

Performance Aptitude of Successful Marketing Executives in Deposit Money Banks in Southeast Nigeria

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Abstract: *This study examined performance aptitude of successful marketing executives' in Deposit Money Banks in Nigeria. The specific objectives include: (i) to determine the influence of aptitude on both objective and subjective performance of marketing executives in Nigerian Deposit Money Banks and (ii) to determine how these 17 aptitude variables: quantitative/math ability, cognitive ability, intelligent quotient, conscientiousness, neuroticism, openness, agreeableness, sociability, persuasiveness, aggressiveness, persistence, empathy, age, gender, marital status, height and body size/weight influence performance of marketing executives in Nigerian Deposit Money Banks. Quantitative survey research design methodology was adopted for the study. By gathering primary data from 334 bank marketing executives and 219 business managers using structured questionnaire and MANCOVA statistical tool for testing the hypotheses and analyzing the data, findings revealed that: aptitude has strong and positive influence on both objective and subjective performance of marketing executives in Nigerian Deposit Money Banks and (ii) all the aptitude variables mentioned above have strong and positive influence on both objective and subjective performance of marketing executives in Nigerian Deposit Money Banks except gender, marital status and height. It was recommended that bank managers should pay adequate attention to those aptitude variables that have strong positive influence on performance of marketing executives and de-emphasize expenditures on those that do not.*

Keywords: Aptitude, Marketing Executives, Performance, Deposit Money Banks, Nigeria.

1. INTRODUCTION

Over the years, from its inception in 1892, the Nigerian banking industry has suffered from high turbulent environment including bank failures, distresses, aggregate fall in deposit, insolvency and illiquidity and low capital base (Adeyemi, 2011, Babajide, Olokoyo and Adegboye, 2013). These led to the Central Bank of Nigeria policy on bank recapitalization and consolidation policy in 2005. The recapitalization policy appear to have strongly fortified all the 19 successful banks currently operating in Nigeria and ever since then competition became rife in the industry. To remain in business all deposit money banks adopt different marketing strategies in addition to the use of marketing executives who are trained and deployed to different bank branches and sales territories across the country to pursue sales targets and lure big customers to the bank.

Previous studies show that marketing executives are not only critically important in revenue generation activities of their firms but their performance also has a major influence on the competitiveness and sustainability of the firm (Marchetti and Brewer 2010; Brown et al , 2005). Surprisingly, however, in Nigeria the contribution of marketing executives in deposit money banks to organizational performance appear questionable judging from the rate at which they are fired after few months or years of their recruitment on account of poor performance (Okafor, 2013; Oke, 2012). For instance, exploratory study shows that over seventy-two (72%) percent of budgeted sales target for marketing executives was not realized in the first quarter of 2014 and this may be connected to the high rate of turnover witnessed among

marketing executives in banking industry. The challenge now is how to reverse this ugly incident and improve the performance of bank marketers.

Past studies show that aptitude and employee performance are highly correlated. However, it does appear that bank managers and recruitment agencies such as Workforce Group Ltd and Combatant Guards Ltd in Nigeria do not pay adequate attention to marketing aptitude issues. It also seems that managers rely heavily on guess or rule of thumb in determining the right aptitude factors to look for during recruitment and selection of bank marketing executives. In addition, marketing jobs in Nigerian Deposit Money Banks appear to be an all comers affair. For instance, a study conducted by Nebo (2018) show that majority of bank marketing executives are young graduates of different disciplines other than business or management-related. This may have contributed to their poor sales performance in the industry. This is in line with Churchill et al's (1997) assertions who posit that people who lack the personality traits to be truly successful in a given sales job are more likely to become frustrated and to quit or be fired in their few weeks or years of work.

The key questions then are: to what extent does aptitude influence marketing executives' performance in the Nigerian Deposit Money Banks? What specific aptitude factors (general mental abilities, personality traits, and physical/demographic profiles) significantly influence marketing executives' performance in the Nigerian Deposit Money Banks? Previous studies show that bank managers have little or no empirical research information on the right aptitude of a successful bank marketing executives in the

Nigerian context. In addition, few studies exist to pinpoint the right aptitude factors to look for during recruitment and selection of candidates for marketing jobs in the deposit money banks in Nigeria. This study therefore fills this gap in knowledge by investigating aptitude of successful marketing executives in Nigeria's Deposit Money Banks.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptualization and Contextualization

In this section, we describe the nature of bank marketing executives, their performance dimensions (dependent variable) and aptitude dimensions (predictor variable).

