

**Factors influencing sales force motivation: A study of pharmaceutical  
industry in Aden, Yemen**

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**2012**

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industry in Aden, Yemen**

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Thesis Submitted to the Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

In Partial Fulfillment of the Requirement for the Degree Master of Science

Management

2012

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## **ACKNOWLEDGEMENT**

Praise to Almighty Allah who gave me the strength, patience and ability to complete the research. In addition, this research would not have taken shape if not for the dedicated guidance, assistance and support of a myriad of individuals. First, Great appreciation give to my supervisor, Dr. Fais Ahmad, who has given lots of guidance, advice and taken amount of time in helping to complete this research. Thanks his patiently taken the trouble and his valuable time to gone through and modified the paper, besides, he has given guidance and advice on this paper so that the thesis brought off successfully. Also, I would like to appreciate the thesis evaluator for given examination and evaluation. In addition, I am grateful to my husband, Hasan Bamahros, who had been quietly praying for me to go through ups and downs in my life, and he help, support and encouragement me to be successful. I really appreciate my friends as the research assistants help me to distributed and collected questionnaires, and give me some advice in this study.

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## **ABSTRACT**

One of the biggest challenge that business world is facing today is how to motivate employees to dedicate persistent and intensified efforts to achieve the organizational goals (Watson, 1994). Accordingly, employees' attitude surveys have been used frequently to ascertain what sparks and sustains their desire to work harder. However, the motivation of the employees remained a complex puzzle since long (Wiley, 1997). It is generally accepted that motivated and committed sales force is one of the critical factors in the growth and profitability of the organizations. Yemen's pharmaceutical sales organizations to such enterprises as, developing fast and profits high, it really needs to motivate employee. The purpose of this study, focus on a Second-tier city in Yemen as the representative to determine the factors that influence pharmaceutical sales force motivation, used a sample of 199 participants among 23 pharmaceutical sales organizations in Aden. The study predicted three independent variables (payment, job security, and opportunities for advancement and development) though empirically investigated the relationship with motivation, and examined whether them effectively motivate pharmaceutical sales force. The finding showed that pay is not longer to severs motivate, based on Maslow's needs hierarchy theory , job security as the security needs and opportunities need for advancement and development still more motivating them, especially, the needs for advancement and development is highlights significant motivator. It suggests that the intermediate needs and higher level of needs are important to motivate sales force that should be considered. Consequently, the study results will help practitioners in creating an effective incentive system to fostering sales force motivation leading to higher productivity and overall performance.

## CONTENTS

Contents	Page
PERMISSION TO USE.....	I
ACKNOWLEDGEMENT.....	II
ABSTRACT.....	III
TABLE OF CONTENTS.....	IV
FIGURE LIST.....	VII
TABLE LIST.....	VII
APPENDIX.....	VIII
<b>CHAPTER 1 INTRODUCTION</b>	
1.0 Introduction.....	1
1.1 Background of study.....	1
1.2 Problem statement.....	3
1.3 Research questions.....	8
1.4 Research objectives.....	8
1.5 Significant of study.....	8
1.6 Scope of study.....	9
1.7 Organization of chapter.....	10
1.8 Summary.....	11

## CHAPTER 2 LITERATURE REVIEW

2.0 Introduction.....	12
2.1 Importance of motivation.....	12
2.2 Definition of motivation.....	14
2.3 Theories of work motivation.....	15
2.3.1 Need hierarchy theory.....	15
2.3.2 ERG theory.....	17
2.3.3 Herzberg's two-factor theory.....	18
2.3.4 Expectancy theory.....	19
2.3.5 Equity theory.....	21
2.3.6 Goal-setting theory.....	22
2.4 Motivation factors.....	23
2.4.1 Pay.....	25
2.4.2 Job security.....	27
2.4.3 Promotion opportunity.....	29
2.5 Hypotheses.....	30
2.6 Summary.....	31

## CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction.....	32
3.1 Research framework.....	32
3.2 Research design.....	35
3.3 Operational Definition and Measurement.....	35
3.4 Data collection.....	38



3.4.1 Population and Sampling.....	39
3.4.2 Data collection procedure.....	39
3.5 Data analysis.....	40
3.6 Summary.....	40

## CHAPTER 4 FINDING

4.0 Introduction.....	41
4.1 Data collection.....	41
4.2 Demographic Characteristics of the Participants.....	42
4.3 Reliability analysis.....	46
4.4 Inferential statistical measurement: Correlation coefficient analysis.....	47
4.5 Multiple regression analysis.....	53
4.6 Summary.....	57

## CHAPTER 5 DISCUSSION

5.0 Introduction.....	58
5.1 Discussion.....	58
5.1.1 Demographic analysis.....	59
5.1.2 The effect of three independent variables on sales fore motivation.....	60
5.1.3 Other motivators.....	64
5.2 Implication.....	65
5.3 Limitation.....	66
5.4 Conclusion.....	67
REFERENCES.....	68

## TABLE LIST

Table 3.1 Pay motivation.....	36
Table 3.2 Job security motivation .....	36
Table 3.3 Opportunities for advancement and development .....	37
Table 3.4 Motivation itself .....	37
Table 4.1 Profile of pharmaceutical sales force.....	42
Table 4.2 Respondents' wage form .....	43
Table 4.3 Respondents' monthly income.....	44
Table 4.4 Respondents' desired income monthly.....	45
Table 4.5 Most important factor of stimulation.....	45
Table 4.6 Descriptive statistic of reliability.....	47
Table 4.7 Pearson Correlation coefficient for measuring payment with motivation.....	48
Table 4.8 Correlation coefficient for measuring job security with motivation.....	49
Table 4.9 Correlation coefficient for measuring opportunities with motivation.....	50
Table 4.10 The outcomes of the null hypotheses tests.....	51
Table 4.11 Pearson correlations matrix for the four interval-scaled variables.....	52
Table 4.12 Multiple regression analysis for four interval-scaled variables.....	54
Table 5.1 Statistic of other motivators.....	64

## FIGURE LIST

Figure 2.1 Maslow's Need Hierarchy Model.....	16
Figure 3.1 Research framework of the study .....	33
Figure 4.1 Four interval-scaled variables correlations (Percentage).....	53
Figure 5.1 Pyramidal hierarchy model of three IVs needs .....	63

## APPENDIX

Appendix I	Discrepancies between Self-Reports of Pay Importance and Behavioral Responses to Changes in Pay.....	73
Appendix II	Questionnaire (English).....	74

## **Chapter One**

### **1.0 Introduction**

This chapter introduces the background of the pharmaceutical industry in Yemen, and discusses the issues of motivation existed in pharmaceutical sales force in Yemen. It continues to discuss the problem statement, research questions and objectives of the study.

### **1.1 Background of study**

Pharmaceutical industry is considered as one of the leading industries in Yemen. Most of the pharmaceutical companies in Yemen today are reflected growth engines for their headquarters. During the last 3 years, Yemeni pharmaceutical industry has maintained rapid growth; it is considered that one of the fastest growing industries. They are given the mission of achieving high organic growth rates of around 30% each year (Hu, et al., 2007). The profile of the pharmaceutical industry in Yemen remains very low. The domestic pharmaceutical market is highly fragmented and inefficient. Yemen, as of 2007, has around 50 to 100 domestic pharmaceutical manufacturers and around 5,000 domestic pharmaceutical distributors. Currently Republic of Yemen has about 1,000 drug companies, falling from more than 3,000 in 2004, according to the figures of State Food and Drug Administration. The number is expected to drop further. The domestic companies compete in the \$10 million market without a dominant leader. Entry to the WTO has brought a stronger patent system, medical insurance is now more widespread,

and pharmaceutical-related regulations have been stiffened. Even so, the industry environment has been transformed for the better over the last 10 years. As of 2008, Yemen is the Middle East eighth largest market (Wikipedia, 2010). Many business observers are projecting it to become the fifth largest pharmaceutical market by 2010, based on its double-digit revenue growth trends over the past two and half decades (Eliza, 2007). Yemen is reportedly expected to become the third largest pharmaceuticals market in the Middle East by 2011. According to a report released by pharmaceutical market research firm IMS Health (2010), Yemen's pharmaceutical revenue is growing fast and that the market there may double by 2013. Sales of prescription drugs in Yemen will grow with US\$40 million by 2013, the report also said. According to statistics released by the Ministry of Industry and Information Technology, the value-added output of Yemen's pharmaceutical industry increased 10% year on year in 2009. In the first 11 months of last year, the medicine sector's combined net profit was RMB 79.6 million, up 25.9% year on year (Wikipedia, 2010). Yemen's changing health-care environment is designed to extend basic health insurance to a larger portion of the population and give individuals greater access to products and services. Following this period of change, the pharmaceutical industry is expected to continue its expansion; there is huge potential for developing in Yemenis pharmaceutical industry. With Yemen accession to WTO, in order to enhance the status and competitiveness of Yemenis pharmaceutical industry, Yemenis government focuses on the implementation of GMP (Good Manufacturing Practices for Drug) certification for pharmaceutical industries. Some pharmaceutical organization who obtained the GMP certification have more competitiveness compare with other, this result in smaller living space to survival for many small and medium

pharmaceutical companies with the less competitiveness. The drastic marketing competition requires pharmaceutical company to strengthen management, improve the sales network, and improve product quality and development research capability.

Yemeni pharmaceutical sales organization based on sales force representatives to perform. According to Corcoran, Peterson, Baitch, and Barrett (1996), when identifying factors affecting sales organization performance, the sales job warrants rigorous examination. Long-term growth and profitability for sales organizations are dependent on the effectiveness of their sales force. Therefore, sales force effectiveness is key success factor for sales organizations. However, the salesperson's role is to translate company strategy from goal to actual sales and is expected to add value for customers by creating competitive product differentiation and contributing to a company's profitability. Insight into employees' perceptions regarding motivational factors is usually considered important to aid to fostering their morale and performance so that to motivate them to put their efforts in workplace. Motivating sales force representatives to perform at a high level of performance is a challenge that all companies in all industries have. The pharmaceutical industry is no different in this aspect. In fact, the challenges facing the pharmaceutical industry are compounded by a variety of factors that many other industries do not face including: government regulation of sales practices, non-direct tracking of sales results, and the impact of managed care on sales performance (Nelson, 2004).

## **1.2 Problem statement**

One of the biggest challenges that business world today is facing a difficulty of how to motivate employees to dedicate persistent and intensified efforts to achieve the organizational goals (Watson, 1994). It is generally accepted that motivated and committed sales force is one of the critical factors in the growth and profitability of the organizations (Malik and Naeem, 2009). In specific, the most difficult task that a sales manager faces is the motivation of sales force. However, motivating high performance in pharmaceuticals sales force is a growing issue in the pharmaceuticals organization of Yemen. Also motivating sales force and representatives to perform at a high level of performance is a challenge. Furthermore, pharmaceutical sales forces whose composition adds even more complexity to the motivation challenge. The major problem in pharmaceuticals sales industries of Yemen is the market average turnover rate of the sales force is 25%, which means that 25% of the sales force is new to the company every year (Hewitt, 2009). This leads to recruitment expenses, training cost problem and lower performance and profitability of the organization, however, the 25% of sales force turnover must influence other's to be lower motivation in workplace. However, how do we reduce turnover? How do we know that our plan is working? The issues with sales force management are very diverse and require an immediate response.

