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Comparison of the factors affecting the salaries versus non-Salary voluntary for IT sales professionals in Yemen

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ABSTRACT

Over the past few decades, the sales profession has continued to evolve by rapid economic changes. This research study examined the retention strategies currently used by IT solution sales organizations in attempts to identify an ideal methodology to reduce the discretionary decisions taken by IT sales professionals to leave the current employer to work for another organization.

At the moment, no research has been found specifically focused on retention strategies for IT professional sales. This thesis analyzes the perceived understanding of IT sales professionals about the effects of salary and non-salary factors on the voluntary turnover of IT sales professionals. This research explores the demand for IT sales professionals and the competitive nature of companies in IT solutions sales to assess the difficulties faced by enterprises in maintaining the highest level of IT sales professionals within the organization.

It also identifies strategies to reduce the turnover of IT sales professionals and provides the analysis required to allocate resources for many salary and non-salary factors to retain sales personnel in the IT industry.

Keywords: non-salary factors, voluntary, IT sales professionals, IT solutions, Bonus Plan.

1- INTRODUCTION

Many sales jobs do not require sales professionals to get formal training or college degrees, while most tech sales professionals require at least some colleges or some types of technical training.

The current study focused on the behavior of IT sales professionals in Yemen and how decisions are made by IT sales professionals to choose to work with the same

employer.

The retention best-performing sales professionals are critical to the success of high sales organizations. Professional retention of sales is one of the biggest problems facing existing sales managers because of the major cost implications of a high turnover rate (Adidam, 2006).

Although literature recognizes the importance of sales turnover, little research has been done to determine the effects of sales turnover (Dubas & Hershey, 2007).

One of the most important problems facing IT sales organizations today is the retention of IT sales professionals.

According to Samuels (2005), the increase in technical progress has increased the need for IT sales professionals but has also reduced the loyalty and commitment of IT sales professionals to stay in business with the same employer.

This study can help IT organizations create a retention strategy that maximizes productivity by increasing retention of IT sales professionals.

The use of technology in existing businesses has increased dramatically over the past three decades. Small, medium and large size use technological advances to enhance efficiency and gain competitive advantages to increase their market share in their industries.

As a result of the increasing use of technology, speed has changed from being a luxury to an expectation of today's business (Poscente, 2007).

The increasing use of technology has increased the amount of IT sales organizations in Yemen today's economy and also increased the need for IT sales professionals.

Computer companies such as Cisco Systems Inc. and Dell Inc. EMC Corporation and Microsoft Corporation have existed for less than 50 years and have become major players in the IT sales industry. The increased use of computers by SMEs has reduced barriers to access to IT sales and has been instrumental in helping emerging companies develop new technologies to compete with older companies such as IBM and Hewlett Packard.

Increased productivity, retention and profitability have been a direct result of the increased use of technology among firms in all industries (Holman, Goyo, and Kask, 2008).

Internet growth has been a major contributor to the success of technology companies.

Roethlein, Mangiameli, and Beauvais (2008) noted that the productivity per employee had grown significantly due to the growth of Internet usage and technological advances developed by computer companies.

According to Zolkos (2006), companies that have increased spending on IT suffer from business growth and performance improvement, while companies that fail to do so may find themselves in a competitive disadvantage in the market.

IT sales organizations should find ways to improve retention of IT sales professionals

to reduce hiring and training costs. The retention rate of IT professionals will remain the primary concern of IT sales organizations today due to rapid technological advances that continue to emerge (Taylor, 2002).

According to the Legal Institute for Individuals and Development, two-thirds of technical employees experienced an average 20% increase in flexible working conditions over the past few years as a result of efforts by organizations to improve workplace practices (Samuels, 2005).

Top 10 companies operating in Yemen share a common feature of being among the top performers in Yemen (Ahmed and Sadeq, 2006). The major hardware and software companies fear low loyalty among IT professionals because of the steady increase in the salaries of university graduates with degrees in computer science and engineering (Samuels, 2005).

The current study looked at the desires of IT sales professionals today to find a consensus in the incentives to help IT sales companies understand how to improve the voluntary retention of IT sales professionals. Technology has continued to evolve due to a consumer and corporate demand for new technological products (Adomavicius, Bockstedt, Gupta, & Kauffman, 2007).

The increase in technological progress has increased the need for companies to invest in technology in order to be competitive in the industries concerned. A major problem can be attributed to IT sales companies to get the talent to be attributed to poor recruitment.

This research study examined the effects of the independent variables of this research study on the dependent variable. The survey designed for this research study focused on obtaining the ideal conditions for each independent variable to maximize the dependent variable (retention in the IT sales profession). This research study focused on finding a cure for retention problems in IT sales organizations and developing a global model for professional retention of IT sales.

The research study discussed the background of the IT sales industry and the relationship between retention and organizational performance.

Poscente (2007) points to how technology has become the prospect for today's organizations to compete in the industries concerned. The increasing use of technology has increased the demand for IT sales professionals (Samuel, 2005).

The aim of this research study was to determine how best to increase loyalty among IT sales professionals. In addition, the search process is designed to identify operational improvement areas so that leaders can find better ways to improve sales customer satisfaction and customer loyalty to improve sales revenue.

2- NATURE OF THIS STUDY

This research study examined a mutual relationship between retention and organizational leadership strategy.

Transaction leadership, which consists of the exchange of services between the parties, is the dominant strategy used by the sales department of today's organizations (Riley, 2006).

The present study addressed the effects of transformational leadership rather than leading transactions to increase retention of IT sales skills.

The transformational leadership style provides an environment that increases employees commitment (Riley, 2006). An important aspect can be a positive relationship with retaining IT sales professionals in formulation an environment that embraces change.

Rosabeth Kanter, a business professor at Harvard Business School specializing in business strategy, discusses how change is a necessary part of strategic planning (Puffer, 2004).