Who are Bank Marketing Executives?

Bank Marketing Executive is a job title commonly used in the banking industry in Nigeria to refer to those individuals who are employed by the bank to sell or promote its products such as demand deposits, savings deposits and others to actual and potential customers. They are simply the "sales force" members in the banking industry. In some other organizations, they are variously called the salespeople, sales reps, sales executives, sales engineers, sales force but in the Nigerian Deposit Money Banks, they are commonly addressed as "Marketing Executives" or simply "Marketers" (Akenbor and Imade, 2011; Uduji, 2014). Marketers in Nigerian banks build customer relationships and make sales for the firm (i.e. the bank).

Marketing Executives' Performance

The term "Performance" refers to the extent to which a person or machine etc does a piece of work or an activity. It is an accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed. It is a comparison of the actual results obtained against the established standards.

In this study, marketing executives' performance (dependent variable) is regarded as the yardsticks or standards against which marketing executives' performance are measured. These yardsticks are categorized into two distinct parts namely: objective and subjective performance dimensions. Objective performance refers to the quantitative yardsticks such as sales targets used for measuring the performance of marketing executives. They are usually established in terms of sales volume in Naira, profits, gross margin, expenses, activities or some combination of these. They often include a time period within which they should be realized or attained. Failure to attain this often leads job dismissal.

In the context of the present study, objective performance of marketing executives include: volume of sales in Naira on demand, savings, time (fixed) and domiciliary accounts deposits, loans, volume of new accounts opened, accounts reactivated, point – of – sales (POS), credit and debit cards and Automated Teller Machine (ATM) cards in a given period. This parameter is adapted from key performance indicators of marketing executives in Nigerian Deposit Money Banks supplied by branch business managers.

Subjective performance, on the other hand, refers to those variables not subject to exact quantitative measurements but is used for measuring the performance of marketing executives. Specific subjective performance measures for bank marketing executives as used in this study are: task specific behavior of marketing executives', interpersonal communication/customer relationship, efforts demonstrated /job knowledge, personal discipline and team leadership quality. These measures were adapted from Campbell's (1990) subjective employee performance dimensions. Various scholars argue that complete reliance on objective performance alone does not often give a total picture of what a salesperson achieved (Nebo, 2016; Churchill et al 1997). In the Nigerian banking industry too management often use a balance of both objective and subjective criteria to evaluate the performance of marketing executives. This necessitated the need to adopt both objective and subjective performance dimensions in this study.

Aptitude

Aptitude refers to the enduring personal characteristics determining an individual's ability to perform a job very well than the other. It is simply referred to as a person's ability, gift, capacity, fitness, propensity or talents to do a job. Aptitude is a natural ability an individual is born with relative to skill which is acquired mainly by training and experience. Aptitude is task-specific. The appropriate measure of the construct and the definition of aptitude may vary greatly across industries or firms. The right aptitude depends on what specific tasks that must be performed and what performance dimensions are considered important by management. However, aptitude of sales persons can be measured from three broad angles These are: General mental ability (GMA), personality traits and physical/demographic profiles (Churchill et al, 1997).

2.2. Conceptual Framework and Hypotheses Development

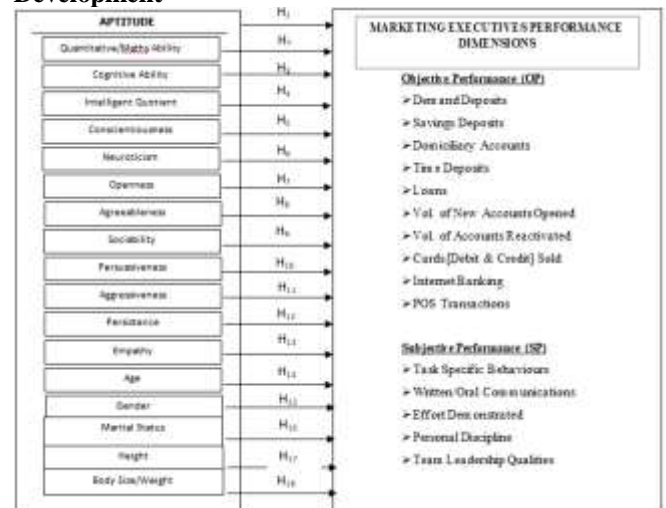


Figure 1: A Synthesized Model of Marketing Executives' Sales Performance Aptitude in Nigeria's Deposit Money Banks

