



Impact of Motivation on Sales Force Performance and Turnover Intention Pharmaceuticals Industry

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Abstract

Sale force motivation is considered strength for any organization which energizes the workers in the direction of achieving particular objectives and goals of any organization. In these days, this is the important and burning hitch within organizations because each organization requirement is to make the good use of their human and financial resources. Most important intention of this research is to make inquiries regarding various types of issues which influence the sale force motivation within Pharmaceutical industry of Southern Punjab. The result provides that what is degree of motivational which influence the employee's performance and turn-over intention. Already published questionnaires at these variables with near about Cronbach's alpha .70 were used to collect data from the sale force of South Punjab pharmaceutical industries. Regression and correlation analysis applied to find the relation between variables. The outcome of this research shows that there was significant relationships exist among sale force motivation as well as sale force performance and turnover intention.

The findings show that financial motivation had significant positive relationship and non-financial motivation had a positive relationship to the sale force performance as well as expected relationship was identified between sale force motivation and turn-over intention. The outcome of this research shows that sale force effective training has a positive and significant relationship with performance and negative relationship with sale force turn-over intention. The result of this study shows that the sale force motivational level was significantly affected with training.

Introduction

Background of Study

Pharmaceutical industry may definitely grow five-time more from its existing size within the next five years, told by Chief Executive Officer and Pharmaceutical Bureau Chairman and Novartis Pakistan Shahab Rizvi. With near about 386 registered pharmaceutical companies' present worth is 2.3 billion dollar. According to specialists, industry could easily grow more \$10 billion which now position near about \$20

million. Rizvi 2008 said that if we taking the example of Indian's pharmaceutical industry which now stands at \$21 billion and it estimated to increase \$45 billion by 2020. Pakistan pharmaceutical industry is fulfilling 80% medicine requirements of the country, out of multinationals account for 44 %.(Rahman, Kemal, Muslehuddin & Ghani,2015). This shows that human resources is much important and not easily copy able

competitive assets for any organization. High efficiency neither comes naturally or accidentally. It is true that the self-driven work force is real blessing for the organization, and now which is rear in much organization. It is the major problem for discussion in organization "try to drive the work force toward the organizational goal. (Sahoo, Routray & Kumar, 2014). It is not a difficult task for the organization to change his material, goods and services according to other organization. Only single resource which cannot be easily changeable that is human resources. In this way "employee motivation is the procedure in which the industries stimulating his employee with the bonus, rewards etc. to meet the organizational goals. It is fact that Motivation lead to employees or workers of any organization that they will perform their duties with responsibilities and seriously (Shafiqhi & Azar 2013). Good pays also can also be Valuable tool and play very important role to boost the work force performance and helpful to rise the output of any organization .U.S (Muogbo, 2013).When work force is motivate and their skill collectively contribute into work force performance and when they face hard tasks assign by manger which purpose is to get highest productivity (Iqbal, 2012).present days researcher are much concerned regarding boosting output and perfection and Salesman's contributing to their organization by bringing in profits. They characterize the business in community and supervise the institution and client's connection (Zoltners *et al.*, 2001).

Examine job satisfaction of sales force it has been an essential subject in sale management literature and marketing. They might have insufficient announcement plus moving services, political insecurity, a weak law structure and inadequate own earnings. Up-and-coming markets there are vast dispute for marketing because of poor market information, deprived allocation systems,

and narrow obstruction (Arnold and Quelch, 1995).Knotz (1980) says that management strives to continue the environment that is favorable for performance of staff which are doing job in groups in for the achievement of selected organizational goal

This research will scan out what amount of the non-financial issues like recognition, achievement, advancement, job enrichment, job security, or the work, duty, results contribution and management style is desirable to increase the confidence of the employees for much output.

These issues are referred as this learns to non-financial motivators in which intelligence that are incentive which control cannot essentially result from cash. The researches identify those fundamentals which support people self-respect and as a result increase the self-esteem of employees for much output. The research additional investigate the outcome of those aspects now pass on as a financial and 'non-financial motivators' at the workforce and following productivity of pharmaceutical Organization.