Preparedness for development gives the institution the ability to respond effectively to threats.

As described in the problem statement, this research study focused on finding the factors associated with decisions made by IT sales professionals to remain an employee of the same employer. This research study focused on understanding the factors that are seen as a negative relationship with the sales turnover of IT sales in efforts to improve retention strategies currently used by IT solution sales companies.

Karres (2008) attributed tactical retention strategies as a key to helping sales staff strive to achieve superior sales performance. The present study focused on identifying the motivational factors that make IT sales professionals choose to leave the organization voluntarily to work in another organization. This research study also focused on understanding how to reduce the turnover of IT sales professionals.

3- THEORETICAL FRAMEWORK

The current literature discussed retention strategies for sales professionals and strategies to improve employee retention but no peer review studies currently focused on the professional turnover of IT sales. Demand for technology coupled with the amount of education and training needed to be successful IT sales professional makes general strategies for sales professionals not applicable. In many cases, general public sales jobs require the minimum (if any) of college or trade training, while most professional IT sales jobs require at least some university or technical training. Most IT sales professionals have a four-year technical degree in most Yemen Universities. The theories of postmodern leadership emphasize optional or alternative choices for institutions that can be used on the basis of the economic environment. Bligh, Pearce, and Kohles (2006) discussed the importance of lateral leadership and creative collaboration as a new model for the next millennium. Effective leadership has a positive relationship with innovation and effective use of available resources.

Creativity results from the connection of individual views to create something new (Bligh, Pearce, & Kohles). The Strategic Planning Model contains tools that can help

IT sales organizations today by analyzing the levels of IT professional sales performance to set standards for improvement.

According to McShane and Von Glinow (2004), an organization consists of a group of individuals working independently towards a common goal.

An incorporation model can be combined to reduce the risks faced by IT sales organizations. Each of the following models provides a methodology that focuses on key initiatives that promote successful IT sales organizations. The use of these models together with a focus on improving retention strategies for IT sales force can provide IT sales organizations with an effective internal and external environment. The continuous development of leadership competencies requires the use of multiple methods and methodologies to maximize communication and the success of effective leadership (Labb, 2004).

3.1 Contingency Model

The contingency model suggests that some contingency factors, such as the development of followers and situational urgency, dictate how individuals are chosen to enable them to lead other followers (Houghton and Yooho, 2005).

Continuous changes in the economy along with the different cultures present in different geographical locations can provide an ideal environment for a model based leadership.

The contingency leadership model is a flexible theory that sets strategy based on circumstances. The contingency model focuses on improving empowerment skills by encouraging the establishment of leadership among followers in the organization (Houghton & Yoho, 2005).

3.2 Change Model

Management changes are growing more widespread because of globalization. The Change Model provides a tool that can be used to support the challenges faced by top-level employees and decision-makers who are subject to change management globally.

Annulis (2004) noted that the organization’s success in attaining competitive advantages depends on the ability of organizations to implement change in a timely manner.

The change model provides the foundation for organizations that need to expedite the change management process. The change model provides a strategy that includes an interaction plan for problems that may threaten change management.

Multifunctional teams can be created to add diversity to a change management strategy. According to Krauss (2005), multifunctional teams with diverse backgrounds increase the knowledge involved in the organization concerned.

Today's market is characterized by a rapid and sudden change that forces companies to focus on change management strategies constantly.

The primary focus of change management is to ensure that the new direction taken by a new strategic plan aligns the planning strategy with the maintenance management plan that will reduce the opportunity costs associated with developing a new plan or path.

At any time, the company can lag because of lack of proper planning or refrain from maintenance management. An effective change management strategy will reduce the risks involved in implementing expansion strategies.

3.3 Strategic Planning Model

The Strategic Planning Model contains tools that help organizations sell products and services by analyzing customer demand to create a means of measuring and improving performance levels. This model factors demographic and geographic information to determine the availability of financial resources as well as competitive forces within an industry.

The organization consists of a group of individuals working independently to achieve a common purpose (McShane & Von Glinow, 2004). The strategic planning model allows the organization to divide the organization's goals between stores. IT sales organizations can integrate this model to change the structure of the organization's strategic path to coincide short-term goals set by senior management.

4- METHODOLOGY

This research study gathered views of an IT retention perspective from IT sales professionals. Identifies and quantifies the relationship between retention, change management, and strategic planning. The research design was used to develop a quantitative study base. The business mindset of today must be the constant strive of development into a better organization (Puffer, 2004). IT organizations should focus on improving the retention of IT sales professionals in the Republic of Yemen because the boomer generation will begin mandatory retirement in 2010, leaving Generation Y employees to fill their roles (Raeed & Shamson, 2003).

Preparedness for development gives the institution the ability to respond effectively to threats. The purpose of this study was to identify and quantify monetary and non-monetary factors related to the voluntary turnover of IT sales professionals.

This study attempted to understand why IT sales professionals make decisions to change employers.

This research study examined how IT sales personnel tradeoff cash rewards for non-monetary rewards from their jobs. Has achieved an IT sales profession and how it has evolved over the past two decades. Based on the competitive salaries offered and the increase in demand, more individuals are turning to the technology industry for employment (Akram, 2007).

4.1 Research Method and Design

This study used a quantitative method to measure the independent and dependent variables studied in this study. Quantitative methodology was appropriate in this type of study because it focuses on understanding a variety of relationships between independent and dependent variables and does not attempt to control the environment rather than qualitative studies.

The quantitative methodology was appropriate for this study because the focus of this research was to gain an understanding of the relationship between the independent and dependent variables. This research helped to develop the correlation coefficient between variables.

This research study consisted of a sample size of 116 IT sales professionals and sales managers of large and medium IT solution sales organizations. A self-developed, pre-validated survey was used to analyze the effects of independent variables (salaries and non-salary factors) on the dependent variable (retention) in this research study.