Source: Researcher’s Intuition, 2018.

2.2.1 Aptitude and Bank Marketers’ Performance

Aptitude is made up of General mental ability (GMA), personality traits and physical/demographic profiles and it is inextricably linked with employee performance. An employee with the right aptitude for a job may most likely demonstrate higher degree of performance than his/her counterpart devoid of this quality. Previous studies show strong relationship between aptitude and performance of employees (Sjoberg, 2014; Mc Adams’, 1995; Churchill, et al, 1985). Based on this literature evidence, we hypothesize that:

Table 1: Category of General Mental Abilities (GMA) Determining Marketing Executives’ Performance

Aptitude Components	Description of the Components	Measures/Tests	Extant Studies
Intelligent Quotient	Summary Measures of mental abilities; total scores on multifactor intelligence tests.	<ul style="list-style-type: none"> ➤ Wonderlic Personnel Test; ➤ Otis Mental Ability Exam 	Churchill <i>et al.</i> (1985) Tracey <i>et al.</i> (2010)
Cognitive abilities	Measures specific mental processes and abilities, including mental flexibility, ideational fluency, spatial visualization, inductive and logical reasoning, and associative and visual memory.	<ul style="list-style-type: none"> ➤ Educational Testing Service’s Gestalt Completion, Controlled Associations, Object Number, Nonsense Syllogisms, and Map Memory Tests; ➤ Kent-Rosanoff Associations test; ➤ Watson-Glaser Critical Thinking test. 	Schmidt and Hunter (2004); Murphy (1989)
Verbal Intelligence	Mental abilities related to the comprehension and manipulation of word; verbal fluency	<ul style="list-style-type: none"> ➤ Educational Testing Service’s Tests of Vocabulary, Word Fluency and Verbal Closure; ➤ Adult Placement Test-Verbal; ➤ Test Of Learning Ability Form S – vocabulary 	Schmidt and Chan. (1998); Vinchur et al (1998)
Math ability	Mental abilities related to comprehension and manipulation of numbers and quantitative relationships	<ul style="list-style-type: none"> ➤ Educational Testing Service’s tests of number facility; ➤ Wechsler Adult Intelligence Test- arithmetic subtest; ➤ Adult Placement Test-numerical. 	Durbinsky and Hartley (2006)
Sales aptitude	Enduring personal characteristics and abilities thought to be related to performance of specific sales tasks	<ul style="list-style-type: none"> ➤ Life Insurance Marketing and Research Association’s Aptitude Index Battery; ➤ Aptitudes Associates’ Test of Sales Aptitude; ➤ Sales Research Associate’ Sales Aptitude Checklist 	Magandini and Ngwenya (2015); Barrick and Mount (1991)

Source: Adapted from Churchill et al (1997)

Although five elements of GMA are presented on table 1 above, this study investigated only three GMA variables often presented in literature as determinants of employees’ performance. These are: Quantitative/ math ability (QMA), Cognitive ability (CoA) and Intelligent quotient (IQ). Some previous studies show a strong positive relationship between mental general abilities and salespeople’s performance (Tracey et al 2010; Sjoberg, 2014; Magandini and Ngwenya, 2015; Salleh and Kumaraddin, 2011). Based on the

Ho₁: Aptitude has no positive significant influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

2.2.2 General Mental Abilities (GMA) and Bank Marketers’ Performance

General mental abilities (GMA) as used in some extant academic studies include intelligence, cognitive ability, verbal intelligence and math ability (Churchill et al, 1997). Table 1 below shows the measures of mental abilities as used in some extant studies.