Problem Statement

Providing the exact incentives more than cash be able to place excellent to contribute which are decrease labor turnover, raise in employees efficiency, Redesign and established suitable labor policies and laws, reduce or decrease organizational conflict, get better management and workforce associations, build a output civilization within the industry. Pharmaceutical industry is much important organization because it is directly related with a basic human need because when the pharmaceutical industry grows then the people get quality drugs in much low price. Sale force is much important pillar for any product selling organization. Any of organization sale force is human capital which

helps the organization to convert its product in to the cash within the minimum time periods

Research Questions

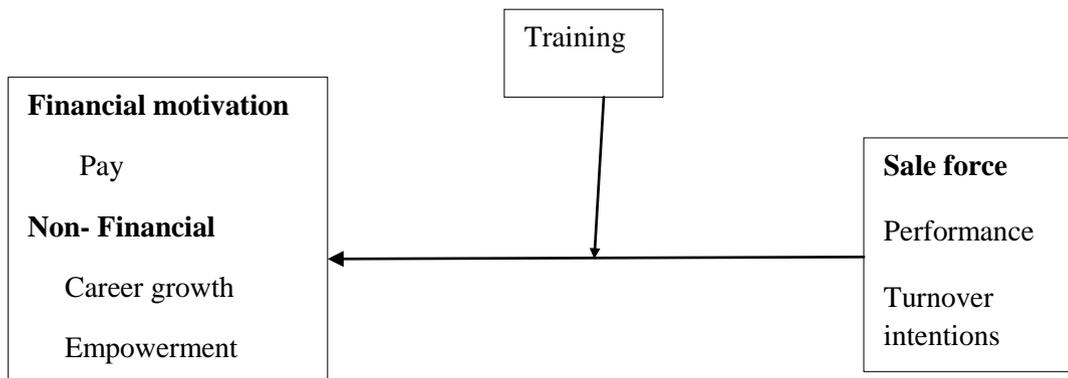
A lot of researches have been done to find the effective motivation. The major objective of this work is to find the effective motivator factor which may answer this question that have to provide a fully motivated and sustainable work force to the pharmaceutical industry?

Significance of the Research

The finding of this research will expectantly be considerable in the logic that, it will make possible equally to the Top-Management and labor union to improved comprehend which is the diverse motivational dynamic can be harness to inspire staff to enlarge and maintain efficiency. It will help to reduce sale force turn-over intentions and enhance the performance of Pakistani pharmaceutical sector.

Research Model

A model draws on the source of above specified details which possibly more explain and investigates of this idea.



Hypothesis

Hypothesis 1 (a). Financial motivation will be positively related with sale force performance.

Objectives of the Study

- a. The purpose of the study is see effect of Financial and non-financial motivation at worker's performance within the context of south Punjab pharmaceutical sale force.
- b. To provide guidelines to policy makers regarding the non-financial and financial motivation and employee's performance as well as the role of such type of motivation in reducing sale force turn-over intentions and enhance the performance in the context of south Punjab pharmaceutical sale force.
- c. key purpose of the research is see the role training as moderator between D.V and I.V in the context of south Punjab pharmaceutical sale force.

Hypothesis (b). Non-Financial motivation will be positively related with sales force performance.

Hypothesis 2 (a). Financial motivation will be positively related with sales force turnover intention

Hypothesis (b). Non-Financial motivation will be positively related with sale force turnover intention

Hypothesis 3 (a). Training moderates the relationship of financial motivation with Work Force performance such that the relationship will be stronger when more training is given to employees.

Hypothesis (b). Training moderates the relationship of non-financial motivation with Work Force performance such that the relationship will be stronger when more training is given to employees.

There are many literary views related personality motivation and motivational theories,