The effect of each independent variable was examined to determine whether salary or non-salary factors played a greater role in retaining IT sales professionals.

The results of this research study can improve retention strategies by helping IT sales companies understand behaviors that have a positive relationship with the employee's motivation and loyalty. The topics of retention and patterns of emerge from the study of organizational culture are the basis of individual leadership styles. Each situation may require a different approach to be determined by the sum skills that comprise the organization's management team concerned.

4.2 Research Design and Design Appropriateness

A quantitative survey was conducted to determine the factors related to decisions made by IT sales professionals to choose and retain employment with the same employer. The results of this research study can be used to help IT sales organizations in the Yemeni market to understand how to increase retention and improve the performance of IT sales professionals. Quantitative methodology was chosen because this research study tested multiple hypotheses.

The present study has modeled organizational behavior that can be used to maximize the productivity and performance of IT sales professionals while increasing the retention rate.

For the purpose of this research study, productivity and sales performance refers to the contribution of individual sales revenue generated by all IT sales professionals at a particular time. In order to have effective leadership, IT sales companies must have knowledge and understanding of the behavior and motivation of IT sales professionals.

The attitudes and behaviors of professionals are directly impacted by perceptions of leadership (Barbour, 2007). The concepts of leadership style in IT sales professionals can have a positive relationship with organizational performance.

This research examined the organizational culture of IT sales enterprises to determine how to improve the turnover of IT sales. McShane and Van Glinow (2004) define organizational culture as a pattern of shared assumptions, values, and beliefs that formulate the right way to think about and respond to problems and opportunities facing the organization.

The perceptions of leadership style in IT sales professionals can have a positive relationship with organizational performance. Creating an organizational culture that is consistent with the desired organizational values and social values of employees is the ideal environment for increasing organizational performance (Brandt, 2004).

Testing the needs of IT solution sales personnel can allow IT sales organizations to improve their talent retention. This research examined the organizational culture of IT sales enterprises to determine how to improve the turnover of IT sales. McShane and Van Glinow (2004) define organizational culture as a pattern of shared assumptions, values, and beliefs that formulate the correct way to think about and respond to problems and opportunities facing the organization.

Understanding organizational culture is essential for organizations to increase employees productivity and performance (Barbour, 2007).

4.3 Research Question and Hypotheses

This research study focused on factors related to salaries and non-salary factors related to retention of IT sales professionals. The research question for this research study was:

What plays the biggest role in the professional retention of IT sales (salary compensation factor or factor / non-salary factors)?

The null hypotheses and alternate hypotheses for this research study were:

Ha0: Non-salary factor - The relationship with the manager does not play a much greater role in retaining professional IT sales than salary compensation.

Ha1: Non-salary factor - The relationship with the manager plays a much larger role in retaining professional IT sales than salary compensation.

Hb0: Non-salary factor - Training does not play a much greater role in retaining professional IT sales than salary compensation.

Hb1: Non-salary factor – training plays a significantly greater role in IT sales professional retention than salary compensation.

Hc0: Non-salary factor - career progression does not play a much greater role in retaining professional IT sales than salary compensation.

Hc1: Non-salary factor - career progression plays a much greater role in retaining professional IT sales than salary compensation.

Hd0: Non-salary factor - job satisfaction does not play a significantly greater role in IT sales professional retention than salary compensation.

Hd1: Non-salary factor – job satisfaction plays a significantly greater role in IT sales professional retention than salary compensation.

He0: Non-salary factor – job fulfillment does not play a significantly greater role in IT sales professional retention than salary compensation.

He1: Non-salary factor - job fulfillment plays a significantly greater role in IT sales professional retention than salary compensation.

Hf0: Non-salary factor – a sense of ownership does not play a significantly greater role in IT sales professional retention than salary compensation.

Hf1: Non-salary factor – a sense of ownership plays a significantly greater role in IT sales professional retention than salary compensation.

Hg0: Non-salary factor – satisfaction in helping customers does not play a significantly greater role in IT sales professional retention than salary compensation.

Hg1: Non-salary factor – satisfaction in helping customers plays a significantly greater role in IT sales professional retention than salary compensation.

4.4 Population and Sample

The population in this research study was the IT sales force from mid to large IT solutions organizations. This research study focused on understanding the perceptions of IT sales professionals about flexible working conditions, innovative incremental incentives, and training and career development programs. The research study gained insights into the views of IT sales professionals on compensation, bonuses and other monetary benefits that are presented to the sales force and compared this with non-monetary benefits.

A survey questionnaire, pre-verified, was developed and used to collect data from IT sales professionals. The questionnaire used various questions, including a five-part Likert differential. This questionnaire was pretested in a pilot study with five respondents (three IT sales professionals and two IT sales managers) before being administered for pre-validation.

The population in this research study was specializing in IT sales and IT sales managers from medium and large IT organizations. Table 1 analyzes the population to determine the exact sample size.

Table 1. Sample Size Estimates

	Sales force attrition 15%	Sales force attrition 20%
Variance	0.13	0.16
Estimated Standard Deviation	0.36	0.40
Precision	7%	7%
Square Root of Sample Size	9.96	11.20
Sample Size	99	125

This research study used an attenuation rate of 15% to 20% which is based on the estimated attrition estimate in the Infosys industry by Shivashankar and Kannan (2007). Also, the average national retention rate in the Republic of Yemen is between 15 and 20% according to the Bureau of Labor Statistics (2011). Based on these assumptions, the required sample size was estimated at 110.

4.5 Data Collection and Instrumentation

A pilot study was conducted to test the questionnaire and gain more insights into the sales force motivation and retention challenges.

In the pilot study, the survey tool designed for this research study was distributed to three IT sales professionals and two IT sales managers to test validity and reliability.

Responses were analyzed to determine whether the questions were understandable, clear and logical. The questions provided measures required for dependent variables and independent variables for this research study. Responses were also analyzed for consistency.