Managers have to motivate their employees effectively in order to put the employees' best efforts in work. So there is a need to motivate the employees to do their best in the workplace and retain them long-term in organization. Since a motivated employee is more willing to put effort and time in his/her task, then his/her performance will probably rise. But what motivators spark and sustain their desire to work harder? This is the first

task the sales manager needs to identifying. If the sales manager fails to identify the needs of subordinates and to provide effective motivation many result in employees unwillingness to work, lose interest and emotion in work, and low performance, many further lead to increased turnover, lower sales force productivity, and unnecessary selling expenses. In order to improve productivity and performance for the pharmaceutical organizations through the motivation of the sales force. As Malik and Naeem (2009) said: “Technological revolution, demographic changes in workplace and globalization stimulate the need of searching the novel ways to motivate workforce.”(pp:19). Getting to know about employees’ preferences of what motivates them could help improving productivity and building success story for the organizations. Consequently, organizations attain competitive edge whereby employees get valued rewards (Wiley, 1997). However, if motivation is the underlying cause of performance problem, then its solution becomes more complex and challenging (Griffin, 1990). So it is necessary to understand how to motivating pharmaceutical sales force to achieve its peak potential in order to improve their performance and productivity, and retain them long-term in organization? There are some research and study carried out on the incentive system of assessment for pharmaceutical sales organization in Yemen (such Aljafri, 2008 and Minabari, 2006), but no study on the factors that influence sales force motivation in pharmaceutical sales organization was conducted.

In order to motivate sales force effectively, sales managers must have a thorough understanding of human needs and the concepts of motivation. They have to learn how to use the various forms of sales motivators to meet their salespeople’s needs. The ways of



motivating employees are so many and various so are its theories, which are different the different because of the different motivators examined. Motivation can be defined as the result of internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal (Snoeker, 2010). Theories on motivation cover two types of motivation i.e extrinsic and intrinsic motivation. Extrinsic motivation requires an instrumentality between the activity and some separable consequences (Gagné and Deci, 2005). In the workplace, extrinsic motivators include pay, benefits, and promotions. Intrinsic motivation refers to motivation that comes from inside an individual rather than from any external or outside rewards, such as money or grades. An employee is intrinsically motivated when he/she performs an activity without an apparent reward except for the activity itself or the feelings which result from the activity (Deci, 1972). Or an intrinsically motivated person will work on a solution to a problem because the challenge of finding a solution is provides a sense of pleasure. Both of intrinsic and extrinsic motivations are influenced by many factors where elements such as reward, appreciation, job security, promotion and interesting work are the most important (Wiley, 1997).

As Manibari (2006) analyzed the cause of lower motivation in Yemeni pharmaceutical sales organization indicated that one of reasons is that incentive system is not good and adaptive. According to Maslow's need hierarchy theory, pay is a basic level need to motivate employees; all employees are motivated by the pay. Based on the result of a survey (Wiley, 1997) indicated that employees from diversified industries such as

retailing, services, manufacturing, insurance, utilities, health care and government agencies considered the “good wage” is the highest importance to motivate them in their work, the second and third top factors respectively are “full appreciation for work done” and “job security”. However, the pay system of pharmaceutical sales organization in Yemen was the mixed mode, namely, base pay, commission and reward payment (Manibari, 2006). Commission is based on the employee’s performance, it directly from a percentage of sales to reward sales force, it is according to sales to determine the reward (Cheng, 2001). It also can be defined facilitation or a commission deducted from the total value of the transaction. Reward payment is incentive compensation. The model based on the sales performance assessment, the use of commissions and bonuses in order to promote the effectiveness of sales, while sales increased sense of security, increase their loyalty to the enterprise, it is conducive to the positive sales and company development (Cheng, 2001). Safety is the Maslow’s need hierarchy theory, if the basic needs level as pay to be satisfaction, the next higher level of need is safety security, which has to be activated in order to motivate the individual.

In this study, the pay as the basic factor will be investigated and confirmed whether as an importance basic motivator to influence pharmaceutical sales force put their efforts in the work. Also the job security will be tested, because the high rate of unemployment result in lower security for employees in Yemen. The Arabian Development Bank estimated that the rate of unemployment was 34.3 percent in 2008. The effects of lower job security may be an important motivator for sales force in Yemeni pharmaceutical companies. Yemeni people are regard the “face” as a kind of esteem, they need promotion to get the titles, social class, equality and high regard for individual development. If they think

there is no opportunity to promotion or developing themselves, they might give up the job to search new one that has more opportunity to develop individual. As Malik and Naeem (2009) investigated the motivational preferences of pharmaceutical sales force in Pakistan, the promotion opportunity is the third top important job-relate factor for pharmaceutical sales force motivation. So the study will discuss promotion opportunity, job security and pay as factors that influence pharmaceutical sales force motivation in Yemen, exactly, it is a case study on pharmaceutical sales organization in one of cities in Yemen, Aden, it is a representative Second-tier city in Yemen.

### **1.3 Research questions**

The research questions aim to be answered concerning the implementation of sales force management for Yemenis pharmaceutical sales organization, especially, chose the representative Second-tier city Aden as a case to study.

1. Is there any relationship between pay and sales force motivation?
2. Is there any relationship between job security and sales force motivation?
3. Is there any relationship between promotion and development opportunities and sales force motivation?

### **1.4 Research objective**

1. To determine the relationship between pay and pharmaceutical sales force motivation of Aden in Yemen.
2. To determine the relationship between job security and sales force motivation.

3. To determine the relationship between promotion and development opportunities and sales force motivation.

### **1.5 Significant of study**

Work motivation is an important phenomenon for both scholars and practitioners to understand. Research on work motivation has been going on since the early work of Elton Mayo at the Western Electric Hawthorne Plant in the late 1920's and early 1930's (Franken, 2002). Work motivation is described as the psychological processes that direct, energize, and maintain action toward a job, task, role, or project (Campbell & Pritchard, 1976; Kanfer, 1990). There are many researcher focuses on employee's motivational system of sales organization, but none investigated pharmaceutical sales force motivators in Yemen. There are a lot of problems in pharmaceuticals sales management (PSM) of Yemen at present, many variables impacting sales force motivation in pharmaceuticals industry, such as pay, job security and promotion opportunities.

The significance of this study can be viewed both from the theory and practice of investigation in pharmaceutical sales organization, to explore and determine the factors that influence sales force motivation, and provide an insight on sales force management of pharmaceutical sales organizations, so that the sales force manager can design the effective incentive mechanism to motivating sales force put their best efforts in workplace.

## **1.6 Scope of Study**

There are many researchers study on work motivation in many industries and sections, and there are some research and study on incentive system of assessment for pharmaceutical sales organization in Yemen (such Aljafri, 2008 and Manibari, 2006), but none study on the factor exactly that influence sales force motivation in pharmaceutical sales organization. So the study will involve several pharmaceutical sales organizations in the representative second-tier city of Aden, Yemen, to research the factors that influence the sales force motivation. The choice of cause of chose the city is representative of its population, economy as well as the overall demographics. Aden is the transportation centre of southwest Yemen, there is a wealth of resources, comfortable living, tax preferential treatment, new market opportunities as compared compare with other cities. It has many comparative advantages on scientific and technological resources, geography, policy environment, human resources, facilities, livable, market, and many other conditions compare with other cities. Aden has much potential for development in Yemen. The study will be representative of the pharmaceutical sales force motivational needs in a large scale among second-tier cities in Yemen, so providing inapt to help sales force managers in designing their motivational mechanism effectively.

## **Chapter two**

### **Literature review**

#### **2.0 Introduction**

In this chapter the researcher reviews literature of work motivation and its theories, the chapter investigates and discusses the definitions of motivation, its continues attempt to introduce thesis hypotheses for research objectives which through the main important factors that influence sales force motivation based upon previous studies.

#### **2.1 Motivation Importance**

Motivation is described as the psychological processes that direct, energize, and maintain action toward a job, task, role, or project (Campbell & Pritchard, 1976; Kanfer, 1990). Along with many other psychological constructs, motivation is a very important process in understanding behavior. Motivation interacts with and acts in conjunction with other mediating processes and the environment. It must also be remembered that, like the other cognitive processes, motivation cannot be seen. All that can be seen is behavior. Motivation is hypothetical construct that is used to help explain behavior; it should not be equated with behavior. In fact, while recognizing the central role of motivation, many of today's organizational behavior theorists think it is important for the field to reemphasize behavior (Luthans, 2011). Employee motivation is major factor in the success or failure for any organization. Without a motivated workforce, productivity, morale, profits,

product and service delivery suffers. To stay competitive organizations must invest in effective strategies to motivate the staff.

Firstly, motivation puts human resources into action. Every company requires physical, financial and human resources to accomplish its goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of human resources.

Secondly, it will improve level of efficiency of employees. The level of a subordinate or an employee does not only depend upon his/her qualifications and abilities. For getting best of his/her work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of employees, which is motivation actually. It will result into increase in productivity, reducing cost of operations, and improving overall competence.

Thirdly, motivation could leads to achievement of organizational goals and personal goals. Organization needs motivation in order to reach its goals. In fact it is one of the most important and driving factor for organization to reaching its goals. The goals of a company can be achieved if co-ordination and co-operation takes place simultaneously

which can be effectively done through motivation, because motivation will help in self-development of individual, the employees are goal-directed and they acts in a purposive manner if there is best possible utilization of resources.

Fourthly, it leads to stability of work force. Stability of workforce is very important from the point of view of reputation and goodwill of a company. If an individual is motivated, he/she will have job satisfaction. The employees can remain loyal to the organization only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a company. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a company which can be of benefit to the enterprise.

## **2.2 Motivation Definition**

Many definitions of motivation have been explored which mostly stick to the idea of promoting individual’s willingness to invest more efforts to achieve specific objectives. However, motivation has not been uniformly defined in industrial and organizational psychology (Locke and Latham, 1990). One possible reason could be the invisible and hypothetical nature of motivation construct. The interplay of internal and external forces initiates job-related behaviors and ascertains the direction, intensity and duration of



motivation (Pinder, 1998). Mullins (1992) defined motivation as the direction and persistence of actions. He has described that the driving force for motivation is to satisfy certain needs and expectations.

Conroy (1994) has defined motivation as “a person’s active participation in and commitment to achieving the prescribed results”. Wiley (1997) has noted that the following three assumptions of human motivation guided contemporary research: “(1) Motivation is inferred from a systematic analysis of how personal, task and environmental characteristics influence behavior and job performance. (2) Motivation is not a fixed trait. It refers to a dynamic internal state resulting from the influence of personal and situational factors. As such, motivation may change with changes in personal, social or other factors. (3) Motivation affects behavior, rather than performance (Nicholson, 1995). Initiatives designed to enhance job performance by increasing employee motivation may not be successful if there is a weak link between job performance and an employee’s efforts.” Locke (1976) has indicated that motivation is determined by goal directedness, human willingness, and perceived needs and values to sustaining the actions of employees in relation to themselves and to their environment.

### **2.3 Theories of work motivation**

Motivation is a basic psychological process consisting of intrinsic and extrinsic motives. In order to understand organizational behavior, these basic motivators must be recognized and studied; they serve as background and foundation for the more directly relevant work

motivation theories. In this study, the work motivational factors are determined with the basis within the context of motivation theory. There are various theories for work motivation.

