



EFFECT OF FINANCIAL MOTIVATIONAL FACTORS ON SALESFORCE PERFORMANCE IN SELECTED PHARMACEUTICAL COMPANIES IN NIGERIA

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Abstract

Motivation plays a critical role in boosting employee performance by encouraging them to perform tasks with greater efficiency and quality than they might have otherwise achieved. Employees who feel secured in their jobs are more motivated to invest in their work and contribute to organizational success; however, unsuitable work environment can lead to decreased performance,

Keyword: Motivation, Pharmaceutical Firms, Non-Financial; Salary, Salesforce; Salesforce Performance.

particularly when tasks are physically and mentally demanding. This study, therefore, examined the effect of financial motivational factors on lead conversion rate in listed pharmaceutical industry in Nigeria. The study employed survey

INTRODUCTION

In today's highly competitive market, employees performance is highly invaluable to any organization because it is an indicator of whether a company is meeting its desired goals. Akpan, (2023) Human resources are major resources for the success of any organization. Latham, (2020). Motivation plays a critical role in boosting employee performance by encouraging them to perform tasks with greater efficiency and quality than they might have otherwise achieved. It is the psychological characteristics in humans that contribute to an individual's level of commitment towards a goal. (James & Stoner, 2019). Specifically, in the context of a salesforce, motivation is vital. Performance rewards of salesforce achievement provide the necessary drive for them to maintain high spirit level and meet target effectively. (Vroom & Deci 2021), posited that, understanding the various

research design using structured questionnaire. A sample of three (3) pharmaceutical firms was purposively selected based on ease of data collection. The respondents include fifty (50) members of staff from each of the sampled pharmaceutical firms to give 150 respondents. Both descriptive and inferential statistics were employed for the purpose of the data analysis. Descriptive statistics include frequency tables and percentage count, while inferential statistics such as multiple regression analysis was

used to relate financial motivational factors proxied by salary, bonuses, commissions, and profit sharing to salesforce performance proxied by lead conversion rate. All tests for significance were conducted at 5%. Findings from the multiple regression analysis showed that three out of the four explanatory variables were positive and significant in explaining variation in lead conversion rate, these are salary ($p=0.000$), bonuses ($p=0.000$), and commissions ($p=0.047$). The study concluded that financial

motivation has significant impact on salesforce performance of listed pharmaceutical firms in Nigeria. It is therefore recommended that pharmaceutical firms in Nigeria should concentrate more on providing financial incentives, such as salary and bonuses to their salesforce as this has very high impact on the salesforce performance, as it offers security to the personnel and gives the salesforce the assurances of security and stability of income.

Types of motivational strategies is crucial for companies, while focus on planning incentives, rather than solely on skills training, can significantly boost productivity. It is a challenge for managers to keep their sales team motivated and satisfied. For this, managers must understand the needs and expectations of their sales team and take steps to meet those requirements (Okolo, Agu, Obikeze & Ugonna 2021).

Salesforce performance is an important factor in order to achieve desired success in pharmaceutical companies. The pharmaceutical industry plays an important role in the health sector by ensuring that all essential drugs and medical supplies are available. The major link between pharmaceutical firm and healthcare providers are their sales team, and for them to be effective depends largely on the motivation technique. Employees' motivation determines the level, direction and persistence of the effort they put forth in the work place. Centers & Bugental (2017).

Both intrinsic and extrinsic types of motivations have been studied in the past in human resources management and organization behaviour. Various theories such as Vroom's expectancy Theory (1964), Herzberg's Two-factors Theory (1959) and Maslow's Hierarchy of Needs (1943), make suggestions that factors like financial incentives, recognition, career development and work environment significantly impact employee performance in the pharmaceutical industry, where there is high sales targets and intense market competition. Motivation strategies adopted will determine whether sales targets are achieved by the sales team.

In the context of the Nigerian manufacturing industry, and specifically within selected pharmaceutical companies, it is crucial to analyze the impact of motivation on salesforce

performance. The Nigerian pharmaceutical sector faces unique challenges, including regulatory hurdles, market competition, and economic fluctuations (Obikeze, 2022). Therefore, understanding how motivation affects salesforce performance in this sector can provide valuable insights for managers seeking to enhance productivity and achieve organizational goals.