The researcher continued the pilot study by telephone interview with each of the experimental respondents to evaluate the survey questions for clarity, validity, and reliability.

On the basis of interviews, question 9 was expanded to include pre-sales and post-sales support.

Under the pre-sales support, the following subheadings have been added; Provide good technical support to help display sales, support configuration to assist in proper system design, timely assistance in contract preparation, clear and easy to follow terms and conditions, competitive prices help close the sale process , Customer financing helps some customers and useful online information to prepare prices.

Under the post-sales support, the following sub-headings have been added; Options meet requests to provide flexible solutions to customers, provide support to implement orders to save time, support implementation to get the operating system for

customers after sales service helps customers maintain good customer relations, Support Groups, and others. The survey instrument was then administered to the main population sample.

The pre-verified survey was used to collect data from IT sales professionals and IT sales managers. Quantitative and analytical tools were used to determine and measure the relationship between independent and non-independent variables from this research study.

The idea here was to estimate the degree of correlation between dependent and independent variables. The survey instrument was sent to 5 IT sales executives and 10 IT sales managers. Each sales officer in the IT department was asked to complete the survey and distribute the questionnaire to 15 colleagues (7 IT sales executives and 8 IT sales managers). Each IT sales manager was asked to complete the survey and distribute the questionnaire to 15 colleagues (8 IT sales executives and 7 IT sales managers).

The research study attempted to obtain at least 46% of the surveys distributed to IT sales professional and sales managers respectively, resulting in a total return of approximately 55 IT sales managers and 55 IT sales professionals. The attitudes, ideas, and satisfaction of IT sales executives were the focus of the survey instrument.

Questions in the survey focused on why IT sales executives voluntarily changed jobs and motivated them to continue working with the same employer.

The data was collected through a survey tool and distributed to IT sales managers and IT sales executives. The justification for this research study was the current lack of quantitative data to provide the necessary resource allocation analysis for many salary and non-salary factors to retain sales personnel in the IT industry in the Arabic country researches.

This research study attempted to provide a better understanding of the perceptions of IT sales personnel on salary and non-salary factors that are positively related to voluntary retention.

5- DATA ANALYSIS

Statistical methods such as correlation and regression were used to analyze data from respondents. These proven statistical methods are established. The survey instrument designed for this research study was used to determine the rejection or rejection of each empty hypothesis examined in this research study. Statistical techniques were also used to analyze the data collected from the survey.

The survey questionnaire was used to collect data on several variables. Methods were tested among the variables through statistical methods. This research also applied correlation, simplicity, and multiple regression methods to get more insights into the perceptions and attitudes of IT sales professionals.

The data were analyzed using correlation methods and comparing attitudes and opinions of IT sales executives with different years of employment with the

companies' respective.

Regression models were used to determine the relationships between IT sales executive's decisions to stay with the same company and to evaluate career development programs, flexible working conditions, and innovative incremental incentives.

In this study, the alpha-I error rate of 5% ($p < .05$) was used to test the hypotheses in this research study. This type of error (I) is a measure of a potential error that can be made in the statistical decision-making process. An alpha error of type I occurs when a null hypothesis is rejected even though the null hypothesis is actually true. In addition, the F statistic was used to determine the difference between means. In this study, Pearson's relationship was used to help determine the relationship between retention level for IT sales professionals (dependent variable) and salary and non-salary factors (independent variables). Pearson's correlation from +1 to -1 measure the degree of correlation between two variables (Smarandache, 2008).

This analysis assisted in providing quantitative analysis for determining acceptance or rejection of null and alternate hypotheses. Frequency counts and cross-tabulations were performed on responses to specific questions in the survey. The correlation between the Variable Model Tool questions was measured. The survey questionnaire used in the present study helped to collect the quantitative data needed to test the proposed hypotheses. The analysis of responses to specific questions in the survey was used to determine whether they supported hypotheses.

This research led to a greater understanding of the research problem. Data on retention of the sales force and non-salary variables were compared, compared, and merged to provide meaningful conclusions.

5.1 Validity and Reliability

The current survey instrument tried to discover valid and reliable information from IT sales professionals about factors related to voluntary decisions of choice and survival by users of the same employer. This information measured the constructs of the research hypothesis and measured this information to establish reasonable criteria for correlation between variables.

This survey is designed to reduce internal bias.

Triangulation was used to compare and crosscheck information consistency.

Triangulation is the process of proving evidence from different individuals, types of data, or methods of data collection in descriptions and topics in research (Creswell, 2005).

The current study used triangulation to verify the accuracy of the data collected. A survey instrument was developed specifically for this study.

This survey instrument was tested with a sample of five individuals in the pilot study to ensure that it measured the variables used in this study. This increased the validity

of the research study. Triangulation was used to analyze data from the survey. Triangulation was used to compare responses to different questions in the survey and to analyze responses with different views on the same variable. Enhances the triangulation of various quantitative elements and helps to improve research study (Creswell 2005).

Reliability is related to the ability to circulate the results of a study on a larger population sample. The validity refers to the ability to search for consistent data capture.

The survey instrument was designed to address the hypothesis of research in studies. This survey tool tried to collect data regularly from the target population. This survey measured the reasons that IT sales professionals choose to stay with the same company. The self-study survey development tool focused on understanding the attitudes and motivations of sales professionals towards the current employer. The current study focused on getting statistics on what is stimulates satisfaction for IT sales professionals today. The survey instrument designed for this research study included a number of relevant questions aimed at obtaining job satisfaction statistics, attitudes and opinions of IT sales executives associated with monetary benefits such as salary and bonuses as well as non-monetary benefits such as flexible work conditions, additional innovative incentives, and career development programs. The research study did not use a standard questionnaire as usual in psychology research. This research study used a questionnaire designed specifically for this research study and tested before being given to a sample population. In order to increase understanding of what motivates IT sales executives to stay with the same employer, the quantitative survey instrument was used to collect data.

