

The Influence of Variable Remuneration, Payroll, Sales Force Compensation, Motivation, Identification and Spiffs in Performance Sales Staff

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Abstract:

Through an adaptation of the Hughes and Ahearne model (2010) and the theoretical meta-analysis milestone of Verbeke, Bart and Verwaal (2010). The aim of the study was to understand why and how vendors of large format printers get involved on the sale of equipment and if the (monetary) compensation of the sales force directs and allows the focus intended by manufacturers. The methodological strategy used was the quantitative and exploratory. Forty-three printer sellers participated of the study. In convergent validity, the construct identification showed the highest weight (0.433), followed by remuneration (0.367), facilitators (0.153), asset specificity (0.1490), conflicts (0.139) and control systems (0.060). The biggest influence on the sales effort refers to the organizational identification and remuneration. Accounting for 27% of the weight, or nearly one third, the construct Remuneration positively influences the sales efforts, consolidating H5.

Keywords: Identification organizational. Motivation. Performance. Payroll.

I. INTRODUCTION

In globalized trade, without geographical limits for purchases, the business competitiveness challenges traditional evaluation criteria for the competitive advantages due to customer maturity and consumer awareness, stricter environmental laws, visibility and no geographic limitation provided by the Internet and e-commerce, discussion groups and social networks. The criteria commonly used to obtain business advantages that can result in experiences valued by the customer and that meet their needs and expectations are met every day in a different way and in a niche by some manufacturer, vendor or reseller channel, and then quickly copied by others. Customers buy for different reasons and different clients became aware and engage with a product in different ways. Understanding these differences is the daily challenge of the seller to achieve success in competitiveness (Slywotzky, 1996, Davenport 2001, p.3, Dutra, 2008, Hughes and Ahearne, 2010).

In the sales area, a company's success is partly due to its capacity to energize its members into supporting their brands (Hughes and Ahearne, 2010). Another equally important factor is the guidance behind the salesperson's extrinsic motivations. The comprehension of the factors which directly guide the motivation of the sales team and how these vary in different contexts is essential for managers and researchers of this area (Verbeke, Bart and Verwaal, 2011). Hughes and Ahearne (2010) explored a less formal mechanism of influence which is potentially available to both the manufacturer as well as the retailer in their attempts to gain the salesperson's fidelity: and that is identification.

From these observations, this article attempted to respond the following research query: What is the influence of identification, payroll, control systems, facilitators of the sales process, conflicts and differentiation on products/services on sales staffs' motivation? The inclusion of such a large number of factors justified by the observation in the field which was studied and extensive literature on the area, which has identified several elements with substantial weight, but until this date no work which combines these elements in a single study was identified. Here were considered intrinsic motivation (explained by the construct identification) and extrinsic motivation (explained by other constructs).

The specific contribution of the present study was to propose a research tool to understand what motivates people to work using several constructs and analyses the main construct (motivation) with a multiple perspectives or theory views, as an fly's eye. It is already known in the field many studies were conducted in schools, companies, individually but it is new put all these constructs together to justify or explains motivation at work. Using a multiple yet overlapping perspectives of Human Motivation Research this paper advances our understanding in the field.

II. LITERATURE REVIEW

A. Motivation

According to Steers, Mowday and Shapiro (2004), motivation is a derivative of the Latin word *movere*, meaning movement. Its importance in the workplace is captured by the equation introduced by Maier (1955): job performance = ability x motivation. This equation succinctly explains why the subject of motivation is a cornerstone in the fields of human resource management (Latham, 2012). The explanation for why a person in a given situation selects one response

over another or makes a given response with a great energization or frequency is the concept of motivation, according to Oettingen and Gollwitzer (2010).

Intrinsic Motivation implies engaging in an activity for the pleasure and satisfaction inherent in the activity (Deci, 1975, Deci and Ryan, 1985). Extrinsically motivated behaviors are undertaken to attain an end state that is separate from the actual behavior. In early discussions of the topic it was thought that behaviors performed with a lack of choice were the only type of extrinsically motivated behaviors, so that all Extrinsic Motivation behaviors were evoked by contingencies (Deci and Ryan, 2002). However, Deci and Ryan (1985, 1991, 2002) have put forth a more complex typology of External Motivation where some types of extrinsically motivated acts involve self-determination and choice.

They identified four types (external regulation, introjected regulation, identified regulation and integrated regulation) of extrinsic motivations that vary in their degree of self-determination and can be ordered along a self-determination continuum ranging from non self-determined to self-determined forms of extrinsic motivations (Deci and Ryan, 2002).

According to the expectancy theory of Vroom (1964), motivation arises from the simultaneous realization that more effort will lead to better performance (instrumentality), that the best performance will lead to reward (expectancy) and that this reward has attractiveness (valence). Therefore, there is no reason to believe that work is the same means to an end to different individuals. People differ in their desires and distastes. For that reason, simple generalizations over why one works or doesn't work are without sense.