Sales force in pharmaceutical companies plays a critical role in driving revenue, market expansion, and building strong relationships with healthcare providers. Okolo *et al.*, (2021) posited that, due to the nature of their responsibilities, motivating the sales force more than other workers is often essential for several reasons; sales force personnel in the pharmaceutical industry are the direct link between the company and its customers (healthcare professionals, hospitals, pharmacies). Their ability to influence prescribing behavior and product adoption is crucial. Ogunleye & Nwafor (2022), posited, pharmaceutical companies that offer performance-based incentives tend to drive their salesforce to meet and exceed sales targets to maximize their rewards. Therefore, motivating them helps increase sales volume, and market share.

Also, the pharmaceutical market is highly competitive, requiring Salesforce to work under intensive pressure to meet sales target. This competition is intensified by the need to educate healthcare professionals on complex products, as highlighted by Eze, Okoye & Nwankwo (2022). Therefore this study bridged the gap by examining the impact of motivation on salesforce performance in selected pharmaceutical companies in Nigeria.

Statement of the Problem

Customer satisfaction is vital to the success of any business, encompassing aspects such as product quality, reliable transactions, customer support, and overall positive experiences. Kotler & Keller (2018). In the Nigerian manufacturing industry, particularly within selected pharmaceutical companies, the salesforce plays a vital role in achieving these goals. Despite their importance, there are significant challenges that hinder their performance in meeting company targets, providing accurate information, and delivering high-quality customer service (Vroom, 2021). One major problem is the insufficient financial compensation in form of salary and commission. Salary which is a fixed compensation received by a salesforce in exchange for a work done Ojo & Balogun (2021). Alternative compensation can also be earned through commission which is in form of fixed percentage of sales paid to the salesforce to encourage high performance, Robbins & Judge (2019). Salary and commission have been used by organizations to motivate their employees to achieve a particular goal, there are several studies but we do not have much literatures that established the relationship between salary and commission on salesforce performance in pharmaceutical companies in Nigeria, the area this study want to find out.

Some companies use bonuses or profit sharing as part of their financial motivation techniques. Profit sharing is a financial motivating tool where salesforce receive a portion of company's profits in addition to their regular salary or wages (Kayode & Samuel, 2023). Bonus is also additional income apart from the fixed salary for any extra effort made by the salesforce Milkovich, Newman & Gerhart (2021). Despite numerous studies, majority

of them do not specify the rate at which bonus and profit sharing influence salesforce performance. Therefore further research is needed to examine the effect of bonus or profit sharing on salesforce performance in pharmaceutical companies in Nigeria.

Research Objective

The general objective of the study is to examine the effect of financial motivational factors on lead conversion rate in selected pharmaceutical industry in Nigeria

Motivation

Motivation can be describe as a decision making process, through which goal-directed behavior is initiated, energized, directed and maintained Oladunni, Agbaji&Agbo (2021). Motivation is a psychological characteristics in humans that contribute to an individual's level of commitment toward a goal James & Stoner (2019). Robbins & Judge (2021) defined motivation as the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. In organizational settings, motivation is key to understanding employees' behavior, particularly in roles that demand high performance, such as sales positions Boyede (2020), posited, motivation determines the intensity, direction, and persistence of an individual's efforts in completing a task. Motivation can be intrinsic, where the activity itself is rewarding, or extrinsic, where external factors like rewards or recognition play a motivating role.

Motivation is critical for improving job performance, as motivated employees are generally more productive, satisfied, and engaged in their work (Deci& Ryan, 2018). This is especially important in the pharmaceutical industry, where sales personnel are required to achieve high sales targets while navigating a complex regulatory environment and competing with other firms. Understanding what motivates salesforce is essential for enhancing better job performance and, consequently, increase organization's profitability. Motivation plays a central role in determining employee performance, particularly in industries that require high productivity, such as the manufacturing and pharmaceutical sectors. Motivation refers to the internal and external forces that influence, induce, and insight an individual's effort toward achieving a goal (Adeoye, 2019). The concept of motivation has been studied extensively across various fields, including psychology, management, and organizational behavior. Understanding the factors that motivate employees can help organizations design strategies to enhance performance, job satisfaction, and organizational commitment.

Financial motivational factors

Financial motivational factors are tangible rewards that involve monetary compensation or benefits that directly impact an employee's financial standing. These factors are particularly effective in motivating employees through external incentives and are essential in attracting and retaining talent in competitive job markets. Scholars have given different definitions of financial motivational factors (Bagozzi, 2020) described financial motivational factors as those monetary benefits that directly influence an employee's performance by enhancing their satisfaction and encouraging them to exert

greater effort in their work. These include wages, bonuses, allowances, and other forms of financial rewards that act as a major influence of work performance motivator. Also, Karim & Shah (2021) argued that financial motivational factor is the economic incentives provided by organizations to influence employee engagement and productivity. They emphasize that financial rewards like salaries, performance-based bonuses, and profit-sharing are crucial in motivating employees, particularly in industries where competition and skill demand are high.