### **2.3.1 Need hierarchy theory**

[Abraham Maslow](#) (1943) thought that a person's motivational needs could be arranged in a hierarchical manner. He believed that human beings have wants and desires which influence their behavior. This theory is based on the assumption that there is a hierarchy of five needs within each individual. Once the lower level of need is at least minimally satisfied, the next higher level of need has to be activated in order to motivate the individual. Maslow's needs hierarchy theory can be converted into content model of work motivation show in Figure 2.1 and the estimated percentages gives by Maslow seem logical and still largely applicable to the motivation of employees in today's organizations. Unfortunately, the limited research that has been conducted lends little empirical support to the theory. But research finding indicate that Maslow's is certainly not the final answer in work motivation. Yet the theory does make a significant contribution in terms of making management aware of the diverse needs of employees at work (Luthans, 2011).

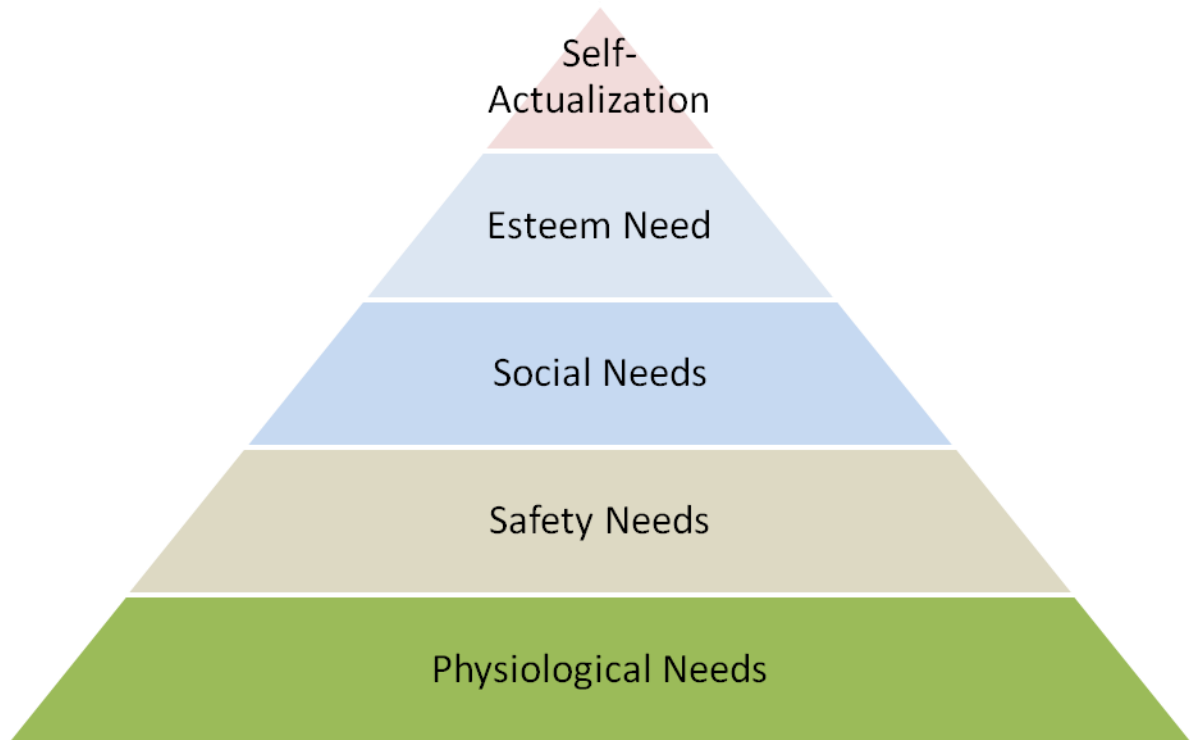


Figure 2.1: Maslow's Need Hierarchy Model

These five needs can state as following:

**Physiological needs-** The most basic level is the physiological needs, such as air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life, for example the pay.

**Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance, job security, financial security, protection from animals, family security, health security, etc.

**Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.

**Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, titles, status, attention and admiration).

**Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. People who have become self-actualized are self-fulfilled and have realized all their potential. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

### **2.3.2 ERG theory**

To bring Maslow's need hierarchy theory of motivation in synchronization with empirical research, Alderfer (1972) redefined it in his own terms. He reworked Maslow's need hierarchy theory to be Existence Relatedness and Growth theory of motivation. He recategorized Maslow's hierarchy of needs into three simpler and broader classes of needs, namely, Existence needs, Relatedness needs and Growth needs, totally called as the ERG theory.

Existence needs- These include need for basic material necessities. In short, it includes an individual's physiological and physical safety needs.

Relatedness needs- These include the aspiration individual's have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition. Maslow's social needs and external component of esteem needs fall under this class of need.

Growth needs- These include need for self-development and personal growth and advancement. Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

### **2.3.3 Herzberg's two-factor theory**

Unlike Maslow, Herzberg concluded that job satisfiers are related to job content and that job dissatisfiers are allied to job context. He labeled the satisfiers motivators, and called the dissatisfiers hygiene factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory or the motivator-hygiene theory of motivation. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. These factors are extrinsic to work include pay, company policies and administrative policies, fringe benefits and job security. According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work.

These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors such as recognition, sense of achievement, growth and promotional opportunities and meaningfulness of the work (Knights and Willmott, 2007).

#### **2.3.4 Expectancy theory**

The expectancy theory was proposed by Victor Vroom in 1964, it states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality) (Vroom, 1964). In short, Valence is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job. Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome,

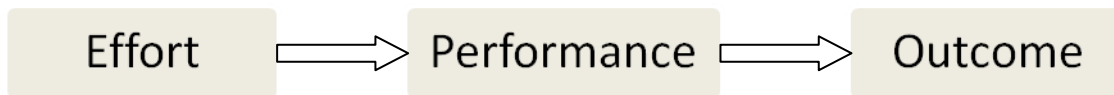
and clarity of relationship between performance and outcomes. Thus, the expectancy theory concentrates on the following three relationships:

**Effort-performance relationship:** What is the likelihood that the individual's effort be recognized in his performance appraisal? People always hope to achieve their expectant goals through their efforts, if individual thinks that higher probability to achieve his/her goals with higher confidence, then it will motivates them to put best force in work; contrarily, if individual thinks that the goals is too high and it's impossible to be achieved by efforts, then he/she might put less efforts in work with lower confidence, because he/she already lose the intrinsic motivity result in working with passiveness (Zhang, 2005).

**Performance-reward relationship:** It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards. If employee gains the rewards by good performance, his/her work enthusiasm will be improved accordingly.

**Rewards-personal goals relationship:** It is all about the attractiveness or appeal of the potential reward to the individual, for example satisfy personal goal needs as promotion. As Zhang (2005) said that the individual goal needs are different, so the same rewards will give different satisfaction for different people, also it will make different motivation for different people.

This process may be illustrated in the following way:



Force = Valence  $\times$  Expectancy

Force is strength of motivation.

Valence is strength of preference for an outcome.

Expectancy is the level of belief that changes in behavior will achieve the required outcome.

### **2.3.5 Equity theory**

As a theory of work motivation, credit for equity theory is usually given to social psychologist J. Stacy Adams in 1965. The theory argues that a major input into job performance and satisfaction is the degree of equity (or inequity) that people perceive in their work situation. In other words, it is another cognitively based motivation theory. Degree of employee motivation, reference from the object of their remuneration and the ratio of investigation in subjective sense of comparison. Adams depicts that equity occurs when a person perceives that the ratio of his/her outcomes to inputs and the ratio of a relevant other's outcomes to inputs are equal as following:



$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}$$

Both, inputs and outputs of the person and the other are based on the person's perceptions. Age, sex, education, social status, organizational position, qualifications, and how hard the person works are examples of perceived input variables. Outcomes consist primarily of rewards such as pay, status, promotion, and intrinsic interest in the job. In essence, the ratio is based on the person's perception of what the person is giving (inputs) and receiving (outcomes) versus the ratio of what the relevant other is giving and receiving. If the person's perceived ratio is not equal to others, he/she will strive to restore the ratio to equity. This striving to restore equity is used as used as the explanation of work motivation; the strength of this motivation is in direct proportion to the perceived inequity that exists (Parsons, 1992). The benefits of the theory derived by the employees are compared with others within the organization meaning that those who get undue benefits at the expense of the others will make the rest of the employees not to perform satisfactorily on the job. The perception of fairness on the part of employees increases their job security. The equity theory is applicable to the organization's human resources management by ensuring fairness in the treating the employees on their compensation, the work itself, promotion, management, work groups and working conditions. Thus maintaining such equity is important in achieving the motivation of employees.

### **2.3.6 Goal-setting theory**

[Goal-setting theory](#) is all about the notion that individuals sometimes have a drive to reach a clearly defined end state. Often, this end state is a reward in itself. A goal's efficiency is affected by three features: proximity, difficulty and specificity. An ideal goal should present a situation where the time between the initiation of behavior and the end state is close. Goal achievement is a factor that influences the success levels of individual employees, departments and business units, and the overall organization. A goal is a performance target that an individual or group seeks to accomplish at work. Goal setting is the process of motivating employees by establishing effective and meaningful performance targets. It is often given as an example of how the field of organizational behavior should progress from a sound theoretical foundation to sophisticated research to the actual application of more effective management practice. However, a goal should be moderate, not too hard or too easy to complete. In both cases, most people are not optimally motivated, as many want a challenge (which assumes some kind of insecurity of success). At the same time people want to feel that there is a substantial probability that they will succeed. Specificity concerns the description of the goal in their class. The goal should be objectively defined and intelligible for the individual (Locke and Latham, 2002).

## **2.4 Motivation factors**

There are many employee motivation factors that a manager must consider. In order to properly conduct business employees need to be well trained and motivated. How a manager goes about this task is extremely important. Based on above mentioned motivational theories, in these theories about motivation as Gagné and Deci (2005) argued that there are obvious two types of motivation: extrinsic and intrinsic motivation. Extrinsic motivation requires an instrumentality between the activity and some separable consequences. In the workplace, extrinsic motivators include pay, benefits, and promotions. Intrinsic motivation refers to motivation that comes from inside an individual rather than from any external or outside rewards, such as money or grades. An employee is intrinsically motivated when he/she performs an activity without an apparent reward except for the activity itself or the feelings which result from the activity (Deci, 1972). Or an intrinsically motivated person will work on a solution to a problem because the challenge of finding a solution is provides a sense of pleasure. As Wiley (1997) said both of intrinsic and extrinsic motivation are influenced by many factors where elements such as reward, appreciation, job security, promotion and interesting work are the most important.

Charles and Marshall's (1992) indicated "good wages" to be the most important factor in motivating hotel employees to do their best work, and Simons and Enz (1995) surveyed in 12 hotels across United States of America and Canada perceived "good wages", "job security" and "opportunities for advancement and development" as the top rated

motivators. Also Wiley (1997) indicated that employees from diversified industries such as retailing, services, manufacturing, insurance, utilities, health care and government agencies considered the “good wage” is the highest importance to motivate them in their work, the second and third top factors respectively are “full appreciation for work done” and “job security”. But for pharmaceutical organization, according to Malik and Naeem (2009) investigated the top job-related motivational preferences of pharmaceutical sales force in Pakistan revealed that the three top factors were pay, job security and promotion opportunity. Summarize the above statement; the study is going to review literatures on the three factors directly.