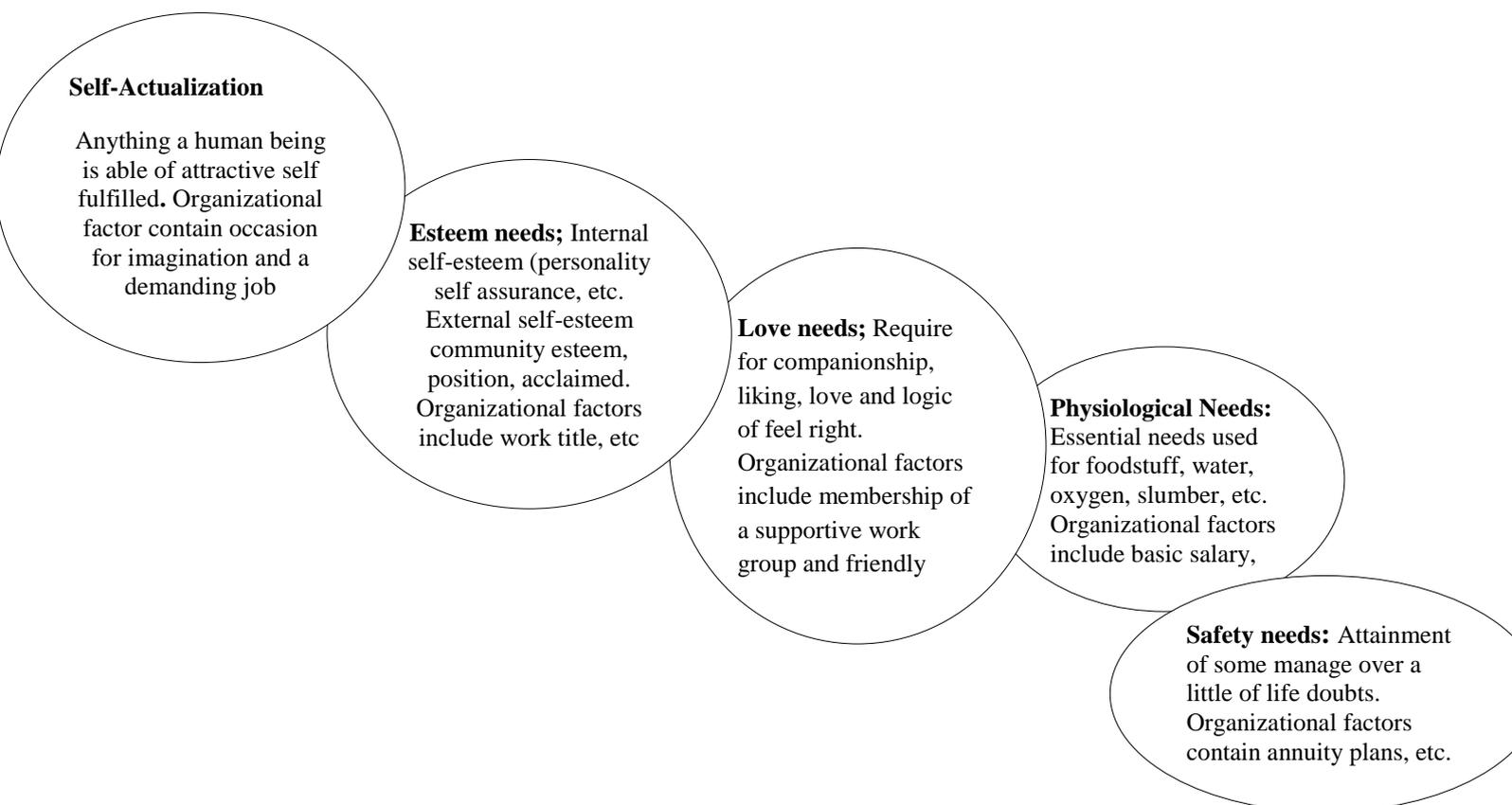
Abraham Maslow needs hierarchy

Abraham Maslow, (1954). put effort the analysis huge stiff of studies associated to the individual motivation, earlier the Maslow, research's

commonly paying attention independently on that aspect as biologically, and they have clarify what sustains, energize and directs human behavior toward organizational goal.

Maslow hypothesizes the individual hierarchy of needs foundation at two groups which are *lack of need and development need*. He suggested that in lack need, every inferiors needs should satisfied earlier than touching to the then higher level need. If in future deficiency is found in satisfaction inferior need, and then the person will try to take away the shortage.