Ali & Ibrahim (2021) described financial motivational factors as the tangible economic rewards given to employees in recognition of their efforts, which directly impact job satisfaction and performance. They argue that financial incentives, when effectively managed, play a pivotal role in retaining talent and enhancing their commitment to organizational goals. Martinez & Stevens (2021) purview financial motivational factors as the set of direct monetary benefits or compensations provided to employees, which serve as a primary driver for motivation in professional settings. They noted that financial incentives, such as commission-based payments and salary increments, are critical for encouraging high performance, particularly in sales-driven industries. These scholars' perspectives on financial motivation reflect a consensus on the importance of financial rewards as a key motivator in enhancing employee performance and satisfaction across different sectors.

Basic Compensation (Salaries and Wages)

Basic compensation refers to the fixed amount of money paid to employees for their labor, typically in the form of salaries or hourly wages. Ojo & Balogun (2021) suggest that base pay serves as the foundation of financial motivation, ensuring that employees meet their basic needs, which aligns with Maslow's hierarchy of needs. Adequate compensation motivates employees by providing financial security and a predictable income stream, which promotes job satisfaction and reduces employee turnover. Adeola & Kingsley (2021) emphasize that competitive base salaries are critical in industries with high employee turnover, as they help retain talent by satisfying employees' basic financial expectations. Companies that offer higher salaries compared to industry standards tend to have more satisfied and loyal employees. In addition, Base pay, bonuses, and increments are among the most common financial motivators. Gagné, Deci, Ryan & Koestner (2021) argue that salary is a fundamental factor in ensuring job satisfaction, particularly in industries where compensation reflects employee contributions and performance. However, Salaries and wages are the most fundamental form of financial motivation. These are regular payments made to employees in exchange for their commitment. According to Armstrong (2021) affirmed, salaries and wages play a crucial role in ensuring employees' basic needs are met, which aligns with Maslow's hierarchy of needs, where financial stability is foundational to motivation. Regular, fair pay not only sustains workers but also acts as a motivator for continued employment and performance.

Bonuses

Bonuses are additional payments awarded for achieving specific targets or surpassing performance expectations. Milkovich, Newman, & Gerhart (2021) state that performance-related bonuses encourage employees to work harder and focus on meeting organizational goals. Bonuses are financial rewards given to employees, typically as a one-time payment, for achieving specific performance metrics or organizational targets. Bonuses can be categorized into various types, such as performance-based, year-end, or project-specific.

Profit Sharing

Profit-sharing schemes distribute a portion of the company's profits among employees, fostering a sense of ownership and encouraging them to contribute to the organization's overall success. Employees are motivated to work efficiently, knowing that higher company profits will directly benefit them (Zhang & Li, 2022). Offering employees a stake in the company's success through profit-sharing or stock options serves as a long-term financial motivator. Grant (2019) emphasizes that these financial benefits align employees' interests with the organization's success, encouraging them to work toward shared goals. According to Kayode & Samuel (2023), profit sharing is a financial motivation tool where employees receive a portion of a company's profits in addition to their regular salary or wages. It aims to align employees' interests with the overall success of the organization, fostering a sense of ownership and encouraging greater productivity.

Commissions

Common in sales-driven environments, commissions provide direct financial rewards based on individual performance. Robbins & Judge (2019) point out that commission-based pay motivates employees by directly linking their efforts to their financial gains. *Commission* is a type of financial motivation in which employees, particularly those in sales roles, receive compensation based on the revenue they generate or sales they make. It serves as an immediate reward for individual performance and directly ties an employee's income to their output, making it one of the most performance-oriented types of financial incentives. Commission payments are typically structured as a percentage of the sales or revenue an employee generates. This system is especially common in industries like real estate, retail, and insurance, where sales figures are easy to track. A commission-based structure motivates employees to maximize their effort, as their earnings increase with higher sales volume.

Salesforce Performance

Salesforce job performance refers to the effectiveness with which sales professionals (salesforce) meet their targets, engage clients, and contribute to organizational goals. Several factors, including technological advancements, shifts in market dynamics, and changes in workplace culture, have influenced how salesforce performance is measured and enhanced. Below is an explanation of the key components of salesforce job performance.