B. Identification

Cooper and Thatcher (2010) suggest encouraging the identification as a facet of the organization. Hughes and Ahearne (2010) point out that the organizational identification generates greater effort, higher performance, greater job satisfaction, lower employee turnover, as well as it strengthens cooperation and the organizational citizenship behaviors. Thus, these authors define the behaviors of extra effort as proactive behaviors by employees and behaviors that are outside the scope of the job description, but that adds to the viability and vitality of the company, generating profits.

According to Riketta and Nienaber (2007) an employee's identification may be seen as a compromising component of affection (or attitude), where collaborators are emotionally invested, identify with and try to get involved with the organization.

Hughes and Ahearne (2010) describe that some authors suggest that the identification based on work is among the strongest and most penetrating social identities, due to the amount of time that a common person spends in a work environment and because of the importance of the work for their livelihood and well-being. When an individual identifies himself/herself with an organization, his/her perceptions about the members of this organization are incorporated into his/her overall self-concept. Thus, the organizational identification can be conceptualized as the perception of unity or belonging in relation to the organization.

According to Cooper and Thatcher (2010), the organizations should direct the intentions and behaviors of the employees seeking organizational identification, due to one of these six reasons: self-development, self-consistency, personalized belonging to a small group or positive interpersonal relationships, depersonalized belonging to a larger community or organization, self-expansion and reducing uncertainty.

Therefore, the organizational identification represents the cognitive link between the definitions of the organization and the definitions of oneself. It follows that there is a greater connection between the organizational goals and the goals of the employee when the organizational identification is high. Personal goals have a strong motivating effect on behavior. The organizational identification should moderate the impact of the distribution control systems in the relative effort applied by the individual on behalf of the organizational entity (Hughes and Ahearne, 2010).

It is emphasized that to leverage a high level of organizational identity, the employers must hire and retain employees whose values are similar to the values of the organization. The companies want to retain the employees with best performance (Deconinck, 2011).

Wieseke, Kraus, Ahearne and Mikolon (2012), describe that the competitive intensity promotes the identification, both at work and staff and at organizational levels.

In the search for performance, there are many variables that can influence the employee, but this depends on the labor context and Zoltners, Sinha and Sally (2006) provide five key decisions to direct the effectiveness of the sales force aiming performance, and they are: Sales, profits and market share results; Customer results; Activities of the sales force; Sellers; Targeting of the effectiveness of the sales force. The modern forms of variable remuneration, euphemism for remuneration dependent of performance, have developed rapidly in the business world because they are forms that adapt to the production system with the minimum amount of capital. When the employee shares results, he or she tends to be a professional much more responsible in performing his/her tasks. This values the employee and integrates him/her in the organizational life and development through a relationship in which everyone can win. The Spiff is a prize with a value previously established for the sale of a particular product for a period of time. Unlike a sales competition, which can only reward a number of sellers ordered from the first to fifth place for example, the Spiff awards by product.

C. Sales Force Payroll

Variable payment methods conditioned towards performance have rapidly evolved in the business world since they are ways of adapting to the production regime with the least possible amount of capital. In a decentralized administration, certain responsibilities are delegated in the operations, products and business areas, to a group of managers. In order to increase the chances for success, a greater autonomy is given to managers. Incentives are offered in order to reach desired

goals, by means of bonuses, commission, profit sharing through company shares, promotions, and other rewards. This is the essence of modern administration: a decentralized system, with well-defined responsibility lines, increased liability and rewards for those who provide a satisfactory enough performance (Fu, Richards, Hughes and Jones, 2010).

As stated by Oettingen and Gollwitzer (2010), Festinger (1942) and Atkinson (1957), who based their research on identifying what moves humans to select and execute tasks of various difficulty levels. They suggest that people weigh in the value of incentives of the expected results with the expectation of what will truly occur. Theorists from the social cognitive learning sector (for instance, Bandura, 1977) went one step beyond in finding out what if the 6 necessary demanded behavior could be achieved successfully in order to reach a desired result (also known as efficiency or belief control). The importance of money (worth) in human motivation was primarily identified by Vroom (1964). According to Lawler III (1971), the Payroll construct contains relevant effects in the motivation of salespeople, as the research analysis and proposed models shall demonstrate statistically the proper value of this relation.

D. Sales Contests

Sales contests are institutional actions which targeting directly to salespeople. Their aim is to mobilize the sales force into a certain short-term goal or objective by focusing on a product or line of products during a pre-determined period of time. According to Spiro, Rich and Stanton (2008) and Darmon (2007) Control systems and sales management try to configure programs which induce salespeople to act in favor of their best interests, as well as in those of the company's. In other words, a decentralized control – one such as a sales contest – is a free management in which sellers are independent entrepreneurs and are responsible for their own actions and performances.