Salesforce satisfaction was measured using evaluation scales. This research study attempted to determine the satisfaction and attention of IT sales professionals to the employers concerned.

Although this research study relied on survey responses to measure the satisfaction of IT sales, a detailed analysis was performed on the degree of perceived relationship between each independent variable and the associated variable.

6- RESULTS

The survey population consisted of 74 male respondents (approximately 63%) and 43 females (approximately 37%). The age group represented by the population is about 19% of respondents aged 20-30 (23 participants), about 38% of the respondents aged 31-40 years (45 participants), or approximately 24% of the respondents 41-50 years (28 participants, about 19% of respondents were between 51-60 years old (19 participants), and about 2% of respondents who were more than 60 years (two participants). The average age of professional white-collar workers in the Republic of Yemen is 37.1 (Mohammed Emmad, 2009), which falls within the middle-age population of this research study (31-40). The highest level of education for the survey population consisted of 78 individuals with a bachelor's degree (67%), 24 individuals with a master's degree (about 30%), and 4 Ph.D. students (about 3%).

According to the Republic of Yemen average, professionals with a bachelor's degree (nearly twice the number of professionals with a master's degree (now demographics, 2009), making educational comparisons of the research study (13.1 bachelors compared to 7.1 masters) compared to the Republic of Yemen population. The employment periods of the survey population consists of approximately 52% of respondents (61 respondents) who work with the employer for a period of 1-5 years or approximately 27% of the participants (31 respondents) who work with their employer for 6-10 years. 9% Of respondents (11 respondents) work with the employer for 11-15 years, 7% of the participants (8 respondents) work with the employer A period of 16-20 years, 2% of the participants (2 respondents) are working with the employer for a period of 21-25 years, and 3% of the participants (3 respondents) are working with the owner of their own business for more than 25 years.

6.1 Summary of Responses

Respondents were asked to indicate the importance of different factors that have a positive relationship with them to change their jobs. These results are shown in Table 2 and include estimates of the averages of these variables.

Table 2. Summary of Responses

Variable	Mean Rating
I get a sense of ownership of the solutions I provide to customers	8.24
I get satisfaction in providing solutions to customers	8.19
I get satisfaction in helping customers	8.09
Extremely good base pay	7.80
Good bonus plan	7.36
Good raises every year	7.25
Good scope for advancement	7.18
My manager cares about my career	7.09
The job is very fulfilling	6.46
Company has good training programs	6.36
Position is very challenging	6.06

The results in Table 2 indicate that the three most important variables that were seen as having a positive relationship with decisions made by IT sales professionals not to change their place of employment are:

1. Feeling ownership of the solutions, they offer to their customers
2. Satisfaction in providing solutions to customers
3. Satisfaction in helping customers

6.2 Sales Support Provided by Company

Respondents were asked about sales support provided by their company. These responses were obtained on a scale of 4 points which included

1. No support
2. Low support
3. Medium support
4. High support

These results are shown in Table 3. It appears from these results that low to medium support has been provided by companies.

Table 3. Levels of Support Variables

Variables	Mean Rating
I am provided good leads for my sales calls	2.7
I get pre-sales support in terms of qualification of leads	2.7
I have engineering and design services conducted to prepare my proposal	3.5
The proposals are reviewed for by internal support staff in the timely fashion	3.5
The company provides clear information on pricing policies	3.3
It is easy to come up with the price for the customer	3.8
Post sales installation service is good	3.8
Customer questions are answered by customer service personnel	3.8

Table 4 presents supporting variables and levels of support perceived by respondents.

As shown in Table 4, the percentage of these variables is classified as different levels of support:

Table 4. Percentage Rating for Support Variables

	Support	Support	Support	Support
I am provided good leads for my sales calls	0%	44%	39%	17%
I get pre-sales support in terms of qualification of leads	0%	44%	39%	17%
I have engineering and design services conducted to prepare my proposal	0%	0%	51%	49%
The proposals are reviewed for by internal support staff in the timely fashion	0%	0%	51%	49%
The company provides clear information on pricing policies	0%	0%	67%	33%
It is easy to come up with the price for the customer	0%	33%	59%	9%
Post sales installation service is good	0%	29%	62%	9%
Customer questions are answered by customer service personnel	0%	29%	62%	9%

Based on responses, companies offered a low to average level of support in most cases.

In some cases, a high level of support is provided such as engineering services, design, and proposals that are reviewed by staff in a timely manner.

In order to determine the relationship between the levels of support provided by the company, correlations were made between the support variables and the probability of sales Professionals to change their attitudes. These results are shown in Table 5.

Table 5. *Correlation: Support and Likelihood to Change Positions*

	Leads	Support	Engineering	Timely	Pricing Policies	Price for Customer	Installation	Questions
6 months	0.23*	0.23*	-0.63*	-0.63*	-0.45*	-0.82*	-0.88*	-0.88*
12months	0.61*	0.61*	-0.43*	-0.43*	-0.15*	0.02	-0.03	-0.03
18months	0.92*	0.92*	-0.71*	-0.71*	-0.37*	-0.09*	-0.16	-0.16
24months	0.87*	0.87*	-0.77*	-0.77*	-0.43*	-0.26*	-0.33*	-0.33*
3years	0.86*	0.86*	-0.78*	-0.78*	-0.45*	-0.28*	-0.35*	-0.35*
4 years	0.81*	0.81*	-0.83*	-0.83*	-0.41*	-0.31*	-0.39*	-0.39*
5years	0.83*	0.83*	-0.79*	-0.79*	-0.50*	-0.30*	-0.38*	-0.38*
6years	0.84*	0.84*	-0.83*	-0.83*	-0.43*	-0.29*	-0.36*	-0.36*

** = $p < .05$*

	Abbreviations for variables used in the analysis
Leads	I am provided good leads for my sales calls
Support	I get pre-sales support in terms of qualification of leads
Engineering	I have engineering and design services conducted to prepare my proposal
Timely	The proposals are reviewed for by internal support staff in a timely fashion
Pricing Policies	The company provides clear information on pricing policies
Price for Customer	It is easy to come up with the price for the customer
Installation	Post sales installation service is good
Customer Service	Customer questions are answered by customer service personnel

The correlation between the probabilities of changing positions in the next six months was negative. These inferred, which recognize that if sales professionals find that good support and customer services are provided by their companies, have fewer chances of changing their position over the next six months. These results also indicate that, in general, sales professionals were less likely to change positions in later periods if they realized they were getting good support from their company. All correlations were significant at the 0.05 confidence level except for 12 months for customer price, installation, and 18 months at installation and questions.