#### **2.4.1 Paying**

How important is paying in motivating people to work? As Rynes, Gerhart and Minette (2004) said that people are more likely to underreport than to over report the importance of pay as a motivational factor in most situations. With the social development, the pay to be a more and more important motivator for most people, as the evidence showed by Rynes, Gerhart and Minette (2004) which as survey asked people to rank order money and other motivators do not accurately reflect the important effects that changes in pay levels or the way pay is determined actually have on people’s decisions to join and leave organizations. However, the often modest survey rankings are at odds with behavioral evidence on the powerful effects that monetary incentives have on the goals that people choose to pursue within organizations and the effort and commitment they exert toward those goals. Thus, while managers will (and should) consider both financial and

nonfinancial tools for attracting, motivating, and retaining employees, it would be a mistake to conclude, based on general surveys, that monetary rewards are not highly important. As Rynes, Gerhart and Minette (2004) have demonstrated, the importance (or potential importance) of monetary rewards in any particular situation can be evaluated by considering both the situational variables (e.g., pay variability) and individual variables (e.g., performance level) that best describe the context of a particular manager's decision.

There is a table narrate reviews of the literatures on determined the importance of pay to employees, and relative to the other potential motivators (see Appendix I ). In the first column are the results of studies that have simply asked people to rate or rank pay's importance, relative to other potential motivators. In the right-hand column are the results of studies in real, ongoing organizations that examine differences in work output following implementation of various motivational interventions: modifications of pay systems, work redesign, increases in employee participation, and enhanced performance feedback. As the second column about the meta-analytic studies of actual behaviors in response to motivational initiatives nearly always shows pay to be the most effective motivator. Indeed, after conducting the first such meta-analysis with respect to motivational interventions, Locke, Feren, McCaleb, Shaw, and Denny (1980) concluded that money is the crucial incentive, there is no other incentive or motivational technique comes even close to money with respect to its instrumental value.

As Huddleston and Good (1999) investigated job motivators for sales employees in Russian and Polish retail firms, the most important job motivators was pay, with the importance means of 4.8 and 4.9 (on a five-point scale), respectively. That pay was ranked the highest by the findings of Dubinsky et al. (1993). Their study of American salespeople found that pay was ranked as most desirable from a list of seven job characteristics for motivation. Pharmaceutical sales force in Pakistan rated pay and fringe benefits as the most important motivating factor as in table 1 showed, which is supported by the findings of other studies as well (Wiley, 1997; Dubinsky, Jolson, Michaels, Kotabe and Lim, 1993; Shipley and Kiely, 1988). In addition, results indicate that pay and fringe benefits is highly valued by the sales force of all demographic backgrounds (Malik and Naeem, 2009). Based on the Maslow's hierarchy of needs theory, its possible explanation might be that pay and fringe benefits enable salespersons to fulfill their physiological as well as safety needs and esteem needs.

Snooker (2010) indicated that the level of satisfaction an employee perceives as the consequence of a certain pay situation is positively related to the perceived motivation resulting from this pay situation. He also surveyed that employees perceived a higher level of motivation from a performance based pay scheme than from a fixed pay scheme. As Liu (2007) claimed that pharmaceutical sales organizations' incentive system in Yemen are mostly based on the compensation incentive model. The pay schemes of Yemeni companies usually have five models composed, they are pure wage model, salary plus bonus model, commission system, salary plus commission, and base pay,

commission and reward payment mixed model (Cheng, 2001). However, as mentioned in chapter one, Zhang (2005) indicated almost the pay scheme of pharmaceutical sales organization in Yemen is a mixed mode by base pay, commission and reward payment. Commission is based on the employee's performance, it directly from a percentage of sales to reward sales force, it is according to sales to determine the reward (Cheng, 2001). It also can be defined push money, deduct a percentage from a sum of money. Reward payment is incentive compensation. The model based on the sales performance assessment, the use of commissions and bonuses in order to promote the effectiveness of sales. However, the model of pay scheme whether positive the more effective motivating the sales force? So the study based on this kind of pay scheme that the most pharmaceutical sales organizational pay scheme of mixed model used in Yemen to research that is there whether a positive relationship between pay and sales force motivation?

#### **2.4.2 Job security**

Job security is an employee's assurance or confidence that they will keep their current job. Employees with a high level of job security have a low probability of losing their job in the near future. An employee with a high level of job security will often perform and concentrate better than an employee who is in constant fear of losing a job. A lack of job security can be a source of distraction and result in excess stress and low morale that hinders an employee's overall performance. Job security can be an important motivator of performance. In order to be a motivator, however, individuals must see a connection

between their performance and the retention of their jobs which with job security. However, Job security seems to be obsolete now, but an alternative can be offered to employees in the form of opportunities to gain the inner security of making themselves more employable, especially when they are not offered loyalty in the form of job security (Bagshaw, 1997).

There are many research investigated and ranked the job security as a motivator to influenced employees in organization. According to Huddleston and Good (1999) investigated job motivators for sales employees in Russian and Polish retail firms, the important to job security with means of 4.5 and 4.9 (on a five-point scale) respectively. Simons and Enz (1995) investigated the hospitality employees in 12 hotels across United States of America and Canada perceived “job security” as the second top rated motivators. Wiley (1997) indicated that employees from diversified industries such as retailing, services, manufacturing, insurance, utilities, health care and government agencies considered that the job security is the third job factors important in their motivation. Malik and Naeem (2009) ranked the job security as the second top factors of motivational list through investigated pharmaceutical sales force in Pakistan. As Maslow’s hierarchy of needs theory, job security belong to the security level of needs, so it is a important motivator.



### **2.4.3 Promotion opportunity**

One important aspect impacting one's job perception is one's opportunity for promotion and career advancement. An organization that focuses on promotions and career advancement instills employees with a sense of value from his or her organization, which cultivates an upbeat experience for customers. Motivated employees should be equipped with the ability to do the job in order to be more productive; in other words they need to have proper promotion and development (Al-Harthy, 2008). Employee motivation can be enhanced by providing opportunities for challenge and advancement within the organization. Provide professional development and promotion opportunities such as mentoring, attendance at training programmes, and on the job training can be a key motivator for many individuals. These activities enable staff to achieve work related and professional goals, work towards (or achieve) advancement in the organization, enlarge or enrich their work roles and functions, achieve greater responsibility and trust, gain recognition, and add more interest to their work.

As European Foundation for the Improvement of Living and Working Conditions (2007) reported "Quality of working life in the Czech Republic" which showed that the two-thirds of participants surveyed reported that opportunities for promotion and personal growth were extremely or very important motivational factors for them. Employees thrive on opportunities to develop and acquire new skills. Also Ali and Ahmed (2008) studied on employee's motivation and satisfaction among 80 employees of UNILEVER companies which indicated that the mean values for payment, promotion, recognition and

benefits were the lowest. These mean values indicate the areas that employees were most likely to be de-motivated. Malik and Naeem (2009) also ranked the promotion opportunities as the third top factor at the motivation list through surveyed 247 salespersons of Pakistan pharmaceutical organization. So how is it in Yemen for pharmaceutical sales force? This will be researched.

## **2.5 Hypotheses**

The research hypotheses for this study are derived from research studies conducted by Malik and Naeem (2009) and Wiley (1997) and based on the Maslow's hierarchy of needs theory. The result of their survey indicated that the employee's perceived "pay", "job security" and "opportunities for advancement and development" as the top important motivators for them put effort in workplace. Although there are many research focus on investigated job motivators for employees and ranked them in the list of motivators, but there is none really to investigate its relationship with motivation exactly. So the study according to these three factors to determine the exactly relationship with motivation, whether they are positive to motivation of pharmaceutical sales force in Yemen. The study will examine the following three hypotheses.

: The relationship between pay and sales force motivation;

: The relationship between job security and sales force motivation;

: The relationship between opportunities for advancement and development with sales force motivation.

## **2.6 Summary**

This chapter went through the literature and discussed several theories of motivation, the basis for this study starting from the theories that are directly related to the study, the variables included for the study which the main research variables to showed the previous studies on employees' work motivation, and based on the previous studies to predicted three main research variables that are important factors that influence sales force motivation, they are payment, job security and opportunities for advancement and development. Final, tried to establish the hypotheses for this study.

## **Chapter three**

### **Methodology**

#### **2.0 Introduction**

This chapter concentrates on and explains the theoretical framework of the study, as well as the methodology used in it. More specifically, this chapter describes the research framework, the data collection method, the questionnaire design, and the justification for choosing the kind of research design which is (quantitative approach).

#### **3.1 Research framework**

Success of any research depends on how its procedures involved in the research are well defined and followed with necessary authorities to support the justification of choosing the approach used in conducting the research. So the research framework of this study was developed based on the views to integrate present theories to be designed. According to the hypotheses that mentioned in chapter two, the research framework of this study as discussed in the literature review, the three factors as independent variables that influence sales force motivation which as dependent variable. The framework showed the following figure 3.1.

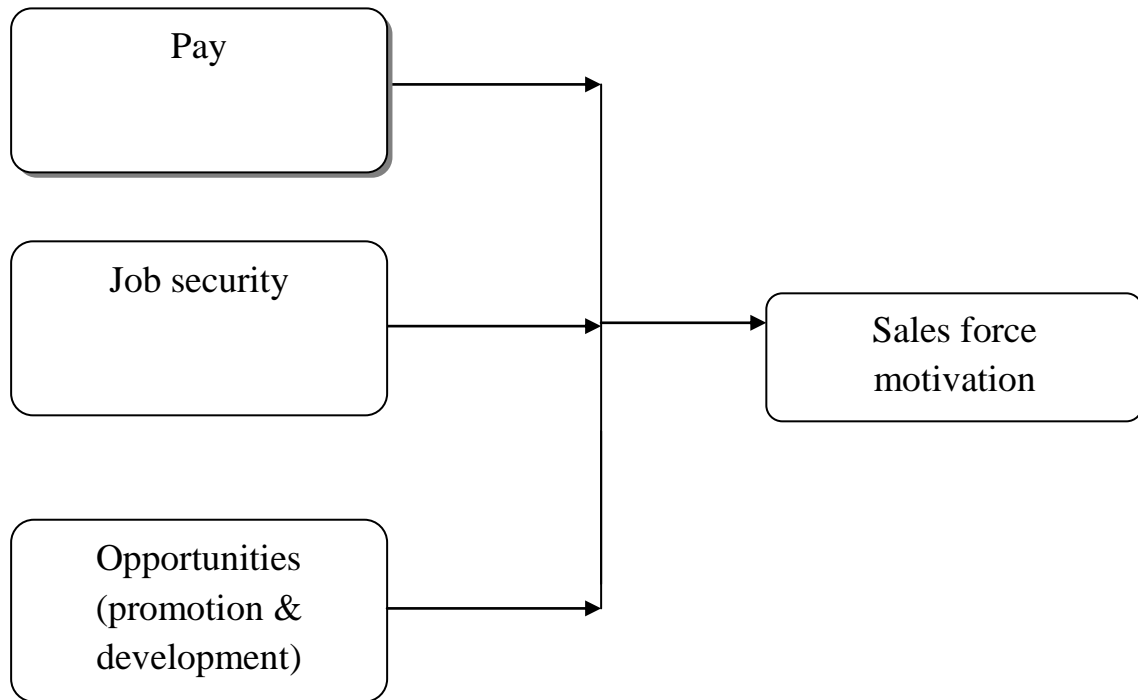


Figure 3.1: Research framework of the study

Money is the basic needs for us to do any business. Money is also the suitable and the most direct way for payment. It provides a rich basis for studying work behavior because it offers explanations such why people act as they do (Zingheim & Schuster, 2000). In other words, money is the fundamental motivator to inspire us to do our work. Mitchell and Mickel (1999) have noted that money is a prime factor in the foundation of commerce, which people organize and start business to make money. Money is also associated with four of the important symbolic attributes for which humans strive: achievement and recognition, status and respect, freedom and control, and power (Luthans, 2011). In fact, money as pay affects motivation, job attitudes, and retention which indicated in many management literatures. In particular, money as pay helps

people attain both physical (clothing, automobiles, houses) and psychological (status, self-esteem, a feeling of achievement) objectives. Based on the Maslow's hierarchy of needs theory, the payment as the basic needs influences employee's motivation deeply. As the above research framework showed, there is a hypothesis that payment positively influences sales force motivation.