E. Special Performance Incentives for the Field Force (SPIFF)

The SPIFF (*Special Performance Incentive for Field Force*) this special performance incentive for the sales force is aimed at the immediate behavior alignment of the sales force for the sale of a product during a short period of time. These incentives are very effective in sales environments which seek results in the short term, focusing on the qualities of the sales force and extras efforts (Feigon, 2013, Zoltners, Sinha and Sally, 2006). Differently from the sales contest, which may reward only a small number of salespeople ordained from first to fifth places, the SPIFF rewards everyone equally for a sold product, regardless of behavior.

F. Differentiation in products/services

Differentiation may be understood as being the capacity an organization possesses in being seen as different in the eyes of competitors, through their unique characteristics, in regards to their competitive edge. According to Prahalad and Hamel (1995), organizations are considered as being sets of competences and capacities. Resources and capacities are seen as rare elements, of difficult imitation and substitution, and quite expensive in a private organization's board (Barney, 2002). The idea of resources does not simply include tangible and financial resources, but also intangible or invisible ones as well. What makes these resources different in fact is merely their capacity to generate value for clients, or the capacity of allowing unique strategy implementation (Prahalad and Hamel, 1995). When differentiation is perceived and internalized by the sales force of a company, competence perception is also raised, which brings about an effective feeling of interaction with the social environment and the opportunity to exercise and express their capacities (Deci, 1975). As can be seen, differentiation of product / service has the potential to influence the motivation of salespeople. For the purposes of this research differentiation will be investigated by means of asset specificity of the sales organization. The main types and examples of specificity are: locational (and characteristics associated with the location of the organization circumstances); time (refer to the time to complete the transaction); Dedicated or physical (involves the demonstration of products and services and showroom); perishability (refers to the lifetime of parts the possibility of relocation and exchange); technology (refers to the information available on the internet); brand (refers brand strength); specificity of human capital (referring to the people directly or indirectly involved in the transactions).

G. Conflicts

Other variable, the conflict of roles or functions takes place through the noticed mismatch between the requirements and expectations of those who interact with salespeople. There may also be conflict present in the following circumstances: whenever there is ambiguity in roles, if salespeople feel there is not enough information in order to carry out their tasks efficiently, when there is uncertainty of partners' roles and whenever there is an overwhelming amount of workload. There is conflict when a peer sees another as an adversary and opponent. Hughes and Ahearne (2010) describe that, if manufacturers and their intermediary channels of distribution are interdependent, conflict is inevitable, due to the differing perspectives and goals. Each entity struggles to maximize their profits.

Other sources of conflict for a sales team come about from the use of technology and internet search mechanisms. As sales automation and customer management systems make the process of data exchange easier between retailers and customers, the perception of a salesperson in building meaning for technological implementation may turn out to become an internal conflict (Speier and Venkatesh, 2002). It is not uncommon for a customer to visit a member of the distribution channel in search of demonstrations, doubt clarifications and not effectively close the sale. After the visit, the client may access the internet looking for better offers and alternatives. The search for the best product or service that meets their needs with better commercial offers is a practice known as *showrooming* and it bothers the salespeople.

Conflicts represent a form of social influence on sellers and authors such as Atkinson (1957) and Bandura (1977) showed that human motivation is influenced by external social factors. The influence of external social factors on motivation also appears in facilitating the sales process and control systems that will be presented in the next sub-items.

H. The Facilitators of the Sales Process

The facilitators of the sales process of companies that specialize in the services area in the distribution channels with the aim of facilitating flow are known as facilitators, as stated by Rosembloon (1999). These facilitators act providing technical assistance, finance, commercial management and marketing, storage, transportation, insurance, market research, certifications and any other service of interest to the channel.

Facilitators are not considered members of the channel due to the single fact that they do not provide negotiation activities and don't own products (Neves, Campomar and Zuurbier 2001). Facilitators may even act as strategic partners, and in some cases with emblematic names which may add force to a new enterprise, sales channel or products, adding immediate credibility. They raise trust in the sense that the products truly work, suggest long term permanence in the market, where research and development may be shared and investment in pricey equipment may be avoided. With its proximity and active participation, facilitators can influence vendors and other members of the distribution and fit the elements of the theory of social influence on motivation.