Maslow's needs hierarchy speculation is well-liked theory the job motivation his era, that be not forever. Needs hierarchy focused two wide types of the individual motives which are, development motives', deficiency motives', initial form is differentiated via the move forward in the direction of actualizations. As second is leaning just in the direction of protection of life, not its development. Deprivation motives approve in a development hierarchy. Maslow's hierarchy needs theory five needs number and it's structured is given in



Evaluation of Maslow's Theory

Maslow's need theory says that, if the needs of one level have been satisfied providing more effort than on the same cannot provide motivation. People move forward up to the next hierarchy if one level need grow to be satisfied. Therefore, to give motivation for modification of employee behavior, the manager should direct his concentration to next higher needs levels on the other hand; there are many troubles in connecting need theory to job condition.

Manager must have complete information of employee's confidential and collective life is not only people behavior on job. It is also uncertainty as regards time, whose slip away among the people fulfillment of a need of recessed and appearance of the next-stage needs. People variation means that human give diverse importance to the same need. E.g. many people favor that they wish for the comparatively safety of job as compare to the high salary or higher status within the organization with less security of job, in a different organization.

Some rewards satisfy the people much than one need like promotion, higher salary, can be functional for all hierarchy levels. People with same level hierarchy may have different motivating factors. People seek satisfaction with many different ways they work hard if they want respect needs within the organization. Maslow said that satisfaction is key motivational result of actions. Improve job performance lead by the Job satisfaction essentially.

Maslow was not initially aim that need hierarchy shall essentially exist useful to the labor condition; these rest leftovers accepted like an idea of inspiration at job. Regardless of condemnation as well as many other uncertainties regarding its boundaries, Maslow's need theory have a major effect at administration approach

to inspiration and helps propose of firm to assemble employee's desires. This is suitable structure used for performance of various desires and hope that employees has, and wherever they place in hierarchy as well as diverse motivator's factor should be functional to employees at diverse level.

Maslow theory has put drained the concentration to some of various motivators as well as encouraged studies research. Maslow need hierarchy theory make available a valuable bases used for assessment of motivation at job.

Literature Review

Motivation and Job Performance

Work efficiency is much significant traditional variable in organizational or firm psychology. Job motivation possibly should be regard like a rest of inside and external forces that initiate work-related behavior, and determine its form, direction, intensity and duration (Ambrose & Kulik, 1999).

The Concept relates to the work context specifically, and includes the influence on work behavior of both environmental forces, and those inherent in the person. In the work place, work motivation presents as an invisible, personal and hypothetical construct that manifests itself in the form of observable, and therefore measurable, behaviors. Researchers have revealed that performance in the workplace is influenced by a number of variables like motivation (Suh & Shin, 2005), satisfaction with job security (Yousef, 1998), job characteristics like autonomy and feedback (Hackman & Oldham, 1976).

According to Sahoo, Routray, and Kumar. (2014). Financial and non-financial motivation both play very important role to increase the performance of

employees in pharmaceutical industry. Job conformity shows the range to which public like their jobs.

Due to these all forces, sale force working in promising marketplace may face exclusive pressure in the performing their responsibilities. Therefore the nature, background and penalty of sale force job satisfaction in budding markets may be dissimilar as compare to urbanized markets. Pharmaceutical sales fore is an significant foundation of information that doctors use in make a decision which drugs should be prescribe to his patients (Andaleeb & Tallman, 1996).

Motivation and Turnover Intention

For this study motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals. Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee voluntary turnover produces a serious problem for organizations. The loss of qualified and skilled employees is relates to the reduction in the competitiveness, innovation, and quality in an organization (Miller, 2010).

According to Samuel and Chipunza (2009), the key function of retention is to stop the loss of skilled workers from exit the organization as this could have unfavorable effect on production and productivity. However, retention carry become a frightening and highly demanding job for Human Resources (HR) practitioners managers and in an aggressive fiscal situation. Researchers have point to that retention ambitious by more than a few key factors which have to be managed matching: organizational, strategy, culture, benefits philosophy and pay and career development (Fitzenz, 1990).

The exceeding talk about definition give details a lot of circumstances in our existing life while a lot of workers are no longer having the wisdom of firm faithfulness once they leaved. Rising numbers of firm mergers and achievement have missing staff feeling unsatisfied from the corporations that they work and troubled by worry for job security. As a outcome, workers are now making strategic occupation moves to agreement service that gratify their need for job security. On the other hand, employers have a need to stay their workforce from exit or going to work for other organization.