By the drastic marketing competition of pharmaceutical industries, many small and medium pharmaceutical companies with the less competitiveness feeling more and more smaller living space to survival. This lead to their employees afraid the companies' competitive capacity result in the high rate of employees turnover, the cause is they worried about their job security, because as Luthans (2011) said that employees' jobs are dependent on the company's ability to compete effectively. In other words, job security could ensure employees to remain in the company with long time, and the company retirement benefits and stock programs are important factors in keeping employees on their job. So job security is important for sales force and motivating them to retain and offer their best efforts in the work.

Also, Esteem needs is important to employees whom want to be able to think of themselves as "the best" at their own jobs, and to be visible to upper management in overall organization. In fact, many employees want doing their best in everything they do through their real skills and capacities put to use on their jobs to project themselves in order to gain more opportunities to advance their career and develop themselves (Luthans, 2011). On the other hand, opportunities for employees' advancement and development could motivate them to try their best efforts in the job, and stimulate

enthusiasm to work. In that case, the opportunities for advancement and development positively influence sales force motivation.

### **3.2 Research Design**

A study conducted by Malik and Naeem's (2009) on motivational preferences of pharmaceutical sales force in Jordon, attempts to examine the relationship between pay, job security and opportunities for promotion and development with Yemeni pharmaceutical sales force motivation, Yemeni pharmaceutical sales force whether regard to the three factors exactly too. The research framework developed is integrated present theories and previous studies on motivational preferences which most important to employees' motivation, these three motivational preferences were ranked high top important factors in previous studies as independent variables to influence dependent variable motivation. The study used survey questionnaire which distributed through e-mail and post to sales forces and some sales force managers of pharmaceutical organizations stochastically in representative second-tier cities, Aden, to investigate the three factors whether important to them be motivated.

### **3.3 Operational Definition and Measurement**

The operational definition of the variables and their measurement is depended on the research framework; the research questionnaire is designed based on the operational measurement. The items under each of the constructs of the main questionnaire are developed and it is going to show in the following Table 3.1 through 3.4 in order to easier interpretation of the research questions. The questions were measured based on five

points like as style: 1= strongly disagree, 2= disagree, 3= not sure or natural, 4= agree, 5= strongly agree.

**Table 3.1 Pay motivation**

Variable (Independent)	Operational Definition	Items/ Questions
Payment	Refer to the receiving financial reward/incentives, such as base wage, commission and reward payment from job done	1. I think the payment of the sales job is a very important motivator for me.
		2. I am motivated by payment to try my best efforts in work.
		3. I am really satisfied with the pay scheme in current job.
		4. The pay raise is highly connected with my job performance.
		5. I will remain the job because I am satisfied with the payment.
		6. I work hard to get a better payment in this work.



**Table 3.2 Job security motivation**

Variable (Independent)	Operational Definition	Items/ Questions
Job security	Refer to an employee's assurance or confidence that they will keep their current job with secure and permanent in organization	1. I think job security of the sales job is another important motivator for me.
		2. I am motivated by the good job security in current job.
		3. I feel the current job is secure, reliable and permanent.
		4. The job security is highly connected with my job performance.
		5. I will remain the job because I am satisfied with the job security.
		6. I am hard working because I'm afraid to lose the stable job.

**Table 3.3 Opportunities for advancement and development**

Variable (Independent)	Operational Definition	Items/ Questions
Opportunities for advancement and development	Refer to the opportunities to acquire knowledge, learn new skills and improve performance; and moving up in the organization, being promoted, and advancing career	1. I think the opportunities for advancement and development of sales job are another important motivator for me.
		2. I am motivated by opportunities for advancement and development in current.
		3. I have opportunities to be promoted and advancing my career if I remain the job for longer period of time.
		4. I have opportunities to accept training, learn skill and developing myself with the job.
		5. The opportunities for advancement and development are highly connected with my job performance.
		6. I work hard to get more opportunities to advance my career and develop myself with the job.

**Table 3.4 Motivation itself**

Variable (Independent)	Operational Definition	Items/ Questions
Sales force motivation	Motivation is determined by goal directedness, human willingness, and perceived needs and values to sustaining the actions of employees in relation to themselves	1. I have more morale when I'm working in sales job.
		2. I have more confidence to achieve my goal with the job.
		3. I am really willing to work in the sales job.
		4. I am really motivated in the sales job to improve my performance.
		5. The purpose of my position makes me feel that my job is important.
		6. I think it is not right to change the job even if I get other job in elsewhere.
		7. I think my ability to play well at work.
		8. I am proud of this job.
		9. I think other motivator(s) also important for me:_____

### **3.4 Data collection**

The data of this research were collected via a survey questionnaire being a quantitative study. The questionnaire developed is referred and conducted by Luthans' (2011) motivation questionnaire exercise which aimed to experience at firsthand the concepts of one of work motivation theories, the popular Maslow hierarchy of needs. The questionnaire was divided in to two main sections. In the first section, respondents were requested to give information of demography regarding gender, age, job position and job experience in the questionnaire and other basic background information about the respondents, this is aimed at knowing the distribution among respondents hence it gives an information about the respondent; The second section contains the main questionnaire for all the research constructs according to whether important each factor as independent variable which was motivating their efforts in the work, and whether they are motivated effectively with these factors. The section was divided into four scales, namely each scale respectively as three factors to be surveyed whether important and motivate the sales force, the fourth scale is motivation itself, its attempt to confirm whether the sales force as respondents are motivated and satisfied exactly and effectively in their organization. Lastly, the respondents are asked other important motivators for them to stimulate their enthusiasm at work.

#### **3.4.1 Population and Sampling**

The objective of this study is focusing on motivators of sales force of pharmaceutical organizations in one of the Yemeni big cities, Aden, so the pharmaceutical sales force of

Aden chose as representative Second-tier cities in Yemen to be sample for survey. According to rough statistics, there are around 14 pharmaceutical sales companies in Aden, each company's employees are ranging from 16 to 37, estimated total of salespeople are around 780. According to krejcie and morgan of sample size (Small-Sample Techniques, 1960) should random sampling 185 salespeople be representatives of the given population. In this study adopted simple random sampling method total of 187 questionnaires were distributed by e-mail and post to the city's pharmaceutical sales force as respondents who were asked to give their agreement whether important each factor that influence them put their best efforts at work, and they are deeply motivated by these factors.

### **3.4.2 Data collection procedure**

Data collection procedures began on 2 October until 28 October of 2011. The primary data was collected using survey questionnaires which were distributed and returned via e-mail and post. The questionnaires were translated to Arabic in order to the respondents understand well the questions. The questionnaires distribution adopts two methods, namely direct distribution and indirect distribution. The direct distribution is the questionnaires were sent and returned to sales force by e-mail directly. The indirect distribution is the questionnaires were first sent to research assistants through e-mail and post, and then assistants sent the questionnaires to final respondents, after responded collected back to assistants who e-mail the results back again.

### **3.5 Data analysis**

Regarding the data analysis of this study, it involves correlation analysis to test the formulated hypothesis and the decision on whether to accept or to reject the hypothesis is based on the correlation coefficient for each of the variables. Also, the multiple regressions analysis is used to determine the degree of influence of all the variables on employee's job motivation. All data analyses are conducted through using Statistical Package for Social Sciences (SPSS) version 16.0.

### *3.6 Summary*

To conclude, This chapter served as a guide in conducting this research since the research design and procedures from one stage of the research to another are discussed in the chapter starting from hypotheses formulation, questionnaire development, data collection and finally the analysis of data collected.

## **Chapter four**

### **Finding**

#### **4.0 Introduction**

According to the result of questionnaires used SPSS 16.0 software in analyzing the data which was collected. It then presented the bivariate relationship between the research independent variables and dependent variable. The chapter also concludes with the multiple regression analysis and some description of the findings.

#### **4.1 Data collection**

According to the total of population research as mentioned previous, the total population sampled in this study is 278 pharmaceutical sales force in Aden, total out of 280 questionnaires were distributed in this study, but total of 199 valid questionnaires were returned, overall useable response rate is about 72 percent. Perhaps it is the main reason for this return rate that the respondents were averse from answer questions as the e-mail and post form, and they were lazy to responding. Other reason maybe the respondents did not check their e-mail and post lead to the questionnaires were missed or lost.

## 4.2 Demographic Characteristics of the Participants

The population is distributed across a number of demographic variables involved in the study such as respondents' gender, age, level of education, job position and experience as discussed in the following table 4.1:

**Table 4.1: Profile of pharmaceutical sales force ( $n=199$ )**

Demographic group		Frequency	Percent
Gender	Male	121	60.8
	Female	78	39.2
Age	20-24	50	25.1
	25-29	130	65.4
	30-35	17	8.5
	35above	2	1.0
Education	High school	19	9.5
	College	69	34.7
	Above college	111	55.8
Position	Rep	32	16.1
	Sales executive	14	7.0



	Sales representative	136	68.4
	Field manager	17	8.5
Experience	0.5-1 year	33	16.6
	1-2 years	98	49.3
	3-5 years	50	25.1
	5 above	18	9.0

Majority of participants are male as 61 percent, whereas 39 percent are female respondents. And the majority participants' age at 25 to 29 as 65 percent, 25 percent are 20 to 24 years of age, and 10 percent are above 30 years old. About 56 percent respondents accepted above college education, 35 percent of participants hold college education, and high school education accepters only 10 percent. The 68 percent of participants are working as sales representatives; the following is rep as 16 percent, 7 percent of sales executives and 9 percent of field managers also accepted the investigation. Of the respondents, 17 percent have less and 1 year job experience, 49 percent have 1 to 2 years experience, 25 percent have 3 to 5 years experience and only 9 percent worked more than 5 years in the present job.

Regarding the wage formation, when the respondents were asked, as showed in table 4.2, almost half of the respondents (47 per cent) revealed that their wage form is the second

kind, salary + bonus. The secondary widely used wage form is based pay+ Commission+ Rewarding payment, the frequency percent are 21. Salary+ Commission form is used in 14 percent; pure wage model and commission are used in only 7 percent and 10 percent respectively.

**Table 4.2: Respondents' wage form**

Wage form	Frequency	Percent
Pure wage model	14	7.0
Salary+ bonus	94	47.2
Commission	19	9.5
Salary+ Commission	28	14.1
Base pay+ Commission+ Reward payment	42	21.1
Other	2	1.0
Total	199	100.0

When the respondents were asked about the monthly income as showed in table 4.3, according to their revealed, the most of participants' monthly income waving between 80000 and 95000 (Riyal) as 40 percent. The second group of respondents' (29 percent) income is from 45000 to 70000 (Riyal). About 14 percent of respondents' income above 100000 Riyal, monthly income of respondents is 25000 to 40000 (Riyal) are 8 percent, 9 percent is from 42000 to 58000 (Riyal).