I. Control Systems

The control systems, since managers generally have multiple objectives, control systems of the distribution channel applied to the sales team are not homogenous. Sales managers possess a set of control tools available which may or may not be used, depending on their needs and mission. Sinha and Zoltners (2001) state that the selection of the size of a sales team and the decision as to how to organize it are not individual subjects, therefore some control instruments are designed to monitor the performance and behavior of the people. Here we have included managerial tools and techniques regarding training, supervision, support and payroll. These are composed of a list of instructions, which are communicated directly to salespeople in order to restrict or expand their freedom of actions and choices made in the process of conducting their duties (Darmon, 2007). One of the frequent actions of the managers of the channels is to structure the sales team in search of a better service the needs of consumers (Coughlan, Anderson, Stern and El-Ansary, 2002). The way the control systems are targeted, planned and implemented within the organization can influence the motivation of sellers. The search for an effective system of control is the result of a set of interrelated decisions.

III. METHODOLOGY

The methodological strategy used was the quantitative technique, as to the purposes was exploratory. The survey was conducted in a company whose business refers to the sale of printers. It was applied the structured questionnaire and the items was assessed on a linear scale of -5 to 5, and it was assumed that averages above 0 indicate influence of the item in the sales effort.

The hypothetical model proposed for this research, shown in FIG. 1 was adapted from the Hughes and Ahearne model (2010) as well as from the work of Verbeke et al. (2011). Other elements from a previous literary revision were added, and due to a space issue, we shall present it together with the statistical analysis in a single image, and the subsequent hypotheses from the model shall be presented under sub-item 4 onwards.

The hypothetical model was based on the 8 hypotheses presented below:



Fig. 1 – Hypothetical Model
Source: Data from the authors

H1 - Higher levels of brand identification: (a) the results of sales efforts increase regardless of whether the management and control systems of the distribution channel are aligned with the brand and; (b) reinforce favorable impact of aligning of the management and control systems of the distribution channel on the sales effort, as they soften a negative effect of low alignment of the management and control systems of the distribution channel on the sales effort.

H2 - Higher levels of seller identification strengthen the sales effort when the alignment of the management and control systems of the distribution channel is high, but weaken the sales effort when the alignment of the management and control systems of the distribution channel is low.

H3 - Higher sales effort results in increased sales performance.

H4 - This hypothesis was divided into two parts, "a" and "b", to meet two strands.

H4a - The first strand: the client closes the purchase at sales point. Because of the relationship, the facilities and the switching cost, it is justified the need for *showroom*, trained and certified vendors, strong brand and geographic location.

H4b - the second strand: the asset specificity cause conflicts because of the investment, maintenance and expenses to the distributor. The customer is not forced to buy of the local distributor.

H5 - The identification is associated to the demonstration of the seller of extra efforts behaviors of sales.

The H5 hypothesis of Hughes and Ahearne (2010) was adapted for the remuneration strategies, directing the extra efforts behaviors by the sales force.

H6 - Extra effort or extra-roles behaviors have a positive influence on sales performance.

All data from the research were treated statistically and analyzed on the Smart PLS 2.0 M3 software. The validation of the model was given by means of modeling structural equations. For such a task, the *Partial Least Squares* (PLS). The method was utilized; which in turn does not demand a multi-varied normality of variables, and may work with a reduced amount of samples (n=43), as well as being able to be adequated to better exploratory studies than the method used by the *Linear Structural Relationships* - LISREL (Chin, 1998). For the operationalization of the assessed constructs a non-standardized factorial load was utilized.

The basis of the questions in the questionnaire refers to the works of the authors Hughes and Ahearne (2010), Zoltners et al. (2006), Neves Fava (1999), Porter (1980), Coughlan et al. (2002), Stern et al. (1996) and Rosembloom et al. (1999). It was proposed the following hypothetical model to confirm the adapted hypotheses (Figure 2):