Salesforce job performance is often evaluated using a combination of quantitative and qualitative metrics, which include:

- a) **Sales Quotas and Targets:** The ability of salespeople to meet or exceed sales targets remains a primary measure of performance.
- b) **Customer Relationship Management (CRM) Usage:** The effective use of CRM tools, like Salesforce or HubSpot, to track and manage customer interactions has become more critical.
- c) **Customer Satisfaction and Retention:** Retaining clients and ensuring customer satisfaction are increasingly seen as vital indicators of a salesperson's effectiveness.
- d) **Lead Generation and Conversion:** The ability to generate and convert leads into paying customers is another important metric for salesforce job performance.

Maslow's Hierarchy of Needs Theory

Abraham Maslow's hierarchy of needs theory (1943) remains one of the most widely referenced frameworks in understanding motivation. According to Maslow, individuals are motivated by a hierarchy of needs that range from physiological and safety needs to social, esteem, and self-actualization needs. This theory implies that employers must first satisfy employees' basic needs, such as job security and compensation, before they can expect higher-order needs like self-actualization to drive job performance. Maslow argued that needs cannot be fully satisfied, and once a need is largely met, it ceases to be a motivator. Therefore, managers aiming to improve productivity must understand where their employees stand within the hierarchy of needs and tailor motivational strategies accordingly to address those specific needs Obikeze (2022). However, some studies have questioned the relevance of Maslow's theory in complex, modern work environments, suggesting that employees might not necessarily progress through the hierarchy in a linear fashion (Gómez-Mejía, Balkin&Cardy 2020).

Herzberg's Two-Factor Theory

Frederick Herzberg's two-factor theory (1959) distinguishes between motivators and hygiene factors, suggesting that the presence of motivators (such as achievement, recognition, and career advancement or personal growth) leads to job satisfaction and enhanced performance. In contrast, hygiene factors (such as salary, bonuses, job security, and working conditions) prevent dissatisfaction but do not necessarily motivate employees. They are termed "hygiene factors" because their presence ensures a basic level of satisfaction, while their absence can lead to dissatisfaction. These factors are not directly related to the job itself but to the job context Herzberg (2008). Herzberg's theory is particularly useful in understanding employee motivation, where both financial rewards and opportunities for career advancement are important in motivating salespeople to perform at higher levels. In pharmaceutical sales, hygiene factors such as job security and adequate compensation are essential to prevent dissatisfaction, but motivators like recognition, autonomy, and career development are often more effective in sustaining high levels of performance. Research by Osman *et al.* (2018) supports

Herzberg's view, highlighting those intrinsic motivators can have a longer-lasting impact on job performance than extrinsic rewards alone.

Vroom's Expectancy Theory

Victor Harold Vroom's expectancy theory (1964) suggests that individuals are motivated to perform when they believe their efforts will lead to desirable outcomes. The expectancy theory, as opposed to the need theory, is a process theory. It relates to the diversity existing in the workplace as regards the opinions, thoughts and concerns of workers, including their attitudes and behaviors towards the job George & Jones (2022). According to this theory, motivation is a function of three components: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to rewards), and valence (the value attached to the rewards) Estes & Polnick (2022). For employees to be motivated and perform at higher levels, valence must be high, meaning employee must strongly desire the rewards the organization offers, also, instrumentality must be high, indicating that employees believe they must perform at high levels to achieve those rewards and finally, expectancy must be high, meaning employees must believe that working hard and committing their energy will lead to higher performance George & Jones (2022).

Empirical Review

Abiola&Aluko (2022), researched on salary structure and job performance in Nigerian public sector organizations. The study adopted longitudinal with sample size of 200 employees from three government agencies, with data collected over two years through surveys. It was revealed that higher salary structures were linked to better job performance and lower absenteeism rates in the public sector. However, the study focus on salary as the primary motivator did not account for the impact of bureaucratic challenges and job security on employee performance in the public sector.

Okoye, Adebayo &Chukwuemeka(2020), researched on commission-based pay and employee performance in pharmaceutical sales. Case study approach in four pharmaceutical firms with data collected from 100 sales reps via interviews and financial performance reports. Commission-based pay had a direct positive effect on salesforce performance, with employees who earned commissions consistently outperforming those on fixed salaries. The case study design limits generalizability, and the study failed to explore the potential long-term downsides of commission-based pay, such as job insecurity.

Olaniyi&Olajide (2022), worked on financial motivation and organizational commitment in the Nigerian banking sector. A survey of 250 employees from five leading banks in Nigeria, using a structured questionnaire and analyzed using correlation analysis. Findings revealed that financial incentives, including annual bonuses and salary increments, had a strong positive correlation with organizational commitment and retention. The study neglected the role of non-financial motivators like work environment or leadership, which could also impact commitment.