foregoing empirical and theoretical justifications, we hypothesize that:

Ho₂: Quantitative/Math Ability (QMA) has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

Ho₃: Cognitive Ability (CA) does not significantly and positively influence both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₄: Intelligent Quotient (IQ) has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

2.2.3. Personality Traits and Bank Marketing Executives' Performance

Personality traits as an aptitude factor may be regarded as a marketing executives' 'genetic make-up which results in such manners as empathy, ego strength or self-esteem, self-confidence, habit of industry or perseverance, ambition, enthusiasm, maturity, dominance, sociability and creativity. (Futrell, 2005; Kotler, 2010). The big five personality traits often mentioned in literature relating to salespersons' performance are: neuroticism (emotional stability), extroversion, openness, agreeableness and conscientiousness. Table 2 below lists and describes the personality traits which are commonly known in the literature as predictors of salespersons' performance.

Table 2: Category of Personality Traits Determining the Performance of Marketing Executives

Personality variables	Description of the Components
Conscientiousness	Careful, meticulous, efficient and organized, being thorough, doing something correctly
Neuroticism/ emotional stability	Emotional stability, tendency to be in a negative emotional state, depressed moods, feeling of anger and anxiety
Openness/accessibility	Transparency, accommodating attitude or opinion.
Agreeableness	Being kind, sympathetic, co-operative, warm, considerate and friendly.
Sociability	Tendency or disposition to be sociable or associate with one's fellows.
Persuasiveness	The capability of a person to convince others, a power to induce someone to take a course of action.
Aggressiveness	Making an all-out effort to win or succeed, competitive, assertive, bold and energetic.
Persistence	The quality that allow someone to continue doing something or trying to do something even though it is difficult, persisting, especially in spite of opposition, obstacles and discouragements.
Empathy	The capacity to understand or feel what another person is experiencing, experience of understanding another person's condition from their perspective

Source: Adapted from Neil, Ford, Orville, Walker, Gilbert and Churchill (1998)

Regarding the relationship between personality and performance of marketing executives, findings and theories are highly inconsistent. There seems to be no consensus in the literature regarding the personality of a successful salesperson across all types of sales job. Scholars such as Churchill et al (1997) and Kotler (2010) believe that successful salespersons are born not made; Ahmad et al (2010) believe that salespersons are made not born while Futrell (2005) and Nebo (2016) believe that they are both made and born. Scholars who believe that salespersons are born argue that no level of training can turn "ego" into "self" for ego is the same thing as self. A silk purse cannot be made out of sow's ear. They strongly believe that salespersons that possess natural traits or characteristics (personality) from birth such as high level of energy, self-confidence, habit of industry, perseverance, ambition, enthusiasm, aggressiveness, empathy, ego drive, persuasiveness, maturity, sociability, dominance, responsibility and creativity required of selling jobs are likely to exhibit higher level of performance irrespective of the industry. Scholars who believe that salesperson are made and not born argue that a sound training and supervision can turn individuals with ill-qualified personality traits into effective performers. Scholars who believe that salespersons are both born and made argue that personality and skills acquired through training are both required for a successful salespersons' performance. On the basis of the above schools of thought, we hypothesize that:

H₀₅: Conscientiousness does not have any significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₆: Neuroticism has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₇: Openness does not have any positive significant influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₈: Agreeableness has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₉: Sociability does not have any significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₁₀: Persuasiveness has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₁₁: Aggressiveness does not significantly and positively influence objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria.

H₀₁₂: Persistence has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₀₁₃: Empathy has no positive significant influence both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

2.2.4. Physical/Demographic Profiles and Bank Marketing Executives’ Performance

In terms of *physical/demographic factors*, aptitude may be described as factors that relate to a marketing executive’s

Table 3: Category of Physical/Demographic Profiles Determining Marketing Executives’ Performance

Physical/ personal Characteristics	Description of the Components
Age	A marketing executive’s number of years from the date of birth to the last birthday
Gender	Whether a marketing executive is male or female
Marital status	The condition of being married or unmarried/single
Educational qualification	Individual’s years of schooling, certificate and degrees earned
Discipline	Individual’s college major, number of sales courses and area of specialization
Height	A measurement of how tall a person is
Body size	A person’s body proportion in terms of fat or slim
Length of service	Individual’s years of sales experience, number and type of sales job done, promotions and career history
Income status	Individual’s past and current income levels, history of salary increases