6.3 Overall Response Summary

The overall objective of this study was to verify the awareness of IT sales professionals and sales managers about factors that have a stronger relationship with the retention of IT sales professionals. The self-administered survey tool consisted of a series of Likert scale questions to measure the perceptions of IT sales professionals and sales managers about independent variables that positively correlate with decisions made by IT sales professionals to choose and continue to work with the employer.

Responses were presented in both narrative and graphic formats. In order to test the hypotheses in this research study, correlations were maintained with the tendency of IT sales professionals to change their functions and the importance of non-salary factors such as job fulfillment and the importance of job challenge for IT sales professionals.

Respondents were asked about the importance of various factors related to their decision to stay with their company. Whether the job is fulfilling, difficult, or has good pay, or has a good training program, or has opportunities to progress, has good training programs, encourages satisfaction in helping customers, promotes ownership of solutions offered to customers, and promotes satisfaction in delivering solutions For customers. Correlations between these variables have been a likelihood, and the

salesperson is likely to change their position within 6 months, 12 months, 18 months, etc. These results are shown in Figure 1.

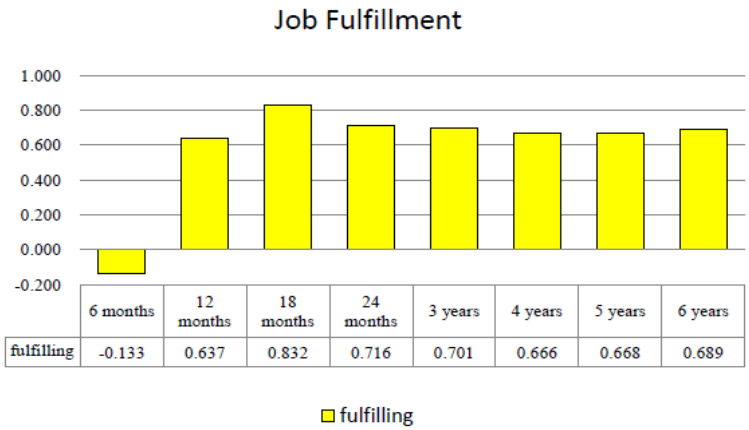

Figure 1 *Correlations: Job fulfillment/Likelihood of Changing*

Figure 1 illustrates the relationship between IT sales professionals' tendency to change jobs and the importance of doing business in influencing IT sales professionals to remain with the same employer. All the correlations were significant at the 0.05 confidence level except for 6 months. Based on the data collected, the probability of sales professionals changing employers during the first six months was the only negative correlation (-0.133).

Similar correlations have been made to the importance of training, sales managers who are interested in the career of sales professionals, and the likelihood of changing sales professionals for their jobs in different time frames. This test hypothesis that training plays a much larger role in retaining professional IT sales than salary compensation. Figure 2 compares the concept of training effects offered by IT sales managers to the degree to which the manager is concerned about IT sales professionals.

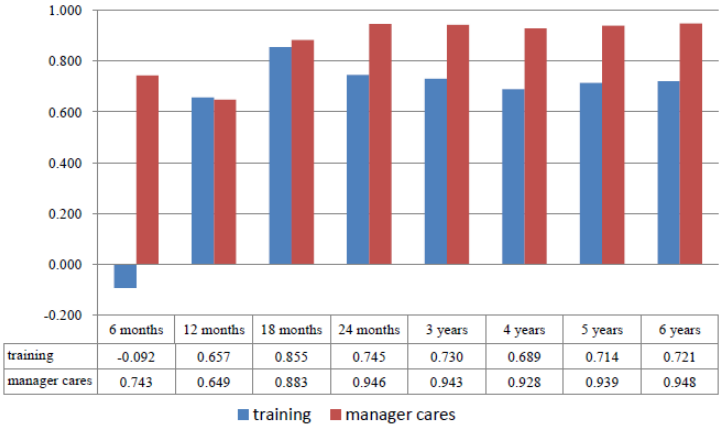

Figure 2 *Training/Manager Cares Comparison*

The value of training during the first six months has a negative correlation (-0.092), while care managers have a positive relationship (0.743). All remaining values for training and manager skills have positive correlations. The perceived values of training and manager skills indicate that these non-salary factors have a positive relationship with retention of IT sales professionals. All correlation values were significant at the 0.05 confidence level except for training in 6 months.

Figure 3 presents the perceptions of IT sales professionals about independent variable relationships while retaining IT sales staff. Likelihood= 1 The respondents who choose 1 on a scale of 1 to 10 represent the probability of changing jobs in the next six months. The probability of the remaining 3 respondents (who chose the sample 3 or higher on a scale of 1 to 10) is about the likelihood of changing jobs in the next six months.