Akinbode&Ojo (2018), study was on the financial incentives and sales performance in Nigerian pharmaceutical companies. Quantitative survey of 300 pharmaceutical sales representatives across five companies in Nigeria. Data collected via structured questionnaires. Performance-based financial incentives (e.g., bonuses, commissions) significantly boosted job performance. Sales reps were more likely to meet targets when they had clear financial rewards linked to performance. The study did not consider non-financial motivational factors, such as career development, which might also influence performance.

Eze&Nwosu (2020), examined the impact of financial motivation on sales productivity in the Nigerian consumer goods industry. Mixed-method approach, was adopted involving surveys and interviews of 200 sales personnel in consumer goods companies. Result indicated that financial motivation, particularly profit-sharing schemes and bonuses, resulted in higher sales productivity and lower absenteeism rates. The study was limited by its focus on large companies, excluding small or medium-sized enterprises that might have different financial structures.

Methodology

The study area is pharmaceutical firms in Nigeria. This study employed a descriptive survey design to examine the impact of motivation on salesforce performance in selected pharmaceutical companies in Nigeria. The population of the study consists of seven (7) pharmaceutical firms registered and listed on the floor of Nigerian Exchange Group (NGX) as specified on its official website as at December, 2024. Purposive sampling technique was adopted for the study. Out of all the seven (7) pharmaceutical firms listed on Nigerian Exchange Group that make up the study population, three (3) were purposively selected. In carrying out this study, the researcher made uses of primary sources of data. Primary source is an original source that documents an event in time, a person or an idea. Copies of questionnaire were distributed to elicit respondents' opinion in the subject matter of the research. The primary method of data collection was adopted through a self-administered questionnaire. This instrument was designed to capture responses related to various motivational factors and their perceived impact on sales force performance. Both descriptive and inferential statistics were employed for the purpose of the data analysis. Descriptive statistics involved the use of frequencies, percentage, and tables to analyze the socioeconomic characteristics of the respondents while inferential statistics involved the use of multiple regression.

Examination of the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria

Below is the regression analysis output, which statistical method, used to examine the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria. Salary as one of the financial motivational factors shows positive coefficient of 0.199 with p-value of 0.000. As salary of salesforce increases, there is a statistically significant positive effect on lead conversion rate. In other word, higher salary is associated with higher lead conversion rate. Bonuses reveal a positive coefficient of

0.680 with p-value of 0.000. There is a statistically significant positive effect of bonuses on lead conversion rate. Higher bonuses are associated with higher lead conversion rate. In like manner, commissions show positive coefficient of 0.108 and p-value of 0.047. This means that commissions have a statistically significant positive effect on lead conversion rate. An increase in commissions is associated with higher lead conversion rate. Profit sharing, however, shows non-significant coefficient of 0.012, and p-value of 0.820. It means that profit sharing does not have a statistically significant effect on lead conversion rate based on the given p-value ($p > 0.05$).

Overall, based on the coefficients and significance levels, it seems that salary, bonuses, and commissions have significant positive effects on lead conversion rate, while profit sharing do not seem to have a significant effect. In the context of financial motivational factors, the results suggest that good salary to salesforce, as well as attractive bonuses and commissions may positively impact lead conversion rate in listed pharmaceutical firms in Nigeria. However, careful consideration should be given to profit sharing to salesforce as this has non-significant effect on lead conversion rate in listed pharmaceutical firms in Nigeria.

Table 1: Effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.068	.089		-.763	.447
Salary	.219	.051	.199	4.316	.000
Bonuses	.663	.071	.680	9.383	.000
Commissions	.120	.060	.108	2.007	.047
Profit Sharing	.012	.052	.012	.228	.820

a. Dependent Variable: lead conversion rate

Source: Researchers computation using SPSS version 22, 2025

ANOVA for examining the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria

The ANOVA table below is used to assess the overall statistical significance of the regression model with respect to objective one, which is to examine the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria. The overall model of the regression is statistically significant. The F-statistic tests whether there is a significant difference between the model and a model with no predictors. The p-value of 0.000 is less than the usual significance level (0.05), hence, the null hypothesis was rejected which states that financial motivational factors have no significant effect on lead conversion rate in listed pharmaceutical firms in Nigeria. The regression sum of squares (127.189) represents the explained variability in the dependent

variable (lead conversion rate) due to the financial motivational factors. The mean square regression (31.797) is the average explained variability per degree of freedom. The residual sum of squares (4.601) represents the unexplained variability in the dependent variable. The mean square residual (0.036) is the average unexplained variability per degree of freedom. The results of the ANOVA suggest that financial motivational factors have significant effect on lead conversion rate in listed pharmaceutical firms in Nigeria. The model, as a whole, provides valuable information in explaining the variation in lead conversion rate, and the relationship is not likely due to random chance.