Source: Adapted from Neil et al (1998)

Physical/demographic profiles have been found in previous studies to influence employees’ performance. Tracy et al (2010), Venkatesan and Reinatz (2008), Ford et al (1987) and Churchill et al (1997) report that gender, age, marital status, income, physical appearance can influence the performance of sales executives. Based on the above discussions, we hypothesize that:

H₁₄: Age has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₁₅: Gender does not have any significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₁₆: Marital status has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria

H₁₇: Height does not have any significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria.

H₁₈: Body Size has no significant positive influence on both objective and subjective performance of marketing

physical appearance and demographic data such as height, weight, neatness, general appearance, age, gender and marital status,. It may also refer to a marketing executive’s background and experience such as family background, educational level, educational content and sales experience. These physical and demographic factors can determine sales performance particularly when comparing performance by gender. In the same vein, such attributes as height and attractiveness/appearance may be used by a marketing executive as gift or capacity to gain fitness or propensity to doing a sales job well. Physical/Demographic variables which are known to correlate with sales performance are listed and described in table3 below

executives in deposit money banks in Southeast Nigeria

2.3 Empirical Studies

Aptitude is a complex phenomenon. The research that provoke huge scholarly work on aptitude was done thirty-four (34) years ago by Churchill *et al.* (1985) who published a meta-analysis research study on antecedents of sales performance which since then, has shaped academic and managerial thinking on sales management; and has also become one of the most cited articles in sales management research. These authors (Churchill *et al.* (1985) did a meta-analysis of 116 articles on Determinants of Salesperson Performance which yielded 1,653 reported associations between salesperson's performance and the determinants factors. By applying a classification scheme of antecedents of sales performance developed previously by Walker, Chruchill and Ford (1977), Churchill *et al.* (1985) found six (6) performance predictive categories to explain marginal variance in sales performance (all in order of predictive validity): role perceptions, skill levels, aptitude, motivation, personal characteristics, and organizational/environmental variables. Ever since then other scholars joined in the study of aptitude and sales performance. Sjoberg (2014) for instance, did a study titled *Utilizing Research in the Practice of Personnel Selection* using survey research design methodology. The overall results of the study supported the

predictive validity of GMA and personality traits, and indicated that they are significant determinants of job performance.

Tracey, Sturman, Shao and Tews (2010) are a replica of this study. Their study was titled *The Role of Personality and General Mental Ability in Predicting Performance for New and Experienced Employees*. By using survey research design methodology, Tracey, Sturman, Shao and Tews (2010) findings showed that GMA and some personality traits [conscientiousness, emotional stability and extroversion] were significant predictors of performance when GMA and the personality traits were considered simultaneously. Also, their findings revealed that, for newcomers or new employees, GMA was a significant predictor of performance but not personality traits; and that, the opposite was true for the experienced employees.

Still in line with the foregoing studies, Schmidt and Hunter (2004) did a longitudinal study titled *General Mental Ability in the World of Work: Occupational Attainment and Job Performance*. The study presents research evidences that GMA predicts both occupational level attained and performance within one's chosen occupation and emphasizes that it does so better than any other ability, trait, or disposition and job experience. Schmidt and Hunter's (2004) findings showed that the sizes of the relationships between each aptitude component with GMA are larger than most found in psychological research thus, indicating that the weighted combinations of each specific aptitude tailored to individual jobs do not predict job performance better than GMA alone.

Refutably, Grange and Roodt's (2001) study titled *Personality and Cognitive Ability as Predictors of the Job Performance of Insurance Salespeople* appeared to be different from the findings of some of these foregoing studies. By using survey research design methodology, Grange and Roodt's (2001) findings showed otherwise, indicating that the measures of cognitive ability do not predict sales job performance. Only personality factors predict sales job performance.