Trainings and Job Performance

Trainings pass on to individual's ability, abilities and awareness which are necessary to execute a definite work fine. Later than the training, show when considered indicate that training help in correct operation of assets; that more help workers to attain industrial goal as well as individual goal. Therefore attitude, wellbeing, principles, and potential of trainees possibly will boost the efficacy of training (Raymond & Noe, 1986).Based on our findings;

It have identified Training as a determinant of employee performance. In organize to attain the goals of the business effectively and efficiently, management of the firm needs training of its staff. Training is extremely useful for the workers in different ways as: it keeps the employees up to date with the rapid changing style and surroundings of the active globalized world, it helps in frustration and anxiety lessening caused by work excess or work demand, it helps to get better skills to grip the work efficiently etc (Chen & Lou, 2004).

Staff who feel that they have less skills for the job to finish they will depart the field if they people continue

their level of efficiency will be suboptimal (Kanelopoulos & Akrivos, 2006).

The Business Journal of European and Management superior is the hole between what a person possesses and what he need, the larger is the dissatisfaction with the work and the high is the turnover rates. Although there does not be present a direct relation in literature among training and job satisfaction yet Rowden and Conine (2005) put forward that training can be an efficient tool to improve satisfaction with job. In the same way Rowden and Conine (2005) declare that workers who acquire training will finally superior satisfy the needs and demands of his client.

Same like them Tsai *et al.* (2007) confirmed that workers who illustrate their obligation to learning and training possess an improved stage of job satisfaction that positively influences his performance. Training carries out straight or indirectly concerns the motivation of workers and their commitment with the firm (Meyer & Allen, 1991).

Methodology

Research Design

Shaughnessy, Zechmeister and Zechmeister (2006) argued that research plan give the impression in general arrangement which will be used to carry out the research. It is former discuss, the presented research will investigate the impact of financial and non-financial motivation on sale force performance and turnover intentions. This study will also investigate the impact of training as moderator between independent variables and dependent variables in the context of south Punjab pharmaceutical sale force.

In the existing study survey approach have used as considering it the most appropriate method. Stratified

random sampling technique was be used to select the respondents' whole from population. The social survey research design was use for this study. The survey study makes it achievable for investigator to gather information regarding target viewers devoid of having to covenant with the whole population. Surveys also permit a tiny proportion of the sample to be chosen and results comprehensive to the bigger group. It makes the study less costly but still proficient.

The Study Area

The study area was pharmaceutical industry of Pakistan. The pharmaceutical industry was selected because it is an industry that suggest corporate and institutional customers, inclusive banking solution with exacting importance on association while provided that inventive explanation to deal with the needs of appreciated clientele. Wide information of global markets mutual with local imminent puts the pharmaceutical industry in a unique place in the industry. It was believe wise that the control center is the ideal position that obtainable the researcher the occasion to get enough research contributor to be used for the research.

The accessibility of contributor to be studied complete the control center the prime alternative for the research. According to the Human Resource Department of the pharmaceutical industry, the retention rate 7% for 2011 but produce is 10% annually. On the usual, 43% workers change the pharmaceutical industry yearly, and for the past 2 to 3 years (2009 - 63; 2010 - 65; 2011 - 70) workforce change the pharmaceutical industry. It is alongside this high rate of work force turnover that is why pharmaceutical industry was chosen as the research area.

Data Collection Procedure

Questionnaire was used for collecting data, from respondents. This instrument was selected due to the actuality that it is simple to manage and also makes it achievable for a lot of data to be together within a little time. According to Kumeckpor (2002) questionnaire classify the assignment and provides it way and coherence; they set the limits of the project viewing its limits, keep the investigator paying attention throughout the project and position to data which is needed. Questionnaires are extremely simple to use, score and code for examination on a computer. Almost Data was gathered from primary source .Kumeckpor (2002) described secondary data is information that has been gathered already for some reason other than the present research project. The primary data are for a particular aim or for a particular research study. The primary data was collected from population from the field of research with the help of questionnaires.300 questionnaires was divided and 221 was return by respondent

The questionnaire was consisted both closed and open ended questions. The open ended questions prepared room for respondent to convey their view on some of the matters affirmed on the questionnaire. The questionnaire was prearranged into four sections and administer to the respondents given that they could appreciate and write. To put off the investigator's unfairness from coming into occupy yourself in the line of quizzical, remotest think about was taken to keep away from the circumstances where the investigator influence the type of response that are offer by the respondent.