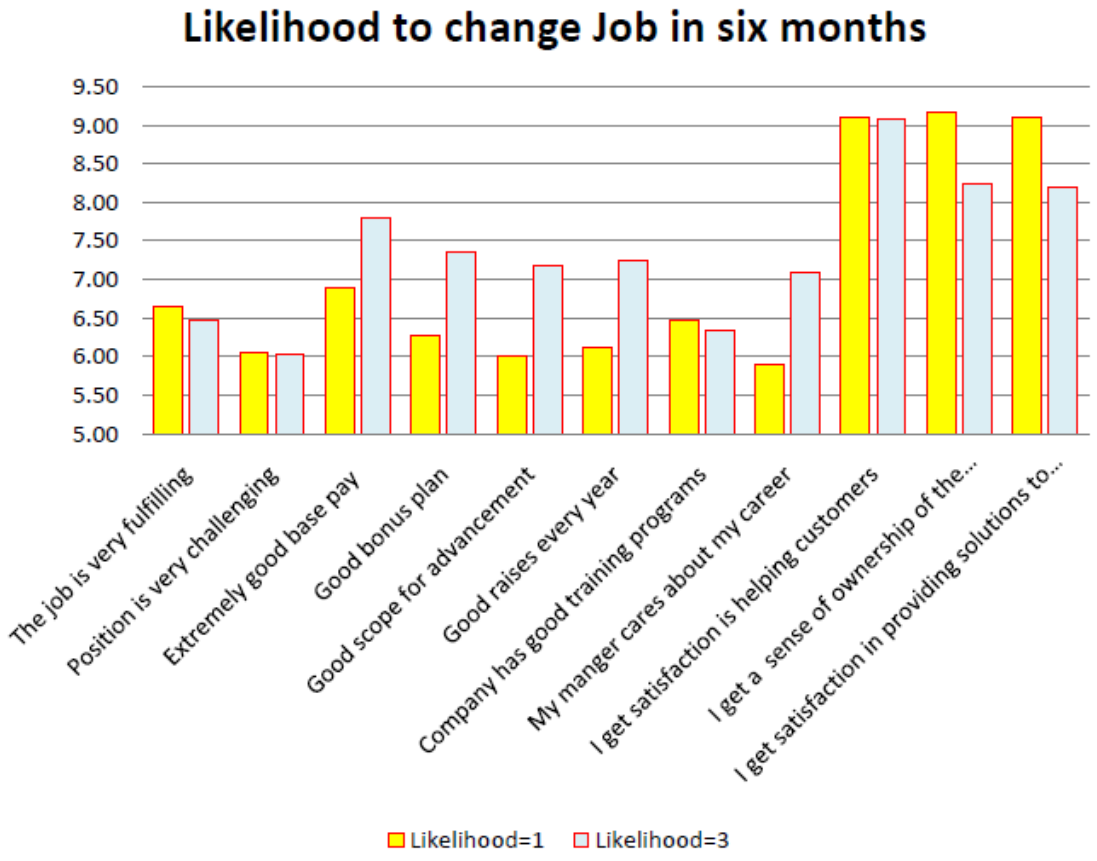

Figure 3 *Likelihood of Changing Jobs*

A comparison of the different variables was presented in influencing the sales professionals to stay with their company in Table 6. The different variables were compared using variance analysis to test differences in these methods.

Table 6 shows the comparison between base and job satisfaction.

Groups	*Count*	*Sum*	*Average*	*Variance*	
Base pay	116	905	7.80	6.21	
Satisfaction	116	1053	9.07	0.07	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	94.41	1	94.41	30.04	1.10647E-07
Within Groups	722.74	230	3.14		
Total	817.15	231			

As shown in Table 6, the average salary assessment is positively related to the decision of the sales professionals to stay with their employer. The average pay was 7.80, and the average job satisfaction was 9.07. Analysis of variance indicates that the F statistic was 30.04 and was higher than the confidence level of 0.05. One conclusion to be drawn was that satisfaction with their jobs was one of the driving forces of sales professionals' decision to stay with the company.

6.4 Comparison of Bonus Plan versus Satisfaction

The importance of the bonus plan was compared with job satisfaction to determine the professional sales tendency to stay with the current employer. These results are shown in Table 7:

Table 7 *Analysis of Variance: Bonus Plan versus Satisfaction*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Bonus Plan	116	854	7.36	8.95	
Satisfaction	116	1053	9.08	0.07	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	170.69	1	170.69	37.85	3.35E-09
Within Groups	1037.10	230	4.50		
Total	1207.79	231			

Table 7 shows that sales experts rated the bonus plan at an average rate of 7.36 while the satisfaction was 9.08. These methods were then compared using contrast analysis.

These results show that the F value of this comparison was 37.85, which is higher than the 0.05 level of confidence. These results suggest that job satisfaction has a stronger relationship with the decisions taken to stay with the current employer than the bonus plan.

6.5 Bonus Plan versus Ownership

Comparisons were made between the average evaluations of the compensation plan versus ownership.

Contrast analysis was used to test comparisons. These results are shown in Table 8:

Table 8 *Analysis of Variance: Bonus Plan versus Ownership*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Bonus Plan	116	854	7.360	8.940	
Ownership	116	956	8.240	2.200	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	44.845	1	44.840	8.045	0.004
Within Groups	1282.034	230	5.570		
Total	1326.879	231			

These results showed a closer relationship between ownership rather than basic pay in decisions made by IT sales professionals to stay with the current employer.

6.6 Base Pay versus Ownership

The average rating property was 8.24 while the basic pay was 7.80. These methods were compared using the variance analysis in Table 9:

Table 9 *Analysis of Variance: Base Pay versus Ownership*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Base Pay	116	905	7.80	6.21	
Ownership	116	956	8.24	2.20	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	11.21	1	11.21	2.66	0.10
Within Groups	967.68	230	4.21		
Total	978.89	231			

The difference between these methods was higher than the 0.05 level but was higher than the 0.1 level. These results indicate that ownership is more closely associated with decisions made by IT sales professionals to remain in their organization than in the bonus scheme. Table 11 illustrates that the mean of base pay is higher than manager cares.