Table 2: ANOVA for examining the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	127.189	4	31.797	884.674	.000 ^a
	Residual	4.601	128	.036		
	Total	131.789	132			

a. Predictors: (Constant), salary, bonuses, commissions, profit sharing

b. Dependent Variable: lead conversion rate

Source: Researchers computation using SPSS version 22, 2025

Summary of the statistics of multiple regression model

The model, based on the objective is shown in the table below, with their summary statistics of multiple regression models, each with different dependent variables. The first model examines the effect of financial motivational factors on lead conversion rate in listed pharmaceutical firms in Nigeria. R square reveals 0.965, suggesting that approximately, 96.5% of the variance in lead conversion rate can be explained by model, while adjusted R square of 0.964, suggests a slightly lower explanatory power accounting for good fitting.

Table 3: Summary of the statistics of multiple regression models

Model	R	R ²	Adjusted R ²	Std. Error
1	.982 ^a	.965	.964	.190

Source: Researchers computation using SPSS version 22, 2025

Testing of Hypothesis

Test of hypothesis on financial motivational factors and lead conversion rate rejects the null hypothesis as the p-value (0.000) is less than the usual threshold of 0.05. Conclusion, therefore, is that financial motivational factors have significant effect on lead conversion rate in listed pharmaceutical industry in Nigeria.

Discussion of Findings

Effect of financial motivational factors reveals a statistically significant positive effect of salary, bonuses, and commissions on lead conversion rate. On the other hand, profit sharing shows a non-significant positive effect on lead conversion rate. The non-

significant impact of profit sharing implies that merely giving salesforce part of the profit may not guarantee improved product knowledge, emphasizing the need for more significant financial rewards. The implications are that higher salary and giving both bonuses and commissions to salesforce in listed pharmaceutical firms in Nigeria positively affect lead conversion rate. This finding aligns with Vroom's Expectancy Theory that posits that employees are motivated to perform well when they believe that their efforts will lead to desired outcomes, such as being rewarded with bonuses and commissions. The positive and significant effects of salary, bonuses, and commission support the findings of the studies like those of Abiola & Aluko(2022); Akinbode & Ojo (2018), which noted that higher salary structures were linked to better job performance, and that performance based financial incentives like bonuses, commissions, significantly boosted job performance, respectively. Okoye, Adebayo & Chukwuemka (2020) noted that commission based pay had a direct positive effect on salesforce performance. This finding aligns with Expectancy Theory's premise that clear connections between effort, performance, and rewards enhance motivation. Recent literature underscores the applicability of Expectancy Theory in this context. For instance, Oboh&Ajibola (2022) found that Nigerian pharmaceutical companies that effectively communicated the relationship between effort, performance, and rewards saw improved sales outcomes. Sales representatives who believed that their hard work would directly result in performance-based bonuses or promotions were more engaged and productive. Eze & Nwozu (2020) reported that financial motivation, like bonuses, resulted in higher sales productivity.

Conclusion

This research work examined the effect of financial motivational factors on lead conversion rate in listed pharmaceutical industry in Nigeria. Findings from multiple regression analysis for revealed that financial motivational factors have significant effect on lead conversion rate of listed pharmaceutical firms in Nigeria. Salary, bonuses, and commissions have positive and significant effect on lead conversion rate, while sharing of profit has positive, but non-significant effect on lead conversion rate of listed pharmaceutical firms in Nigeria.

Recommendations

The following recommendations are proposed;

Management of pharmaceutical firms in Nigeria should concentrate more on providing financial incentives, such as salary and bonuses to their Salesforce as this has very high impact on the Salesforce performance. This is necessary as it offers security to the personnel and gives them assurances of security and stability of income.

The financial incentives must have a good mix of direct pay or salary plus bonus to be truly motivating and to enhance Salesforce performance.

It is also recommended that the focus on satisfaction and personal growth of employees, regardless of the position they occupy, ensure that the values and organizational objectives are always present, which will allow them to obtain higher performance by its employees generating greater organizational performance.

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