**Table 4.3: Respondents' monthly income**

Monthly income	Frequency	Percent
42000~58000	15	7.5
25000~40000	18	9.0
45000~70000	58	29.1
80000~95000	80	40.2
100000 above	28	14.1
Total	199	100.0

In the investigation conducted, respondents were asked their desired income monthly, in order to attest whether they are satisfied with the current payment and be motivated by the payment presently getting, the results as showed in table 4.4, the majority of participants (75 percent) hope their monthly income above 150000, there are two groups have the same account for 11 percent, their desired income was between 100000 to 150000, and 150000 to 200000.

**Table 4.4: Respondents' desired income monthly**

Monthly desired income	Frequency	Percent
45000~70000	5	2.5
80000~950000	22	11.1
150000~200000	22	11.1
200000 above	150	75.4
Total	199	100.0

The respondents also were asked about what stimulate their enthusiasm in sales job could? The results showed that, in table 4.5. About 35 percent of participants thought challenging and opportunities provided by companies could stimulate their enthusiasm in the work. 30 percent of participants thought paying and bonuses are important factors to stimulate enthusiasm. Each of work environment and autonomy free in company were thought respectively 12 percent of participants. Other 7 percent of respondents thought self-development could be important to motivation, 6 percent of respondents need stable job.

**Table 4.5: Most important factor of stimulation**

Demographic group	Frequency	Percent
Pay and bonuses	59	29.6
Challenging and opportunities	70	35.2
Work environment	23	11.6
Autonomy and free	23	11.6
Self development	13	6.5
Stable job	11	5.5
Total	199	100.0

### **4.3 Reliability analysis**

According to Sekaran (2000), the reliability of measurement indicates the extent to which measure without bias (error free) and hence offers consistent measurement across time and across the various items in the instrument. Besides, the reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's alpha is a reliability coefficient that indicates how well is the items in setting positively correlated to one another. Cronbach's alpha is computed in terms of the average inter correlations among the items

measuring the concept. SPSS conducts this analysis quite simply when the investigator nominates the items to be included and provides a statistic called Cronbach's alpha coefficient (Cavana, Delahaye & Sekaran, 2001). Generally, an alpha coefficient of 0.6 and above is accepted (Nunnally, 1978). The results of this study reliability analysis showed in table 4.6, and the correlation matrix was showed between each independent variable and motivation, all of the Cronbach's alpha coefficients are above 0.6 after rounding, that mean the data is reliable. The Cronbach's alpha coefficients respectively are payment = 0.7, job security = 0.6, opportunities = 0.8, motivation = 0.9 as table 4.6 showed. As the results in other words, there are 70 percent reliability found out the consistency among the items used for measuring payment dimensions involved. 60 percent reliable consistency on job security, 80 percent reliable consistency on opportunities for advancement and development, 90 percent reliable consistency on motivation itself.

**Table 4.6: Descriptive statistic of reliability**

<b>Reliability Statistics</b>			
Construct	Cronbach's Alpha	Percentage	Number of Items
Payment	.657	70	6
Job security	.551	60	6
Opportunities	.756	80	6
Motivation	.885	90	8

#### **4.4 Inferential statistical measurement: Correlation coefficient analysis**

For the purpose of assessing the relationships and standard deviations between the dependent and independent variables, the Pearson correlations coefficient analysis would often be used to test the relationship between various research variables. A Pearson's correlations coefficient ( $r$ ) that indicates the strength and direction of the relationship between the two variables as well as the significance, can be generated for variables measured on an interval or ratio scale. The coefficient of the correlation is ranged between -1 and +1 and such value shows the strength of relationship which has been categorized in to high, low or moderate depending on the value of correlation coefficient. It's also used in hypotheses testing as discussed in the following sections. The relationship between various research variables are tested using a Pearson product-moment correlation coefficient as supported appropriate for explaining relationship between two continuous variables (Sekaran, 2000; John, 2008). As Hair, Samouel, Money and Page (2007) in their book "Research methods for business" stated the level of significance between two variables suggesting to determine whether the correlation coefficient is statistically significant, what strength of association acceptable hence the rule of thumb have been proposed to characterize the strength of the association i.e. 0.91-1.00 is very strong, 0.71-0.90 is high, 0.41-0.70 is moderate, 0.21-0.40 is small but still definite relationship, 0.00-0.20 is slight, almost negligible.

For the purpose of assessing the relationships of payment, job security and opportunities for advancement and development with motivation, three hypotheses are tested through the Pearson correlations matrix. These hypotheses including Hypothesis 1 (i.e., There is

no positive relationship between payment and sales force motivation); Hypothesis 2 (i.e., There is no positive relationship between job security and sales force motivation); Hypothesis 3 (i.e., There is no positive relationship between opportunities for advancement and development with sales force motivation).

Through SPSS 16.0 inferential statistic analysis for Pearson correlation, the results of this study for Pearson Correlation coefficient measures of independent variable payment with the dependent variable sales force motivation is output in table 4.7 as showed as following.

**Table 4.7: Pearson Correlation coefficient for measuring payment with motivation**

**Correlations**

		Payment	Motivation
Payment	Pearson Correlation	1	.277**
	Sig. (2-tailed)		.000
	N	199	199

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

And look back at the table 4.7 the Pearson correlation coefficient of measures for payment and motivation interval-scaled variables is shown in outputs. From the results that the sales force motivation as would be expected, significantly positively correlated to perceived payment. That is, when payment is experienced, the sales force motivation also increases. Since the results indicated that the independent variable payment correlated to dependent variable motivation is 28 percent ( $r = 0.28$ , and where  $p < 0.001$ ). The



independent variable payment still positively correlated to motivation. Thus the hypothesis 1 is rejected, in other words, the alternative hypothesis is accepted which presents that payment is positively motivating sales force motivation.

In order to test hypothesis 2 through SPSS 16.0 to obtain the inferential statistic for Pearson correlation coefficient, the results of this study for Pearson Correlation coefficient measures of the independent variable job security with the dependent variable sales force motivation is outputting in table 4.8 as showed in the following.

**Table 4.8: Correlation coefficient for measuring job security with motivation**

**Correlations**

		Job security	Motivation
Job security	Pearson Correlation	1	.413**
	Sig. (2-tailed)		.000
	N	199	199

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

The above table 4.8 shows the Pearson correlation coefficient of the independent variable job security with the dependent variable sales force motivation. The results obtained showed the job security is significantly and positively correlated with motivation as would be expected. Since the results indicated that the independent variable job security as Hair et al suggested as moderate strength of the association correlated to dependent variable motivation is 41 percent ( $r = 0.41$ , and where  $p < 0.001$ ). The independent

variable job security is positively correlated to motivation. Thus, the hypothesis 2 is rejected, in other words, the alternative hypothesis is accepted which presents that; job security is positively motivating sales force motivation.

The results of this study for Pearson Correlation coefficient measures of the independent variable opportunities needs for advancement and development with the dependent variable sales force motivation is outputting in table 4.9 as showed in the following.

**Table 4.9: Correlation coefficient for measuring opportunities with motivation**

**Correlations**

		Opportunities	Motivation
Opportunities	Pearson Correlation	1	.537**
	Sig. (2-tailed)		.000
	N	199	199

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

From the above table 4.9, opportunities needs for advancement and development have a positive and significant correlation with the sales force motivation, as the results showed that Pearson correlation coefficient is 0.537, where is significant at the 0.001 level. This result indicates that opportunities needs for advancement and development significantly and positively related to sales force motivation hence the hypothesis 3 there is no positive relationship between opportunities for advancement and development with sales force motivation is rejected.

Concluding above analysis results and statement, outcome table of the hypotheses tests established in order to explain clearly. As the table 4.10 showed that, all three hypotheses are rejected, instead, all of these alternative hypotheses are accepted, which mean all of the three independent variables (payment, job security, opportunities for advancement and development) are positive motivating sales force to put their hard efforts in the work.

**Table 4.10: The outcomes of the hypotheses tests**

hypotheses	Results	Reject
Hypothesis 1 - There is no positive relationship between pay and sales force motivation	$p < 0.05$ (interacted)	√
Hypothesis 2 - There is no positive relationship between job security and sales force motivation	$P < 0.05$ (significant difference)	√
Hypothesis 3 - There is no positive relationship between opportunities for advancement and development with sales force motivation	$p < 0.05$ (significant difference)	√

After above correlation analysis for each independent variable with dependent variable motivation, in order to assess the relationships among the independent variables, and on the other hand, for the purpose of validate and explain the relationship between two

adjacent levels of needs in Maslow’s needs hierarchy theory which is being used in this research, there is a necessity to test the correlation coefficients among various research independent variables. The Pearson correlations matrix would often be used to test how one variable is related to another. In this study, the four interval-scaled variables’ Pearson correlations matrix obtained is shown in table 4.11 as following.

**Table 4.11: Pearson correlations matrix for the four interval-scaled variables**

**Correlations**

		motivation	payment	security	opportunities
Pearson Correlation	motivation	1.000	.277	.413	.537
	payment	.277	1.000	.464	.293
	security	.413	.464	1.000	.506
	opportunities	.537	.293	.506	1.000
Sig. (1-tailed)	motivation	.	.000	.000	.000
	payment	.000	.	.000	.000
	security	.000	.000	.	.000
	opportunities	.000	.000	.000	.
N	motivation	199	199	199	199
	payment	199	199	199	199
	security	199	199	199	199
	opportunities	199	199	199	199

According to the results of table 4.11 the Pearson correlations matrix obtained for the four interval-scaled variables that the dependent variable motivation as mentioned as

previous analysis, significantly positively correlated to each independent variables (payment, job security, and opportunities for advancement and development). For relationship among the three independent variables, the results indicated that all of three independent variables are positively correlated to each other. Payment positively correlated to job security as 46 percent; job security is also highly and positively correlated to opportunities as 51 percent. However, the correlation coefficient of payment with opportunities for advancement and development only is 29 percent; this mean is payment is lower correlation with needs for advancement and development compared with job security. And all of significant of correlations is the 0.01 level. In order to interpret the four interval-scaled variables correlation more clear and visual, the figure 4.11 as following is established with the correlation percentage, which is clearly and visually interpreting the four interval-scaled variables correlation with the percentages. The levels of correlation among the three dependent variables and sales force motivation are obvious in the figure 4.1. Later will analysis and discuss the multiple regression results for these four interval-scaled variables.