Table 10 *Analysis of Variance: Anova Single Factor: Base Pay/Manager Cares*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Base Pay	116	905	7.80	6.20	
Manager Cares	116	823	7.10	6.40	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	28.98	1	28.98	4.60	0.03
Within Groups	1450.40	230	6.31		
Total	1479.38	231			

6.7 Bonus Plan versus Manager Cares

Comparisons were made between the averages of the bonus scheme estimates versus the manager who is interested in the sales professional. Contrast analysis was used to test differences between the classifications of these variables. These results are shown in Table 11:

Table 11 *Analysis of Variance: Anova Single Factor: Manager Cares/Bonus Plan*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Manager Cares	116	823	7.09	6.40	
Bonus Plan	116	854	7.36	8.95	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	4.14	1	4.14	0.54	0.46
Within Groups	1764.75	230	7.67		
Total	1768.89	231			

These results are higher than the 0.05 level of confidence. This indicates a higher correlation between the bonus plan and decisions made by IT sales professionals so that they will continue to work for the same employer compared to the manager who is interested in professional sales.

6.8 Bonus Plan versus Training

Comparisons were made between the average estimates of the bonus scheme versus the training. Contrast analysis was used to test comparisons. These results are shown in Table 12:

Table 12 Analysis of Variance: Anova Single Factor: Training/Bonus Plan

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*		
Training	116	735	6.340	5.600		
Bonus Plan	116	854	7.360	8.950		
Anova						
Source of Variation		*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups		61.040	1	61.040	8.390	0.004
Within Groups	1672.680		230	7.270		
Total	1733.720		231			

The results from Table 13 indicate that the bonus plan has a higher average value in deciding that IT sales professionals remain with the same employer than the training.

6.9 Bonus Plan versus Advancement

Comparisons were made between the averages of the bonus plan versus progress. Contrast analysis was used to test comparisons. These results are shown in Table 13:

Table 13 *Analysis of Variance: Anova Single Factor: Advancement/Bonus Plan*

Summary						
Groups	*Count*	*Sum*	*Average*	*Variance*		
Advancement	116	833	7.18	8.13		
Bonus Plan	116	854	7.36	8.95		
Anova						
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*	
Between Groups	1.90	1.00	1.90	0.22	0.64	
Within Groups	1963.99	230.00	8.54			
Total	1965.89	231.00				

Table 13 shows that there is a slight difference between the progress and bonus plan in decisions made by IT sales professionals to stay with their employer.

6.10 Base Pay versus Advancement

Comparisons were made between the averages of the bonus plan versus progress. Contrast analysis was used to test comparisons. These results are shown in Table 14:

Table 14 *Analysis of Variance: Anova Single Factor: Base Pay/Advancement*

Summary

Groups	*Count*	*Sum*	*Average*	*Variance*	
Base Pay	116	905	7.80	6.21	
Advancement	116	833	7.18	8.13	
Anova					
Source of Variation	*SS*	*DF*	*MS*	*F*	*P-value*
Between Groups	22.34	1.00	22.34	3.12	0.08
Within Groups	1649.64	230.00	7.17		

Analysis of variance indicates that there is a slight difference between average pay values and progress.

Based on the surveyed population, job satisfaction and a sense of ownership and satisfaction in helping clients have higher values than basic pay. The margin between the average career progression and the elevation of 0.07 (7.25 - 7.18) was the margin between career progression and bonus plan.18 (7.36 - 7.18). The margin between the average relationship with the manager and the increases was .16 (7.25 - 7.09), and the margin between the relationship with the manager and the bonus plan was 0.27 (7.36 - 7.09).

The margin between average base pay and means of career progression and relationship with the manager was .62 (7.8 - 7.18) and .71 (7.8 - 7.09), respectively. These margins represent the convergence of the importance of the relationship with the manager and the career advancement of salary compensation factors in the decisions taken by IT sales professionals to remain in an enterprise**.**

7- CONCLUSIONS

Based on the findings of this research study, non-salary factors play a greater role in the professional retention of IT sales than salary compensation factors. The highest computed values were: job satisfaction (9.08), sense of ownership (8.24), satisfaction in customer assistance (8.09), basic pay (7.8), bonus plan (7.36), and rise (7.24). The research study assessed the independent variables that are considered to have a positive relationship with voluntary retention in the survey society. The independent variables examined were salary compensation, relationship with the manager, training, career progression, job satisfaction, and job achievement.

The results revealed a sharp increase from the first 6 months to the first year of employment followed by a consistent need but slightly diminished to achieve jobs with continuing employment. Produced relationship with the manager and training

average of 7.09 and 6.34, respectively. The median values for career progression, job satisfaction, and job achievement were 7.18, 9.08 and 6.47, respectively. The bonus plan, rising, and ownership have values of 7.36, 7.25 and 8.44, respectively. Based on the results of this research study, all hypotheses are acceptable. The initial intention was to employ a number of IT sales professionals in the Republic of Yemen. The targeted sample was a random sample of IT sales professionals and sales managers of medium-sized enterprises (companies with annual revenues of between 100 million R.Y and10 billion R.Y) and large organizations (companies with annual revenues of over 1 billion R.Y). The sample access methodology consists of distributing the e-mail survey tool to 15 IT sales professionals (8 IT sales professionals and 7 IT sales managers).

Participants were asked to complete the questionnaire and distribute the questionnaire to 15 colleagues. This methodology was based on a focus on obtaining at least 49% of the surveys distributed by 15 colleagues to obtain the required sample size of 110.

The research study produced 116 responders (65 IT sales professionals and 51 sales managers). One might argue that the research study lacks random control in sampling, resulting in a biased number of male respondents. The number of males represents about 70% of the respondents.

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9- Author Contributions

All authors contributed to conceiving the paper, analysis the date, mapping, and Plotting.

10- Competing interests

The authors declare no competing of interest

11- Publisher’s Note

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