Sample

A sample is a subset of a population selected to participate in the study, it is a fraction of the whole

selected to participate in the research project (Brink 1996; Polit & Hungler 1999).The process of selecting a portion of the population to represent the entire population is known as sampling (LoBiondo-Wood & Haber 1998; Polit & Hungler 1999). Different researches have suggested different sample size for survey research. A number of sale forces who worked in different pharmaceutical industry were selected. Time and money was saved by selecting Stratified random sampling technique rather than attempting to study the entire population of sale force who worked in pharmaceutical industry. Obtaining data from SPO, SSPO, AFM, FM, ASM, SM and PM working in different firm and sample have taken from the following towns of south Punjab like Multan, Dara Ghazi khan, Kot Adu, Rajanpure, Tunsna.

Research Instruments Reliability and Validity

The researcher makes sure that the tool which devolved was reliable. This was done by making sure that the tool without any doubt defined some idea and construct used to surround the substance that draw attention to the concept or constructs used.

Table 1 Cronbach's Alpha Results

Scales	Cronbach's Alpha	Items
Motivation[FM,NFM]	.78	13
Performance	.67	5
Training	.68	5
Turn-Over Intention	.90	5

Data Analyses Techniques/Methods

After dividing the questionnaires to respondent then It was prepare for analysis in which filled questionnaires will be separated from incomplete or inappropriate questionnaires and then reliability will be checked that depicts the degree of consistency with which the instrument measures an attribute (Polit & Hungler 1999), and validity is defined as a measure of truth or falsity of the data obtained through using the research Instrument.

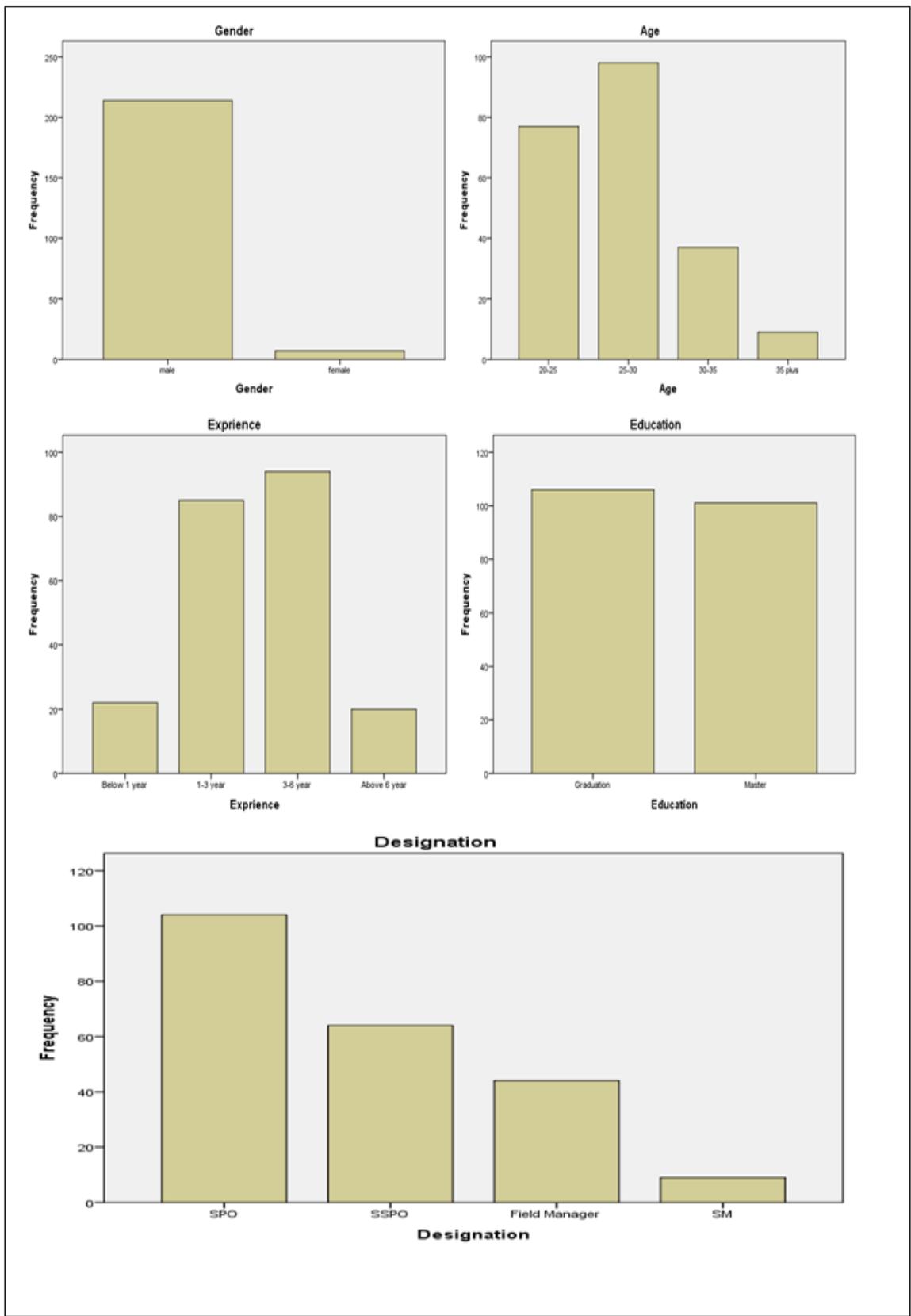
It is classified as internal and external validity of the measuring instrument (Burns & Grove 2001), descriptive statistics, correlations, hierarchical regression analysis, structural equation modeling, and longitudinal analysis of the data have done. In the last Statistical Package for Social Science (SPSS) used to log in the data. Frequencies of all items are being checked to detect any data entry errors and missing responses.