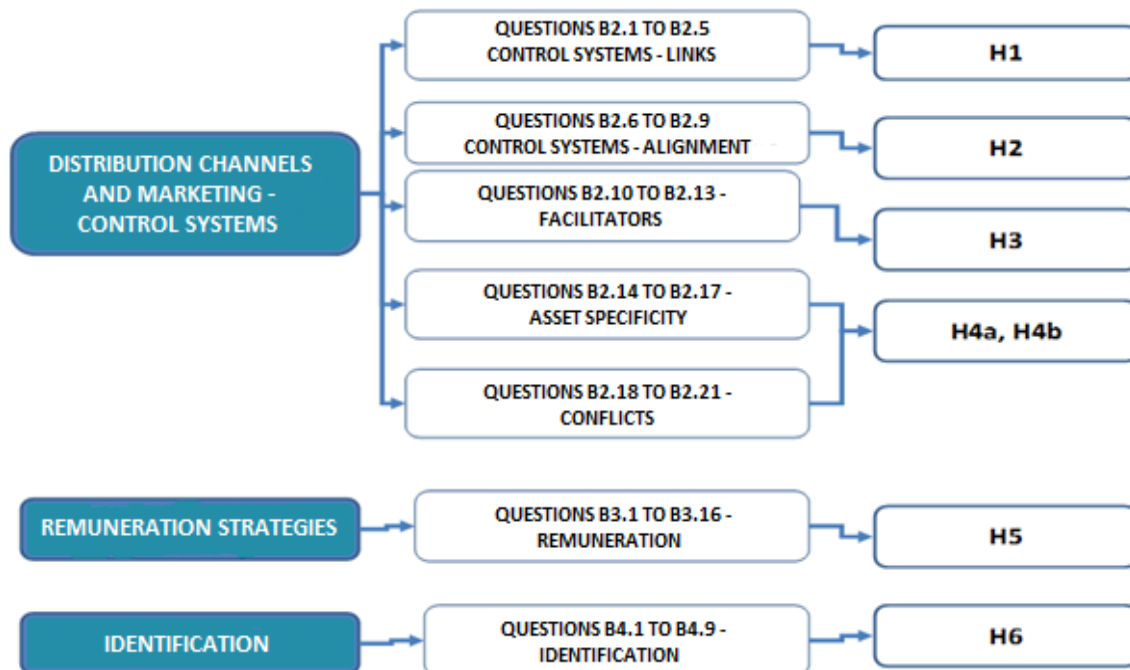


Fig. 2 – Proposed Hypothetical Model II

Source: Data from the authors

IV. RESULTS AND DISCUSSIONS

Forty-three printer sellers participated of the study, being a representative sample in the context of the study. In convergent validity, the construct identification showed the highest weight (0.433), followed by remuneration (0.367), facilitators (0.153), asset specificity (0.1490), conflicts (0.139) and control systems (0.060). The biggest influence on the sales effort refers to the organizational identification and remuneration.

The same happens to the constructs organizational identification and remuneration. The organizations are every day more diversified and it is crucial that the organizational identification is encouraged and managed (Cooper et al., 2010).

As far as the convergent and discriminate validity is concerned, in the present study the latent variables are: payroll, identification, conflicts, commercialized outstanding products/services, facilitators of the sales process and control systems. Generally these are called factors or constructs, and are in fact equivalent to common factors from the exploratory factorial analysis and defined by means of a set of indicators.

In Table 1, the item conflicts has a negative average (-1.1), indicating that the items that comprise this construct do not stimulate the sales effort. It is also observed that the asset specificity has the highest average (4.3), considering that the majority of respondents are in the Southeast region and that most of trade fairs and demonstrations take place in this region. However, the most weight was in the construct sales effort - is related to the construct identification (weight equal to 0.433). The control system is the construct with less impact of influence in the sales efforts.

Table 1 Descriptive Statistics – Evaluated Constructs

Item	95% confidence interval for the average			Standard deviation	Weight
	Inferior limit	Average	Superior limit		
Conflicts	-1.8	-1.1	-0.4	2.3	0.139
Asset specificity	4.1	4.3	4.5	0.7	0.149
Facilitators	3.7	4.0	4.4	1.1	0.153
Identification	3.2	3.5	3.9	1.2	0.433
Remuneration	2.6	3.2	3.7	1.7	0.357
Control systems	1.3	1.9	2.5	1.7	0.060
Sales effort	3.3	3.6	4.0	1.0	

Source: Elaborated by the authors

Regarding discriminant validity, cross-loads of items with the constructs were evaluated. As can be seen in Tab. 2, each item has the highest load with the construct to which it belongs than any other, thus confirming discriminant validity. The convergent validity on the other hand is related to the magnitude of load in relation to the respective construct. All items carry heavy loads on their respective constructs (above 0.5 - TAB 2).

Table 2 Factor Loadings

	Control Systems	Facilitators of Sales Processes	Differentiation Product/Service			
Q2.1	0.522	0.116	0.130	-0.150	0.033	0.014
Q2.2	0.742	0.007	0.056	0.194	0.282	0.229
Q2.5	0.744	0.059	0.344	0.082	0.245	0.212
Q2.10	-0.008	0.626	0.411	0.102	0.360	0.342
Q2.11	0.150	0.706	0.438	0.073	0.478	0.485
Q2.12	-0.024	0.855	0.668	0.115	0.376	0.476
Q2.13	0.108	0.297	0.377	0.078	0.089	0.051
Q2.15	0.210	0.441	0.600	0.130	0.453	0.364
Q2.16	0.218	0.654	0.870	0.116	0.444	0.434
Q2.17	0.144	0.354	0.637	0.168	0.276	0.388
Q2.18	0.130	0.118	0.181	0.983	0.078	0.120
Q2.19	0.161	0.120	0.180	0.995	0.111	0.105
Q2.20	0.149	0.143	0.180	0.992	0.108	0.107
Q2.21	0.147	0.134	0.208	0.993	0.118	0.115
Q3.3	0.259	0.578	0.560	0.110	0.945	0.759
Q3.5	0.388	0.461	0.546	0.181	0.884	0.590
Q3.6	0.278	0.517	0.489	0.125	0.897	0.778
Q3.11	0.359	0.237	0.295	-0.090	0.603	0.435
Q3.15	0.024	0.338	0.243	0.005	0.596	0.441
Q4.3	0.062	0.440	0.472	0.180	0.306	0.630
Q4.5	0.182	0.395	0.336	0.084	0.357	0.688
Q4.6	0.201	0.458	0.429	0.059	0.693	0.868
Q4.7	0.251	0.626	0.496	0.043	0.824	0.913
Q4.8	0.302	0.556	0.534	0.086	0.742	0.889
Q4.9	0.281	0.368	0.395	0.131	0.632	0.765