Negating this foregoing findings, Yakasai and Jan's (2015) conducted a study titled, *The Impact of Big Five Personality Traits on Salespeople's Performance* using survey research design methodology. Findings show that, no specific sets of factors could lead to effective salespeople's performance in all situations because performance is a context-based outcome. They also discovered that, the big five personality factors (neuroticism, extroversion, openness, agreeableness and conscientiousness) alone cannot effectively explain salespeople's performance. Salespeople's customer orientation may play a significant mediating role in the big five-factor framework in predicting salespeople's performance but the moderating effect of salespeople's

culture also assists enormously in determining differences, if any, in the salespeople's performance.

While the studies reviewed in the foregoing section were focused on general mental ability [GMA] and personality traits components of aptitude, Magandini and Ngwenya (2015) and some other important extant studies prefer to look into personality factors/traits only. Magandini and Ngwenya (2015) did a study titled *The Effects of Salesman Personality on Sales Performance of Internet Service Provider in the Telecommunication Industry: Zimbabwean Perspective* using interpretive approach. Given the same sales tools, level of education, and propensity to work, some salespeople succeed while others fail. Magandini and Ngwenya's (2015) findings indicated that self-efficacy, locus of control and proactive personality have strong influence on sales performance

Similarly, Salleh and Kamaruddin's (2011) did a study titled *The Effects of Personality Factors on Sales Performance of Takaful (Islamic Insurance) Agents in Malaysia* using survey methodology. Findings showed that only two of the three personality dimensions were found to be positively related to sales performance, i.e. self-efficacy and self-monitoring, while locus of control was found to be inversely related to sales performance.

Yeboah, Alfred, Nimsaah and Samuel (2014) is yet another similar existing study carried out on personality traits and sales force performance. The authors titled their study *The Relationship between Personality Traits and Sales Force Performance: A Case Study of Eden Micro Finance*. By using descriptive survey research design method, results revealed that personality traits, organizational culture and motivation altogether affect the performance of the sales force.

Still on personality traits, Krishnan *et al.* (2002) also did a study but titled it *Self-Efficacy, Competitiveness, and Effort as Antecedents of Salesperson Performance*. By using survey research design methodology, Krishnan *et al.*, (2002) observed that, effort mediates the relationship between competitiveness and sales performance; and that, self-efficacy has both direct and indirect effects on sales performance.

3. METHODOLOGY

3.1 Sample

Quantitative survey research design methodology was adopted for this study. This is consistent with hypothesis testing and generalization of results (Hair et al 2011). The units of analysis for this study were the bank marketing executives and business managers drawn from all the seventeen (17) deposit money banks operating in the Southeast, Nigeria. A sample size of 334 bank marketing executives and 219 business managers were statistically

determined from a population of 2,520 marketing executives and 504 business managers respectively. There are two reasons for focusing on the samples of marketing executives and business managers. First, marketing executives were largely responsible for sales targets realization in the bank; other categories of staff provide ancillary services. Second, business managers provided both objective (records of sales targets actually achieved) and subjective performance data of marketing executives to the researcher. Southeast Nigeria was also chosen for the study because a study of this nature has not been given sufficient attention in the area and most deposit money banks are found in this region.

3.2 Design of the Research Instrument and Administration

Both primary and secondary data were used for the study. Primary data were collected from self-developed structured questionnaire which were administered to marketing executives for collection of data on 'Aptitude' variables and subjective performance evaluation forms (SPEF) issued to business managers for the collection of data on subjective performance of each marketing executives used for the study. Secondary data were collected from the records of actual sales target achieved by each marketing executives. This data was supplied by branch business managers.

The questionnaire administered to marketing executives for data collection on "Aptitude" variables was divided into five (A-D) sections. Section A captured the demographic data of marketing executives, section B to D contain questions on the major "Aptitude" variables or constructs under investigation. Specifically, Section B captured three question items or measurement scales on 'General Mental Ability' (Quantitative/ math ability, Cognitive ability and intelligent quotient) which were developed from extant literature (Tracey et al 2010; Schmidt and Hunter, 2004; Durbinsky and Hartley, 2006; Churchill et al 1985). Section C captured nine question items or measurement scales on "Personality Traits" (Conscientiousness, Neuroticism, Openness, Agreeableness, Sociability, Persuasiveness, Aggressiveness, Persistence and Empathy) which was developed from extant literature (Futrell, 2005; Nebo 2016; Kotler, 2010; Ahmad et al, 2010). Section D captured five question items or measurement scales on "Physical/Demographic profiles" (Age, Gender, Marital Status, Height and Body Size/Weight) which were developed from extant literature (Tracy et al, 2010; Venkatesan and Reinatz, 2008; Ford et al, 1987; Churchill et al, 1997; Neil et al, 1998).

