques influences employees' performance in government owned hospital in Rivers State. Therefore, the research design adopted in this study is a "quantitative research design method" under which we utilized the cross sectional survey method which included the distribution of copies of questionnaire to the respondents. The population for this study consisted of 127 bakery firms in Port Harcourt as listed in the Yellow Pages Directory of Rivers State Ministry of Commerce & Industry. The



population of our study is accessible, hence we adopted the census sampling technique and study the whole one hundred and twenty seven (127) identified bakery firms in Port Harcourt as listed in the Yellow Pages Directory of Rivers State Ministry of Commerce & Industry. The researcher purposively administers a minimum of three (3) copies of questionnaire to employees in each of the one hundred and twenty seven (127) bakery firms in Port Harcourt. This gave a total of three hundred and eighty one (381) copies of questionnaire. These employees include supervisors and senior staff of the identified bakery firms.

**Table 2: Questionnaire Administration and Responses**

	Number Involved	Percentage (%)
Total Distribution	381	100%
Useful Copies Returned	355	93%
Discarded Responses	22	6%
Lost in Transit	4	1%

**Source: Field Survey, 2022.**

From Table 2 we were meant to understand that 381 copies of the questionnaire were distributed amongst the respondents. Out of the 381 copies of questionnaire administered, 355 copies returned were considered useful. This accounted for 93% responses rate. Due to obvious mistakes and incomplete responses, 22 copies accounting for 6% were dropped. While 4 copies representing 1% could not be retrieved due to misplacement and other reasons given by the respondents. Therefore, the total response rate that formed the basis of our analysis was 355 representing 93%.

### **Data Analysis and Results**

Under this section, we showed how the data distributed and retrieved from the respondents were analyzed. It started with the demographics analysis of the respondents, then progressed to the research questionnaire. The responses from our data base concerning the research questions were analyzed using frequency distribution and percentage for ease of comprehension.

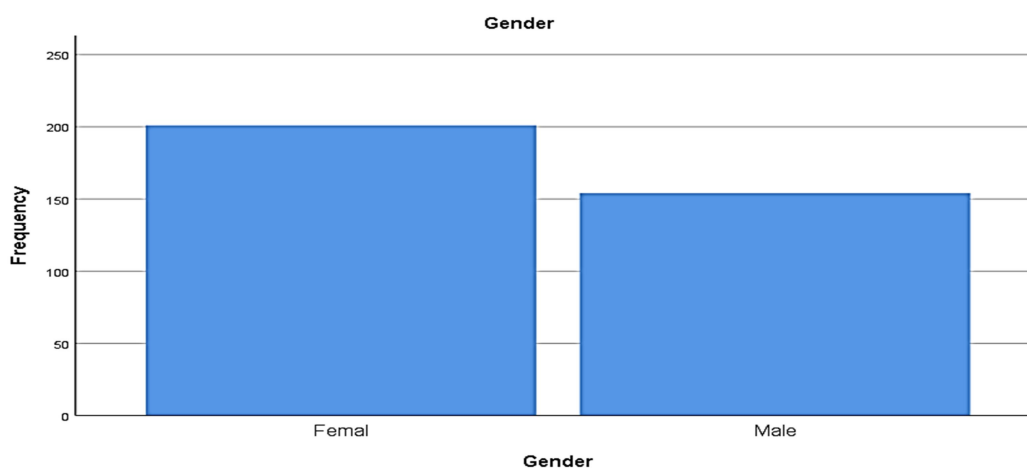
### **Demographic Analysis**

#### **Question 1: What is your gender?**

Table 3: Frequencies on Gender of Respondents

		Gender		Cumulative Percent
	Frequency	Percent	Valid Percent	
Valid	Female	201	56.6	56.6
	Male	154	43.4	100.0
	Total	355	100.0	