Source: Elaborated by the authors

The figure 3 shows the model resulting in the SmartPLS. The construct with more weight was the construct identification, followed by the construct remuneration. Both items are presented as the most influential in the sales effort.

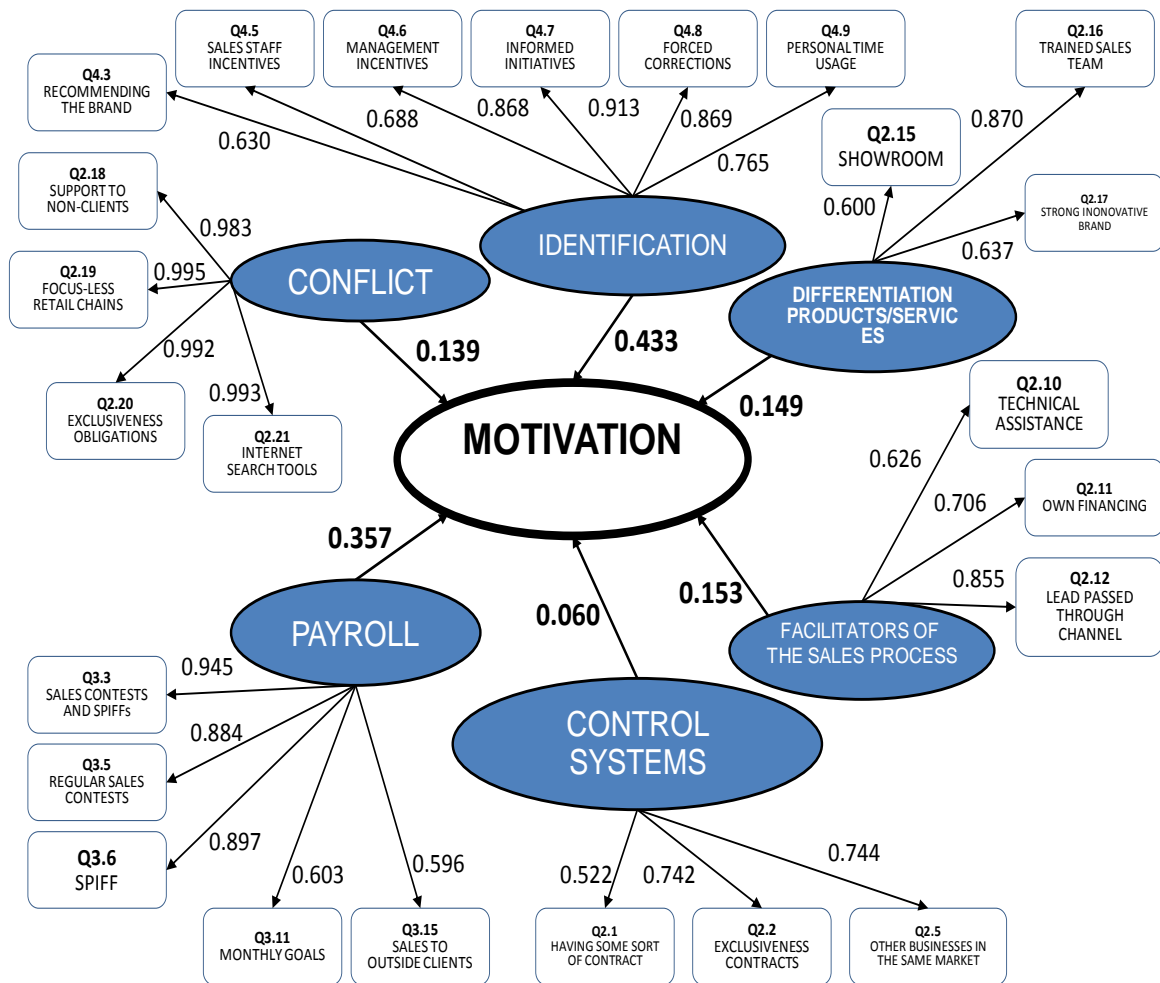


Fig. 3 – Adjusted Model
 Source: Data from the authors

H1 – The management and control system influences sales staff motivation -contracts, exclusiveness, certifications, training and geographical area of business – all have a positive relation in reference to motivation;

The analysis showed that control systems somewhat influenced the motivation of salespeople. As described by Hughes and Ahearne (2010), sales performance is a function of the alignment of management and control systems in the distribution channel. Through the standard deviation within the result limits of the research, the control systems construct revealed itself to be of a low discrepancy in the items of the substantiated construct H1 and also revealed an adherence of the salesperson to control systems, training and certifications and bonds to the brand or manufacturer, as part of its building of social meaning.