Population

Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study the population is all pharmaceutical sale force from south Punjab of all races, age groups, educational status, socio-economic

status and residential areas. A number of sale forces who worked in different pharmaceutical industry were selected. Time and money was saved by selecting random sampling technique rather than attempting to study the entire population of sale force who worked in pharmaceutical industry.

Figure 1 Hypotheses Correlation Relationship Table



Discussion

Correlations Analysis

Table 2 Means, Standard Deviations, Correlations and Reliabilities of the Main Variables

	Mean	SD	1	2	3	4	5	6
Performance	10.5	4.0						
Turn-over	5.2	2.2	-.01					
FM	15.0	5.2	-.23**	.30**				
NFM	9.2	3.3	.39*	-.10	.12			
Training	9.3	3.3	.31**	.32**	-.18**	.37**		
FM1XTR	16.2	5.4	.78**	.21**	.66**	-.24**	.42**	
NFM1XTR	21.1	17.3	.67**	.79**	.49**	.47**	-.11	.31**

Figier 16 Analysis tables Means, standard deviations, and correlations

Note: N = 221, control variables are age, gender, and experience

Table 3 Regression Analyses Showing the Main Effects of Existing Fm & Nfm on All Dependent Variables

Dependent Variables						
Job Performance				Turn-over intention		
Predictors	β	R ²	ΔR^2	β	R ²	ΔR^2
Model 1						
Step1:						
Control		.001			.001	
Step 2:						
FM	.30**	.09*	.08*	-.09*	.05*	.04*
NFM	.07*	.01	.09	-.03*	.01	.09
Model 2						
Step1:						
Control		.001			.001	
Step2:						
FM	.41***	.17**	.18**	-.24**	.05*	.05*
NFM	.30**	.09*	.10*	-.10**	.01	.01

Note: N = 221; variables are from different types organizations

Summary of Finding

Quantitative research analyses in which 5 variable have been taken, 26 items was used for measuring the performance and turn over intention of sales force. Motivating factors name have given for simplicity and implementation the research data. Financial motivation (pay) has significant (.30**) positive relationship with pharmaceutical sale force selling performance and it has significant (-.23**) negative relationship with the pharmaceutical sale force performance turn-over intention in the correlation table. Non-Financial motivation (career growth and empowerment) have

weak (.12) positive relationship with pharmaceutical sale force selling performance and it has weak (-.095) negative relationship with the pharmaceutical sale force performance turn-over intention in the correlation. In this study the training have been selected as a moderator but when the relationship of training is seen as a separate variable it has surprising effects because training have has significant (.37**) positive relationship with pharmaceutical sale force selling performance and it has significant (-.18**) negative relationship with the pharmaceutical sale force performance turn-over intention in the correlation table.