**Source: Field Survey, 2022**



**Figure 1 – Bar Chart showing frequencies for Gender**

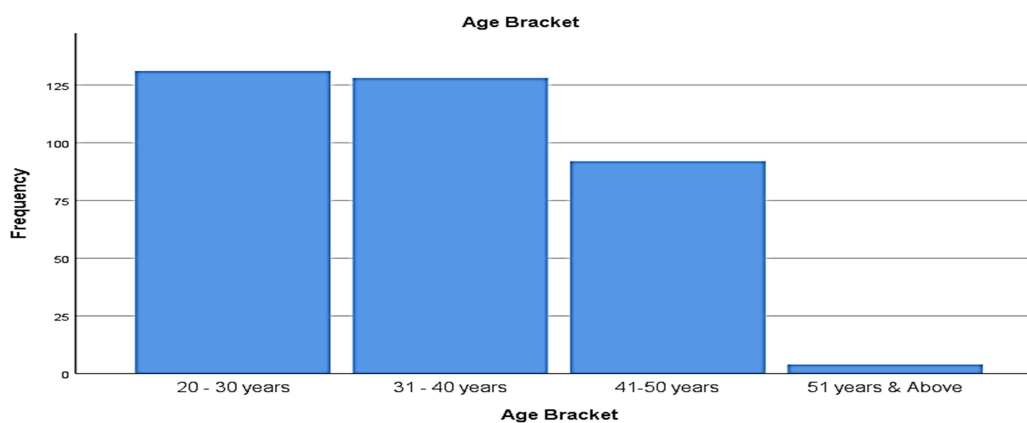
From the analysis in table 3 above, we can see that 201 (or 56.6%) of the respondents are female while 154 (or 43.4%) of them are male.

**Question 2: In which of these brackets does your age fall?**

Table 4: Frequencies on Age Bracket of Respondents

		Age Bracket			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	20 - 30 years	131	36.9	36.9	36.9
	31 - 40 years	128	36.1	36.1	73.0
	41-50 years	92	25.9	25.9	98.9
	51 years & Above	4	1.1	1.1	100.0
	Total	355	100.0	100.0	

Source: Field Survey, 2022.



**Figure 2 – Bar Chat showing frequencies for Age Bracket**

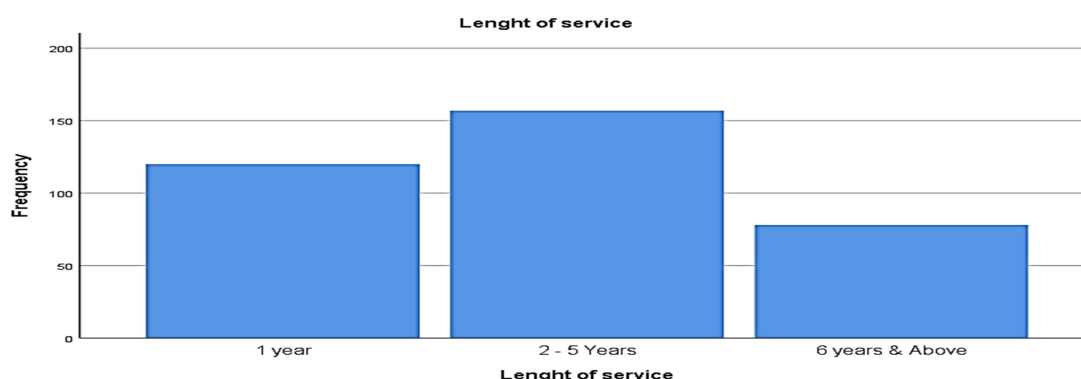
Reports from table 4 on the analysis of age bracket of the respondents reveals that 131 (or 36.9%) are within the range of 20-30 years, 128 (or 36.1%) are within the age range of 31-40 years; 92 (or 25.9%) are within 41-50 years; while 4 (or 1.1%) are 51 years & above .