Subjective performance evaluation forms issued to branch business managers for the collection of data on subjective performance of marketers was divided into five (A-E) sections. Section A contains nine question items on 'Task Specific Behavior' of bank .marketing executives. Section B contains six question items on 'Interpersonal Communication and Customer Relationship' abilities of

bank .marketing executives. Section C contains nine question items on 'Efforts Demonstrated/Job Knowledge of marketing executives. Section D contains eight question items on "Personal Discipline" while Section E has questions on "Team Leadership" qualities of marketing executives. The constructs, variables and measurement items in sections A-E were developed from a synthesis of Campbell's (1990) and Churchill et al's (1997) criteria for qualitative or subjective employee evaluations.

All question items in both Marketing Executives' Questionnaire (MEQ) and Subjective Performance Evaluation Forms (SPEF), except the biographic data of the respondents, were measured in a 5 -point Likert scale ranging from strongly agree (5) to strongly disagree (1).

Prior to distributing the questionnaire to the respondents, face validity was checked using two experienced senior academic marketing researchers. The content validity was also checked first by ensuring that the questionnaire items were constructed in line with the research objectives and measurement scales developed from the literature and previous studies and also by pre-testing the research instrument using 30 potential bank marketers and business managers each. The pre-test was to detect potential errors relating to wordings, format and contents of the instrument as well as ensuring that the respondents understand the meanings of each construct's items before its actual distribution. The reliability of the instrument was also checked using Cronbach alpha test. The results indicated alpha values of 0.76 and 0.85 for both Marketing Executives' Questionnaire (MEQ) and Subjective Performance Evaluation Forms (SPEF) respectively. Thus the instrument was deemed reliable based on DeVellis's (1991) minimum benchmark of 0.65 alpha coefficient.

Copies of the questionnaire were self-administered in all the 17 deposit money banks branches selected for study in Southeast Nigeria. Convenience sampling techniques was adopted for selecting the bank branches and the respondents that completed Marketing Executives' Questionnaire (MEQ) and Subjective Performance Evaluation Forms (SPEF). The datasets gathered were analyzed using Multiple Analysis of Covariance (MANCOVA).

4. DATA ANALYSIS AND RESULTS

A total of 334 copies of questionnaire were distributed to marketing executives, 277 (82.9%) were returned and used for analysis while out of the 334 copies of subjective performance evaluation forms issued to business managers, 283 (84.7%) were returned and used for analysis. The percentage copies returned were considered sufficient enough to draw valid conclusion on influence of aptitude on performance of marketers in deposit money banks.

Table 1: Marketing Executives' Demographic Distribution

	Frequency	Percentage		Frequency	Percentage
Gender			Height		
Male	154	55.6	≥ 7ft	3	1.1
Female	123	44.4	6.1 - 6.9ft	52	18.8
Total	277	100.0	5.1 - 6.0ft	209	75.5
			< 5ft	9	3.2
Age			Missing Case	2	.7
≥ 45yrs	4	1.4	Total	277	100.0
35 - 44yrs	37	13.4	Body Size		
25 - 34yrs	193	69.7	Very Fat	3	1.1
< 25yrs	43	15.5	Not too Fat	116	41.9
Total	277	100.0	Slim	112	40.4
Marital Status			Not too Slim	44	15.9
Married	122	44.0	Missing Case	2	.7
Single	155	56.0	Total	277	100.0
Total	277	100.0	Length of Service		
Highest Educational Qualification			≥ 10yrs	26	9.4
Ph.D	2	.7	5 - 9yrs	88	31.8
Master	97	35.0	1 - 4yrs	100	36.1
BSc/HND	168	60.6	< 1yr	54	19.5
OND/NCE	9	3.2	Missing Case	9	3.2
Missing Case	1	0.4	Total	277	100.0
Total	277	100.0	Total Income Status ('000 – '999)		
Discipline			≥ N150	99	35.7
Management	149	53.8	N100 – N149	33	11.9
Engineering	34	12.3	N75 – N99	17	6.1
Health	17	6.1	N50 – N74	46	16.6
Others	77	27.8	N25 – N49	82	29.6
Total	277	100.0	Total	277	100.0