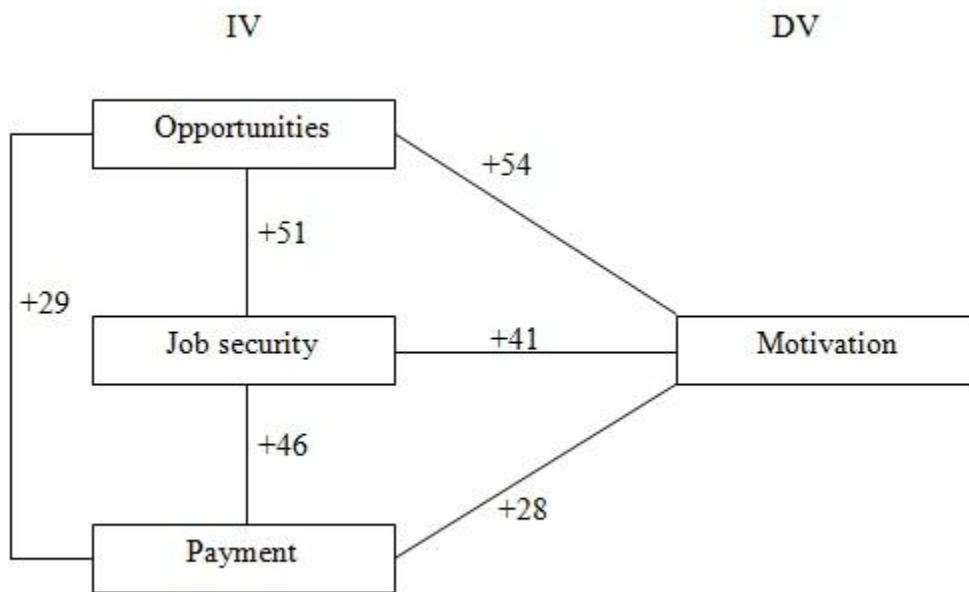


Figure 4.1: Four interval-scaled variables correlations (percentage)

#### 4.5 Multiple regression analysis

A multiple regression analysis is run in SPSS 16.0 to determine the extent at each of the motivators predicted on the sales force motivation. Multiple regression analysis is an advanced extension of correlation, where one variable (the criterion variable) can be predicted based on as number of variables (predicator variables). It aids in testing the model of theoretical framework. It gives information about the model as a whole and the relative significance (contribution) of each factor that form the model. It is a most suitable statistics when you have a set of continuous independent variables (two or more) and one dependent variable (Pallant, 2001). From the previous findings in the correlation analysis, it is discovered all the three motivators of sales force motivation (payment, job

security, and opportunities for advancement and development) are positively correlated with pharmaceutical sales force motivation. The result of the multiple regression analysis tries to explain the order of the predictive tendency of the motivators involved.

**Table 4.12: Multiple regression analysis for four interval-scaled variables**

**(i) Model Summary**

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.566 <sup>a</sup>	.320	.309	.48631	.320	30.569	3	195	.000

a. Predictors: (Constant), opportunities, payment, security

**(ii) ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.688	3	7.229	30.569	.000 <sup>a</sup>
	Residual	46.117	195	.236		
	Total	67.805	198			

a. Predictors: (Constant), opportunities, payment, security

b. Dependent Variable: motivation

(iii) Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.059	.470		.126	.900
	payment	.118	.104	.076	1.139	.256
	security	.241	.114	.158	2.126	.035
	opportunities	.558	.088	.435	6.336	.000

a. Dependent Variable: motivation

In the multiple regression analysis tables 4.12, the R-square shows how much of variance in the dependent variable is explained by the model (predictor variables), the beta value is the significance of each independent variable (in the model) in predicting the dependent variable. Both the R-square and beta value range between 0 and 1.0, the more closely of value is to 1.0 the better. A high variance indicates a high level of success of the model, and the adjusted R-square value provides a more correct estimating measurement of the success of the model. Look at table 4.12 the results of regression the all three independent variables against sales force motivation together multiple regression analysis was carried out. The first table 4.12(i) of model summary is outputted which shows the R = 0.566 of three independent variables, which is the correlation of the three independent variables (payment, job security, and opportunities for advancement and development) with the dependent variable sales force motivation, after all the inter correlations among the three independent variables are taken into account, the R-square is 0.32, what the results mean is that the hypotheses are substantiated with 32 percent of variance in motivation has



been significantly explained by the all three independent variables and actually the square of the multiple  $R(0.566)^2$ . The results of ANOVA table (ii) shows that the F value of 30.57 is significant at the 0.001 level ( $p < 0.05$ ). That mean is the independent variables (payment, job security, and opportunities for advancement and development) do explain significant amount of the variation in the dependent variable – that is, sales force motivation.

Pallant (2001) indicated that the variables involved in the regression analysis are ranked according to the beta value of the standardized coefficients at an acceptable level of significance. This value indicates that the unique contribution of each independent variable to the model when other predictor variables are controlled for. A large value implies that the underlying variable made a significant contribution to the model. Based on this, and look at the table 4.12(iii) for Coefficients of four interval-scaled variables multiple regression analysis. Both job security and opportunities for advancement and development are significant predictors of sales force motivation. The highest number in the beta value is 0.44 for opportunities, which is at 0.001 level of significance is ranked first. The second rank is 0.16 for job security, which is significant at the 0.04 level, it may also be seen that this is the second important motivator that is significant (i.e.  $p < 0.05$ ). However, the payment is not significant cause of the beta value for payment is 0.08, which is significant at the 0.26 level. It can be seen that payment do not really contribute to the sales force motivation when other predictor variables (such as job security, opportunities for advancement and development) are controlled for, since the significance is greater than 0.05 (Pallant, 2001).

#### **4.6 Summary**

This chapter described the demographic characteristics of the 199 participants, through the reliability analysis, correlation analysis and multiple analyses to substantiate the hypotheses and described analysis findings. The results of the correlation analysis imply that there are correlations among each independent variables and dependent variables. The results correlation analysis between opportunities for advancement and development factors with sales force motivation showed that there is the highest correlation compare with other two factors, and the result of multiple regression analysis between the three independent variables (payment, job security, and opportunities for advancement and development) and sales force motivation are also significant. This chapter also described the dependent variables and sales force motivation levels based on their Pearson correlation coefficient.

## **Chapter five**

### **Discussion**

#### **5.0 Introduction**

According to the research questions and objectives of this study which have been mentioned previously, this chapter interprets the results presented above. From the research finding discusses the relationship between the three independent variables and sales force motivation, it gives some suggestions for pharmaceutical sales force management in order to motivate the sales force effectively and efficiently as well as enhancing the level of motivation and performance of motivated sales force. It continues to discuss the research limitation and provides the recommendation for future researches and conclusion of the study.

#### **5.1 Discussion**

There are three factors were predicted and three hypotheses were formulated in this study, which were investigated and tested that the relationship between the independent variables of payment, job security and needs of opportunities for advancement and development with the dependent variable of motivation, as well as the investigational data were analyzed through certain methods of measurement. Based on all of this work, the research is conducting the following discussion and conclusion.

### **5.1.1 Demographic analysis**

According to the previous findings of demographic characteristic for participants, the majority of participants of pharmaceutical organization whose ages between 25 to 29 years old, and the sales work experience around 1 to 2 years, most of them hold the bachelor and the position is sales representative as 68 percent. The demographic subgroup of sales force indicated that in perceived importance of motivation is challenging and opportunities as the highest percentage as 35 percent. It is in agreement with the result of this study which will be discussed later, that means the needs of opportunities for advancement and development is the highest important motivator for pharmaceutical sales force. The secondary factor that could stimulate the sales force is good pay and bonuses as 30 percent (see the table 4.5). But it is unexpected that the job security was ranked low by only 6 percent of participants. Regarding to this results, there is a somewhat of collision and a little distinctness with the final results of this study, which will be discuss in later section for the effect of three independent variables on sales fore motivation. And the demographic analysis for the wage form investigation indicated that the major wage form is not the fifth kind of Base pay+ Commission+ Reward payment as Zhang and Omar (2005) asserted who said that almost the pay scheme of pharmaceutical sales organization in Yemen is a mixed mode by base pay, commission and reward payment. The result revealed that the most wage form is the second kind of Salary+ bonus which be used in most organization as 47 percent.

### **5.1.2 The effect of three independent variables on sales fore motivation**

As per the findings of the study, there is a positive relationship between each independent variable and sales force motivation. According to the Pearson correlation coefficients of each hypothesis testing, the correlation coefficients value of three independent variables respectively are 0.28 for payment, 0.41 for job security, 0.54 for advancement and development opportunities (see the table 4.7, 4.8 and 4.9 of inferential statistic analysis for Pearson correlation coefficient), these three independent variables are positively correlated to sales force motivation, which means that when pay, job security and needs of opportunities for advancement and development are increases so does the sales force motivation. The coefficient of increases as such rate. This also can be seen that the mean value of rank for the three factors, which reflects that pharmaceutical sales force in Aden of Yemen rated “opportunities for advancement and development” as the most important motivator, the following important motivator is job security, payment as the least important factor in their motivation. Since a Pearson’s correlation coefficient that indicates the strength and direction of the relationship between two variables (Cavana, Delahaye & Sekaran, 2001).

The results are different with previous research for ranks of motivators by employees as mentioned as previous literature review chapter. Such Malik and Naeem (2009) investigated the top job-related motivational preferences of pharmaceutical sales force in Pakistan revealed that the ordinals of three top factors respectively were pay, job security and promotion opportunity. But for pharmaceutical sales force of Aden in Yemen is just the opposite, the opportunities for advancement and development is the most important

motivator compared with other two factors, the secondary important factor is job security, pay is the least important motivator in sales force motivation.

When the three independent variables together influencing motivation in a whole model, look back at the table 4.12 results of multiple regression analysis indicated: the hypothesis of whole theoretical framework which can be interpreted that the three independent variables of payment, job security and opportunities will significantly motivate the sales force motivation, which is substantiated with 32 percent of the variance in the sales force motivation explained by above these three independent variables. It is not explained by a large part of the variance, and other variables should be explored and examined in this connection.

To determine which variables in the regression equation are significant predictors of the sales force motivation, the table 4.12(iii) results of multiple regression analysis coefficient which showed the highest beta value is 0.44 for advancement and development opportunities at the 0.001 level of significant ( $p < 0.05$ ), and the following beta value is 0.16 for job security at the 0.035 level of significant ( $p < 0.05$ ). Which means both job security and opportunities for advancement and development are significant predictors of the sales force motivation, but the payment scale is not since the significance at 0.26 is greater than 0.05 (Pallant, 2001). This might be explained by Maslow's needs hierarchy theory, the pay as the lowest level as basic needs in the hierarchy, once the basic needs are satisfied, they no longer serves to motivate, the next higher level of need for safety has to be activated in order to motivate the individual. When the security needs are satisfied, the employees are going to seek the next higher

level of needs, such as advancement and development. As mentioned as previous results of rank for three motivators, the order of rank respectively as advancement and development opportunities is first, then is job security, the last is pay. On the other hand, from the results of Pearson's correlation coefficient matrix for measures (see table 4.11), payment positively correlated to job security as 46 percent; job security is also highly and positively correlated to opportunities as 51 percent. However, the correlation coefficient of payment with opportunities for advancement and development is only 29 percent; this means that payment is lower correlation with needs for advancement and development compared with job security. In addition, based on the results of multiple regression analysis coefficient for the whole model, as discussed previously, the pay is no longer significant factor of sales force motivation (beta = 0.08, significance = 0.26 is greater than 0.05), according to Maslow's needs hierarchy theory, perhaps the participants have been satisfied with their payment, they are going to seek the next higher level of needs as job security, that's also explained why the correlation coefficient of payment for motivation is lower only 28 percent (see the table 4.7). Compare with payment, each correlation coefficient of job security and opportunities for advancement and development with sales force motivation are higher, they are 41 percent and 54 percent, respectively. The majority participants are likely to responded needs for advancement and development to be motivated importantly (since its significance is ranked first as beta= 0.44, significant at 0.001 level, see the table 4.12(iii) of multiple regression analysis standardized coefficient), this could be the higher needs of humans represents as esteem needs of level to advance for the achievement and developing themselves. That might mean the participants or parts of already have been satisfied with the job security as

intermediate needs, they continuous to seek the opportunities for their achievement and development as esteem needs.

Accordingly, Maslow's needs hierarchy showed in figure 4.1 can establish a pyramidal hierarchy model as figure 5.1. The payment is set on basic level of needs; the job security as safety needs in the intermediate needs; opportunities for advancement and development of course as the esteem level represents the higher needs of humans in the pyramidal hierarchy model. The level of pyramidal hierarchy model can be seen the importance of motivation; the area of pyramidal hierarchy model can be seen the rate of satisfaction. Higher level means more important to motivation; larger area means more rate to satisfaction.