**Question 3: Which of the bracket does your length of service fall?**

Table 5: Frequencies on Respondents' Length of Service

		Length of Service			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year	120	33.8	33.8	33.8
	2 - 5 Years	157	44.2	44.2	78.0
	6 years & Above	78	22.0	22.0	100.0
	Total	355	100.0	100.0	

Source: Field Survey, 2022



**Figure 3 – Bar Chat showing frequencies for Length of Service**

The analysis in table 5 above reveals how long each respondent has been working for the bakery firm. 120 (or 33.8%) of the respondents have worked for the bakery firm for 1 year; 157 (or 44.2%) of them have worked for 2-5 years, while 78 (or 22.0%) have worked for the bakery firm for 6 year and above.

**Table 6: Summary of Demographic Analysis**

S/N	Variables	Frequency	Percentage (%)
1.	<b>Gender</b>		
	Male	154	43.4
	Female	201	56.6
	Total	355	100.0
2	<b>Age Bracket</b>		
	20- 30 years	131	36.9
	31-40 years	128	36.1
	41-50 years	92	25.9
	51 & Above	4	1.1
	Total	355	100.0
3.	<b>Length of Service</b>		
	1 year	120	33.8
	2-5 year	157	44.2
	6 years & Above	78	22.0
	<b>Total</b>	<b>355</b>	<b>100.0</b>

Source: SPSS 25.0 Output (Based on 2022 Field Survey).

### Bivariate Analysis

Under this section, we tested the earlier stated hypotheses in the study. Spearman rank correlation coefficient was adopted to analyze the relationships between the study variables. The entire analyses were facilitated through the use of SPSS 25.0. Spearman rank correlation coefficient has the capacity to measure the strength of the relationship, identify the direction of the relationship and determine if such relationship is significant. Nwana (1992) who stressed the need to express the degree of association between the correlating variables submitted a categorization as shown in table 7 below. This is adopted in this study.

**Table 7: Description of the Degree of Association between Variables**

Correlation Coefficient (r)	Description/Interpretation
± 0.80 – 1.0	<b>Very Strong</b>
± 0.60 – 0.79	<b>Strong</b>
± 0.40 – 0.59	<b>Moderate</b>
± 0.20 – 0.39	<b>Weak</b>
± 0.00 – 0.19	<b>Very Weak</b>

Source: Nwana (1992)

The positive (+) sign in the values of  $r$  indicates a direct/positive relationship, while negative (-) sign in value of  $r$  indicates an indirect/negative or inverse relationship. Therefore, the sign of the  $r$  value explains the direction of association or relationship between the two variables.

### Decision Rule

Reject the null hypothesis ( $H_0$ ) and accept its alternative ( $H_a$ ) if  $p\text{-value} < 0.05$  for 2 – tailed test and conclude that significant relationship exists.

### Test of Hypothesis 1

Ho<sub>1</sub>: There is no significant relationship between improved salary and productivity of bakery firms in Port Harcourt.

Ha<sub>1</sub>: There is a significant relationship between improved salary and productivity of bakery firms in Port Harcourt.

**Table 8: Correlations Analysis of Improved Salary and Productivity**

Correlations			Improved Salary	Productivity
Spearman's rho	Improved Salary	Correlation Coefficient	1.000	.963**
		Sig. (2-tailed)	.	.000
		N	355	355
	Productivity	Correlation Coefficient	.963**	1.000
		Sig. (2-tailed)	.000	.
		N	355	355

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

Source: SPSS Output (based on 2022 Field Survey Data)

Table 8 above shows the outcome of the correlation analysis using the SPSS version 25.0. The Spearman rank coefficient is estimated as 0.963\*\*. This suggests that a significant positive relationship exists between improved salary and productivity. Since the p-value (0.000) < 0.05, we reject the null hypothesis and conclude that a significant relationship exists between the two variables.

### Test of Hypothesis 2

Ho<sub>2</sub>: There is no significant relationship between improved salary and profitability of bakery firms in Port Harcourt.