H2 – The management and control system influences sales staff motivation.

With the least impact on motivation, the control systems construct, had the greatest standard difference, revealing a high discrepancy in relation to the management and control systems item, thus placing H2 as being a hypothesis which does not influence sales staff motivation nor the construct with the least weight. When increasing the systems of management and control, managers will often reduce the autonomy of sales staff, which explains the high level of discrepancy between constructs. According to Deci and Ryan (2002) the Theory of Self-Determination contains three basic needs, which may be considered pillars of Motivation, and those are: competence, relationship and autonomy. According to this theory, when one of these pillars is removed or is missing, there is no positive relation with motivation or it leads to a state of amotivation.

H3 – The facilitators of the sales process – technical assistance, finance agents, leads and prompt delivery stock – all have a positive influence on motivation;

The facilitators construct had the third greatest weight on the statistical analysis and a low standard difference, i.e., a low discrepancy. The items technical assistance, finance, exchange of leads (contacts) and prompt delivery printer stock all reinforce the sales work, thus making consumers' lives easier in terms of after-sales support and spare parts, and by hastening the sales process with own financing and fast delivery with a prompt delivery stock, substantiating H3 and confirming a positive influence on the motivation of the sales force. And to quote the Theory of Self-Determination, the elucidated Pillar is the competence one. When a sales channel is facilitated the salesperson has a sense of "mission accomplished", and the relationship with motivation is positive.

H4a – Differentiation in products/services – geographical location, *showroom*, trained sales staff and a strong brand – positively influence motivation;

The construct Differentiation in products/services contained one of the lesser levels of discrepancy, as pointed out by the analysis in the difference standards and averages. Contrary to the current expression *showrooming* and the available content on the *internet* which seek to please the customer through offers and attractive prices, corroborate with Li and Bernoff (2009) in terms of the evidence that sophisticated consumption is less susceptible to conventional publicity where, in present day, more and more decisions are made at the point of sale. Therefore, this construct exerts a positive influence on the motivation of the sales force, consubstantiating investments and H4a.

H4b – Conflicts generated by clients – those who purchase from another location and require support, who purchase in focus-less chains, by exclusive contracts and online price estimate searches – have a negative influence on motivation;

The conflicts construct in H4b possesses a negative average on the statistical analysis, not stimulating or influencing the motivation of the sales force in a negative way, thus promoting “de-identification”. In business-to-business markets (B2B), the supplier is now in the face of a more demanding and less easily persuaded consumer, in regards to marketing. In this instance, fidelity has been replaced by preference.

H5 - Sales staff payroll - salaries, sales contests, SPIFF, goals and base client sales – affect motivation positively;

Items under the payroll construct have the second highest motivation weight in the sales sector. By being as high as 27%, nearly a third of the total weight, the payroll construct has a positive impact on motivation, justifying actions such as control through goals, sales contests, SPIFFs and sales effort alignment actions from payroll to sales staff, thus consubstantiating H5. The result found and the confirmation of H5 reminds us of the Discrepancy Model proposed by Lawler III (1971), the explanation on the equity of the relationship between satisfactory payment and behavior, thus incorporating an elucidated component from the Expectation Theory (Vroom, 1964), and the worth in this case is the Payroll construct.

H6 – Identification influences sales staff motivation.

Items under the identification construct displayed a bigger weight in the motivation analysis of sales staff. Making up over a third of the total weight (43%), company identification seems to energize salespeople towards certain behavior and extra sales efforts and actions in roles beyond their job descriptions. As previously mentioned, payroll is a fundamental factor, though it is not the sole form of directing and influencing salespeople. One could say that when a salesperson identifies with the establishment he works for, he/she is likely to develop overtime actions, trips, demonstrations, and other attitudes deemed necessary for closing a sale, consubstantiating H6.

Damasio (2010) hypothesis, there are somatic markers for the sellers that can harm the building of lasting relationships with customers and even with the employer. If the seller realizes that the distributor has no power to change the repeated loss of sales scenario, he or she is discouraged and may wish to leave the company.

The items of the construct Identification have the greatest weight in the analysis to generate sales efforts. Representing more than a third of the weight, the identification with the organization energizes the seller to extra behaviors and extra sales efforts. As previously mentioned the remuneration is fundamental but is not the only way to drive the vendor. When the seller identify himself/herself with the organization, he or she develops actions outside office hours, such as trips, demonstrations and other attitudes that are necessary for sale, not measuring efforts, consolidating H6.