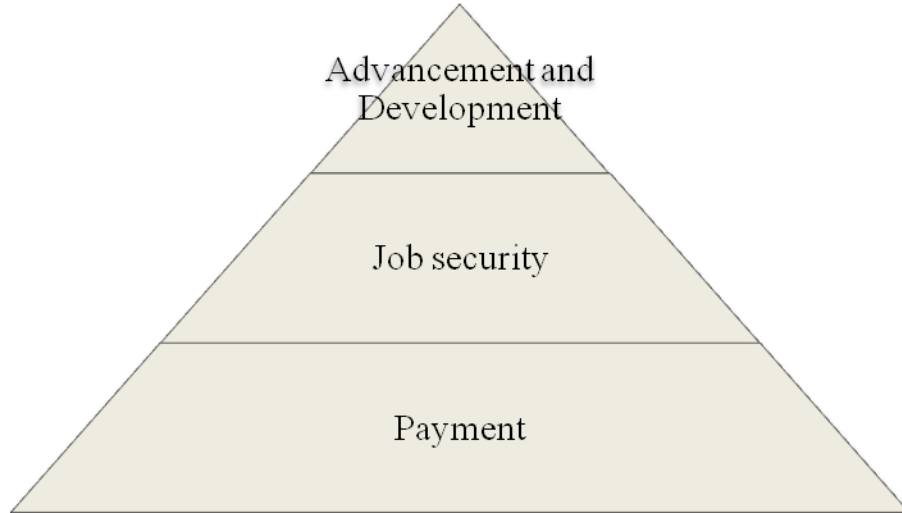


Figure 5.1: Pyramidal hierarchy model of three IVs needs

Based on Maslow's needs hierarchy theory, once a given level of need is satisfied, it is no longer serving to motivate, that's why the pay is not longer significant factor for sales



force motivation when other independent variables job security and opportunities for advancement and development are controlled for in the whole model, and the Pearson correlation coefficient of payment for motivation is lower only 28 percent. On the other hand, whatever from the Pearson's correlation coefficient or multiple regression analysis coefficients, the needs for job security is lower than needs for advancement and development to serves motivate.

As the results of multiple regression analysis shown that needs for advancement and development are the most significant motivator for pharmaceutical sales force in Aden of the republic of Yemen. So the needs for advancement and development are at the highest level in the pyramidal hierarchy model. The figure 3 also could be explained that the participants' satisfaction and motivation could be proportion by inversion. Namely, when the participants are likely to feel more satisfied with a given level of need, their motivation on this need to be reduces and continues to seek the next higher level of needs. In other words, the factors of next higher level of need will more motivating employees to put their efforts hard in the work at the situation. So these results could be explained by the Maslow's needs hierarchy theory, also Maslow's needs hierarchy theory would be substantiated by the results of this study. It gives three level of needs could make up for the little empirical support to the Maslow's needs hierarchy theory.

### 5.1.3 Other motivators

When the respondents were asked the other motivators that might important to motivate them, in order to further know the other important motivators enable to give a better implication for pharmaceutical sales force management. Results of statistic frequency on other motivators in table 5.1 as showed in the following.

**Table 5.1: Statistic of other motivators**

**Other motivators**

	Frequency	Percent
Status	30	15.1
Competition	47	23.6
Supervision	18	9.0
Praise and acknowledgment	40	20.1
Public recognition	41	20.6
Work interesting	23	11.6
Total	199	100.0

According the above table 5.1 shown, the competition, public recognition and praise and acknowledgment are other important factors to sales force motivation, these percentage ranked all above 20 percent. And the status is following these three motivators as 15 percent. This results further substantiated the Maslow's needs hierarchy theory, after the

security needs have been satisfied, the next higher level of needs such as social needs and esteem needs to be activated as well as the highest level of self-actualization needs in the Maslow's needs hierarchy theoretical model.

## **5.2 Implication**

The result of this study have given an avenue for Aden pharmaceutical sales organizations in Yemen under study for update or switch their present incentive system in practice. According to the results of this study, that suggests pharmaceutical sales organizations in Yemeni republic should have to change their compensation incentive system, as Ahmad and Liu (2007) claimed that pharmaceutical sales organizations' incentive system in Yemen are mostly based on the compensation incentive model. The new incentive system should more consider employees' esteem needs, such as advancement, development and challenge of competition. Since based on the results of this study, pharmaceutical sales force in Aden, they have been satisfied with the payment as basic needs, and it is no longer serves to motivate. They are more consider to their advancement in organization and their development, the job security also have to be considered and guaranteed, as well as other esteem needs, such as praise and acknowledgment, public recognition and status also be considered.

### **5.3 Limitation**

For the work of this study, it focuses on researching work motivation among the Yemeni pharmaceutical sales force, there are some difficulties existed with translation. Since there are many references from original Arabic literatures, which had been translated to English to be used in the report. Also, the investigational questionnaires have had been translated to Arabic language for the respondents to ease the answers process. This may limit the authenticity and validity of investigation as well as practicality.

Other problem perhaps is the universality. As a result of the research assistants were not universally distributed the questionnaires, the distribution of respondents were not extensive, in other words, the research assistants might be distributed the questionnaires in same organization more than others, or some samples which from small companies were neglected. So the universality of samples was suspicious to some extent.

Finally, this study was limited to the three factors predicted to investigated, this results to the variety of motivators be limited. The future study could take more motivators in this connection, especially, the upper needs of levels in Maslow's needs hierarchy theory, such the culminant level of needs for self-actualization. Also, the social needs should be researched in the future, in order to interpret and substantiate the whole Maslow's needs hierarchy theory.

## **5.4 Conclusion**

The author is concluding this study with that, there are many previous researchers investigated and addressed the factors that influencing employees' motivation in order to attempted to constitute a efficient and effective incentive system to improve their employees motivation in the work as well as incentive them to put their hard efforts to enhance performances. However, motivation interacts with and acts in conjunction with other mediating processes and the environment, the factors which influenced it are various and difficult to determined, such as intrinsic and extrinsic motivators. Based on the literature review and work motivation theories, this study predicted three factors (payment, job security, and opportunities for advancement and development) to determine their relationship with motivation among pharmaceutical sales force in Yemen second largest city named Aden.

Summarizing the previous finding and above conclusion of discussion, for the pharmaceutical sales force in Aden of Yemen, even if their incomes of expectation are high, based on the Maslow's needs hierarchy theory and conclusion of this study, pay as the basic needs of level, it is no longer to serves to motivation. They are seeking the next higher needs of level much, such as needs for advancement, development, challenge of competition, praise and acknowledgment, public recognition as well as status, in order to satisfy their midterm and upper needs. On the other hand, the results of this study also substantiated and supported the three levels of Maslow's needs hierarchy theory, it also indicated the strength and direction of relationship between three motivators with

motivation, as well as ranked the order as importance for these three factors' effect on the sales force motivation.

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## **Appendix II Sales force motivation questionnaires for pharmaceutical organization**

Dear respondent

This questionnaire is for studying elements which will affect sales force motivation in pharmaceuticals industries. Thanks for your time filling in the questionnaire and help author to finish this study successfully. This questionnaire comprises of five sections (A, B, C, D & E). Please indicate your choice mark on (√).

Thank you so much!

### **Section A: participant profile**

1. Age

- 20~24
- 25~29
- 30~35
- 35 above

2. Gender

- Male
- Female

3. Highest education

- High school
- College
- Above college

4. Occupation

- Rep
- Sales executive

Sales representative

Field manager

5. Monthly income/allowance

1000~1500

1501~2000

2001~2500

2501~3000

3001 above

6. How many years have you worked in pharmaceutical company?

0.5~ 1 year

1~2 years

3~5 years

5 years above

7. What is your wage formation at current job?

Pure wage model

Salary plus bonus model

Commission system

Salary plus commission

Base pay, commission and reward payment mixed model

Other

8. How much is your desired salary monthly?

2001-3000

3001-4000

4001-5000

5000 above

9. As a sales force, which of the following do you think most can stimulate your enthusiasm?

Companies can provide my expected remuneration and bonuses

The work within challenging, and there is great opportunities for advancement

Work environment is comfortable and harmonious relations among colleagues

I have a great autonomy; the work is relatively free in the company

Provide training opportunities enable to improve my ability and skill

The work is stable and having good job security

**Sales force motivation in pharmaceutical organization: Please mark on “√” the answer based on the following scale**

**1 = strongly disagree    2 = disagree    3 = natural    4 = agree    5 = strongly agree**

**Section B: Pay motivation**

No	Statement	Strongly disagree	Disagree	Natural	Agree	Strongly agree
1	I think the payment of the sales job is a very important motivator for me.	1	2	3	4	5
2	I am motivated by payment to try my best efforts in work.	1	2	3	4	5
3	I am really satisfied with the pay scheme in current job.	1	2	3	4	5
4	The pay raise is highly connected with my job performance.	1	2	3	4	5
5	I will remain the job because I am satisfied with the payment.	1	2	3	4	5
6	I work hard to get a better payment in this work.	1	2	3	4	5

### Section C: Job security motivation

No	Statement	Strongly disagree	Disagree	Natural	Agree	Strongly agree
1	I think job security of the sales job is another important motivator for me.	1	2	3	4	5
2	I am motivated by the good job security in current job.	1	2	3	4	5
3	I feel the current job is secure, reliable and permanent.	1	2	3	4	5
4	The job security is highly connected with my job performance.	1	2	3	4	5
5	I will remain the job because I am satisfied with the job security.	1	2	3	4	5
6	I am hard working because I'm afraid to lose the stable job.	1	2	3	4	5

### Section D: Opportunities for advancement and development

No	Statement	Strongly disagree	Disagree	Natural	Agree	Strongly agree
1	I think the opportunities for advancement and development of sales job are another important motivator for me.	1	2	3	4	5
2	I am motivated by opportunities for advancement and development in current.	1	2	3	4	5
3	I have opportunities to be promoted and advancing my career if I remain the job for longer period of time.	1	2	3	4	5
4	I have opportunities to accept training, learn skill and developing myself with the job.	1	2	3	4	5
5	The opportunities for advancement and development are highly connected with my job performance.	1	2	3	4	5
6	I work hard to get more opportunities to advance my career and develop myself with the job.	1	2	3	4	5

**Section E: Motivation itself**

No	Statement	Strongly disagree	Disagree	Natural	Agree	Strongly agree
1	I have more morale when I'm working in sales job.	1	2	3	4	5
2	I have more confidence to achieve my goal with the job.	1	2	3	4	5
3	I am really willing to work in the sales job.	1	2	3	4	5
4	I am really motivated in the sales job to improve my performance.	1	2	3	4	5
5	The purpose of my position makes me feel that my job is important.	1	2	3	4	5
6	I think it is not right to change the job even if I get other job in elsewhere.	1	2	3	4	5
7	I think my ability to play well at work.	1	2	3	4	5
8	I am proud of this job.	1	2	3	4	5

I think other motivator(s) also important for me: \_\_\_\_\_

- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Status      | <input type="checkbox"/> Praise and acknowledgment |
| <input type="checkbox"/> Competition | <input type="checkbox"/> Public recognition        |
| <input type="checkbox"/> Supervision | <input type="checkbox"/> Interesting work          |