As a variable training have strong relationships with both variables. The result of this study shows that financial motivation and training are very important to increase the performance and turn-over intention but non- financial motivation although have positive relation with the motivation and negative relation with

the turn over intention but this relation is not too much strong in both regression and correlation table.

Table 4 Correlation Results

Hypothesis	Correlation	Relations of variables
FM → Performance	.30**	Supported
FM → Turn-Over	-.23**	Supported
NFM → Performance	.12	Supported
NFM → Turn-over	-.10	Supported
NFM1XT → Performance	.31**	Supported
NFM1XT → Turn-over	-.11	Supported
FM1XTR → Performance	.42**	Supported
FM1XTR → Turn-over	-.24**	Supported

Conclusions

Sales force of Pharmaceutical industry rate pay and other financial settlement as a much significant motivating issue which is also carried by the results of many other researches like (Wiley, 1997; Jolson,Dubinsky, Kotabe, Lim and Michaels, 1993; Kiely and Shipley, 1988). Moreover, the findings show that fringe benefits and pay is much important for the all demographic backgrounds sales force. It is possible clarification can be that financial motivation allows sales force to perform their esteem needs as well as physiological need. Therefore, after critical evaluation of the existing reward design it is necessary to build

much efficient reward design to fulfill the needs of the sales force in equally local and multinational pharmaceutical organizations.

The results shows that Financial motivation have strong positive relation with the employees performance and strong negative relation with the turn-over intention and non-financial motivation have positive but not strong relationship with motivation and turn over intention mean it have week positive relation with others variables. On the base of this study findings, without any doubt it could be said that employees "Financial motivation matter much and it can be an important issue manager and managements. So, this

research is similarly a call for all managements to focus on a correct incentive plan suitable for workers' productivity and desire.

Conclusions of this study with the name of the sale force financial and non-financial motivation and employee's performance in pharmaceutical Industry of south Punjab (Pakistan). The research is predictable to add to the facts for Human Resource department within the Field of motivation and the major factor which help to motivate the sale force. If the pharmaceutical industry uses the right incentives for their sale force performance will be boost up. HR actions and organizational policies they could be capable to get better the motivation, competencies, performance and capabilities of his sale force. The research could offer advantage many other industries of Pakistan (both private and public) to improving his sale force's performance by providing right incentive system. This research can be also valuable for the Human Resource practitioner for the reason that right incentive like financial motivation improving the employee's performance.

Recommendations

In these days human resource (HR) is measured as the much significant resource of any industry to stay competitive in the industry world. Obtaining the exact sale force and then sustain that sale force is the one of major challenge for the any organization. The results of this research determined and examined the association among right incentive and sale force' performance and it also find out the relationship among Financial and non-financial reward. At the Base of finding from regression analysis Pearson Correlation Analysis, following recommendations are summarized:

a. Pharmaceutical Industry of south Punjab should think about the use of right incentives both as (financial

& non-financial motivation and other training strategies to motivating sale force" for good performance.

b. Due to this , imperative for pharmaceutical Industry of south Punjab it become able to find out the superior reward to get maximum performance from the sale force. When any of employees does a job in good way, then it is very significant to distinguish success with a reward.

c. Conducive and Good work environment must be given to the sale force because, it help to motivating sale force. The working environment must be safe and the top management must have healthy relationship with sale force they feel free from of any danger.

Further studies may examine further demographically diverse groups of sale force to conclude whether varied motivation strategies would be used. The study used a particular type of population related to the sale. But the selected population may be not representative the sales population of many other industries, it could be attractive to study the existing outcome in the situation of many other population of sales. It also could be exciting to see the effect of supervisory behaviors and training as variable not moderator on sales forces performance. It also involves many other different characteristic like self-efficacy and sales force experience. Further research is required to investigate the impact of sale force experience on their work performance. In the end, future studies may follows research at directing higher level of sale force which is goal orientation.

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