Ha<sub>2</sub>: There is a significant relationship between improved salary and profitability of bakery firms in Port Harcourt.

**Table 9: Correlations Analysis of Improved Salary and Profitability.**

Correlations			Improved Salary	Profitability
Spearman's rho	Improved Salary	Correlation Coefficient	1.000	.869**
		Sig. (2-tailed)	.	.000
		N	355	355
	Profitability	Correlation Coefficient	.869**	1.000
		Sig. (2-tailed)	.000	.
		N	355	355

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

Source: SPSS Output (based on 2022 Field Survey Data)

Table 9 above indicates that the correlation coefficient ( $r$ ) is 0.869. This implies that a very strong relationship exists between improved salary and profitability. Also, the sign of ( $r$ ) value is positive, indicating a direct link between the variables. Since the probability value (p-value) =  $0.000 < 0.05$ , we conclude that a significant positive relationship exists between improved salary and profitability.

**Table 4.25 Summary of Test Hypotheses**

S/N	HYPOTHESES	( $r$ )	P – VALUE	DIRECTIO N	Magnitude	DECISION	CONCLUSION
H <sub>01</sub> :	There is no significant relationship between improved salary and productivity.	0.963**	0.00	+VE	Very high	Reject	Significant
H <sub>02</sub> :	There is no significant relationship between improved salary and profitability.	0.869**	0.00	+VE	Very high	Reject	Significant

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**Source: Research Findings Based on SPSS Output**

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### Discussion of Findings

This section, discussed the findings obtained in the study regarding the hypothesized relationships and compared them with extant literature as to see if they are in agreement or not. Therefore, the discussion establishes the existence or non-existence of relationship between the variables in the hypotheses tested in the study.

### Improved Salary and Sales Performance

One of the objectives of this study was to ascertain the extent to which improved salary relates to sales performance. Improved salary was discovered to have a significant positive relationship with the measures of sales performance (productivity and profitability). This finding was generated from the outcome of the statistical test of hypotheses H<sub>01</sub> and H<sub>02</sub> respectively. The test of H<sub>01</sub> shows that improved salary attracts a significant positive correlation coefficient ( $r = 0.963$ , p-value  $< 0.05$ ). That is, the more bakery firm management in Port Harcourt utilizes good salary packages such as improved basic salary, on-time payment and fair pay package, the more they achieve good productivity from the employees’..

Test of H<sub>02</sub> reveals that improved salary results in a significant positive correlation coefficient ( $r = 0.869$ , p-value  $< 0.05$ ). Thus, increase in salary will bring about an increase in profitability for the business since the sales force will be motivated to put in more efforts.

The foregoing findings as seen from the results of hypotheses 1 and 2 are believed to be premised on the fact that good salary encourages employees to perform better. This is in line with the submissions of Chron Contributors (2020) which finding proves that a worker is more likely to perform to his potential if he’s happy with the salary he is earning, and a person



earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. Dirk (2020) in his study found out that poor compensation in the form of low salary packages induces low productivity, since there is less motivation for employees to strive for excellence. While Ojokuku & Sajuyigbe (2009) found that salary significantly influences employee's productivity and performance resulting from job satisfaction. Also, Lambert et al. (2001), Frye (2004), Tessema and Soeters, (2006), Ojokuku and Sajuyigbe (2009), Sajuyigbe et al. (2013) reported of significant positive link between employee's performance and salary.

## **Conclusions**

Based on the discussions of findings, the study concluded that there is a significant positive relationship between sales force compensation techniques and sales performance of bakery firms in Port Harcourt.

## **Recommendations**

Based on the findings and conclusions of this study, the following recommendations are made:

1. Management of government owned hospitals in Rivers state should adopt the use of good salary scheme in order to improve on employees' performance of the organization.
2. These salaries should be paid on-time to enable the sales force employees meet up with their personal needs on time.
3. Lastly, there should be an increase in the pay packages of the employees since cost of living has increased drastically in the past few months.

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