The marketing channels seek to reach the sellers directly, contradicting their contractors, in the form of awards and Spiff’s, identified clothing, computer equipment for telework and sales contests with prizes in travel, with or without training in factories and abroad.

These actions are aimed directly to the identification with the organization, reducing the time that the seller dedicates to other brands or equipment and even directing the technical knowledge. With the decentralization of knowledge, the capillarity of distributors and customers dilutes the risk decreasing the strength of large groups, forcing the competitiveness and the performance in all areas and, finally, gaining a satisfied customer.

In Table 3, all constructs exceeded the threshold and, therefore, been validated.

Table 3 Description Of The Adjusted Model - Convergent Validity

	AVE	Composed Reliability	Cronbach’s Alpha
Conflicts	0.98	1.00	0.99
Asset Specificity	0.51	0.75	0.49
Facilitators	0.54	0.78	0.57
Identification	0.64	0.91	0.88
Remuneration	0.64	0.90	0.85
Control Systems	0.46	0.71	0.49

Source: Elaborated by the authors

The results of Table 4 attest to the existence of discriminant validity for all constructs.

Table 4 Cross Loads Of Latent Variables

	Conflicts	Asset Specificity	Facilitators	Identification	Remuneration	Control Systems
Conflicts	0.99					
Asset Specificity	0.19	0.71				
Facilitators	0.13	0.70	0.73			
Identification	0.11	0.56	0.60	0.80		
Remuneration	0.10	0.56	0.55	0.77	0.80	
Control Systems	0.15	0.27	0.06	0.28	0.33	0.68

Source: Elaborated by the authors

IV. FINAL CONSIDERATIONS

Considering the empirical data obtained in the making of this research, it was established through exploratory study that the Identification construct contains the greatest weight in explaining sales staff's Motivation and (0.433) being the runner-up, also possesses a significant impact in the process. The chosen instrument for this research was created through an adaptation of the Hughes and Ahearne (2010) e and theoretical meta-analysis milestone of Verbeke et al. (2011), presenting a model which illustrates motivation records of salespeople working with the sale of large format printers.

The aforementioned authors do raise a question within the context of the research, which is of great importance manufacturers and the channel in particular: are there extra corresponding behaviors in the motivation of the sales force which may result in better sales performance? In the context of this article, it is exemplified by the following: supposing the salesperson identifies with a certain company or brand, for the sake of self-support or self-protection, he/she is likely to personally "consume" the brand sold, and to make it available in places, fairs or whenever possible, recommend it to friends and defend it from negative criticism, to encourage other staff members and management to concentrate on it, to deal with or report peers for gross misconduct, report competitive initiatives which may be threatening and to take corrective measures towards low stock of goods, to offer and position them in front of others, to move in-store displays and build stands in fairs, to put up point-of-sale (POS) material in moments of personal purchases or outside working hours, and so forth.

The hiring of salespeople who properly identify with the company, brand and products that sell, promote such behavior as organizational identification, corroborating the psychological contract in which the staff member pays for what he earns from the company by promoting a strong orientation in regards to reaching targets. Being engaged in the workplace is also promoted by identification. By having a general view of the data, it may be speculated that as you advance towards an economy of intensive knowledge, mobility and ease to internet content, or perhaps one based on science, salespeople will more likely act upon the role of knowledge brokers, transferring science to consumers through the goods they are selling whenever they learn from using a specific segment of products or services. To discuss identification is to discuss a sales view of the future (Verbeke et al., 2011, Zagenczyk; Gibney, Few and Scott, 2011, Hughes and Ahearne, 2010, Li and Bernoff, 2009).

This research was carried out by taking the individual's perspective into consideration, if he/she realizes they will be compensated for their work, and if he/she identifies him/herself with the organization, chances for personal and organizational gain are tremendous. Within this context, the individual recognizes their Motivational Force (MF) as being: Expectation (effort – performance) x Instrumentality (performance - reward) x Worth (rewards - personal goals), as described in the Expectation Theory. This also corroborates with the theory proposed by Lawler III (1971), where the individual desires Money, since this allows him not only the satisfaction of social needs, self-esteem and personal achievement.

This research aims to contribute to knowledge of influential constructs on sales staff motivation as well as to the knowledge which must be developed in the scope of this sector. Despite the sample's representation, as a suggestion to future research, we recommend the replication of samples on a larger scale and in different sectors, in order to verify if motivation records are the same in different sectors of the economy, and also that the issue of be studied under a team's point of view. As an additional suggestion, we propose expanding the model by adding other influential variables, such as the concept of *Goal Pursuit*, as proposed by Oettingen and Gollwitzer (2010).

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