Source: Field Survey, 2018

Table 1 above presents the data on the demography of 277 bank marketing executives that responded to our questionnaire. The result by gender revealed that 154 (55.6%) are males while 123 (44.4%) are females. The gender difference (11.19%) is insignificant. Thus, the views of both genders were well represented in the study.

The table also shows that 4(1.4%) out of the 277 marketing executives are 45years and above, 37 (13.4%) are in the age group of 35 – 44 years, 193 (69.7%) are between 25 – 34years while 43 (15.5%) others said they are less than 25years old. It can be clearly deduced that majority of the bank marketing executives captured are between 25 – 34years of age. The implication of this is that the marketing executives are obviously in their active ages.

On marital status, 122 (44.0 %) are married while 155 (56.0%), are single. None indicated whether they are divorced or separated. From these, it can be deduced that majority of the bank marketing executives are single. This suggests that bank managers recruit more of active young

people who are likely to have less family problems affecting sales jobs.

On educational qualifications 2 (0.7%) are PhD holders, 97(35.0%) possess Master's Degree, 168 (60.6%) are holders of either Bachelor of Science (B.Sc) Degree or Higher National Diploma (HND), while 9 (3.2%) possess either Ordinary National Diploma (OND) Certificate or National Certificate in Education (NCE). From this analysis, it can be deduced that majority of the bank marketing executives are either Bachelor of Science Degree or Higher National Diploma Certificate holders. Majority of the respondents are literate and well educated to answer the questions contained in the questionnaire.

In terms of educational content (area of study/discipline), 149 (53.8%) studied Management Science- related courses, 34(12.3%) studied Engineering -related courses, 17 (6.1%) studied Health Science- related courses while 77(27.8%) others studied courses other than those mentioned. The implication is that majority of the marketing executives studied management related courses; hence they are likely to

demonstrate good selling skills unlike those whose backgrounds are in other fields. Scholars argue that “Area of study” is likely to influence sales performance.

On the data representing the heights of the marketing executives, 3(1.1%) are equal to or above 7ft tall, 52(18.8%) are between 6.1 -6.9ft tall, 209(75.5%) are in the range of 5.1-5.9ft tall while only 9(3.2%) are less than or equal to 5ft tall.. The implication of the above data is that majority are of average height. Height gives a clue about physical appearance of bank marketers.

Regarding bank marketing executives’ body size, 3(1.1%) are very fat, 116(41.9%) are not too fat, 112(40.4%) are slim while 44(15.9%) are not too slim. From the data, it can be deduced that majority of bank marketing executives are neither too fat nor too slim. Data on body size also has a lot to tell about physical appearance of bank marketing executives.

The length of service which the marketing executives have spent in banking job shows that 26(9.4%) of the marketing executives have spent 10years and above in bank sales job, 88(31.8%) have spent between 5-9years, 100(36.1%) indicated 1-4years while 54(19.5%) said they have only spent less than 1years in bank sales job. From the data, it can be deduced that majority of the bank marketing executives have worked in the job between 1-4years. This implies that majority of marketing executives have relatively little experience. Quite a few have stayed long in the bank sales job. This may be connected to the high rate of marketing executives’ turnover witnessed in the Nigerian Deposit Bank. A large number of marketing executives are either fired or frustrated out of the job few months or years after recruitment and selection on account of low performance.

In terms of income statuses, 99(35.7%) earn N150,000 and above, 33(11.9%) earn between N100,000 –N149,999, 17(6.1%) are in the income range of N75,000-N99,999, 46(16.6%) earn between N50,000-N74,999 while 82(29.6%) others earn between N25,000-N49,999. From the data, it can be deduced that majority of the bank marketing executives earn N150,000 and above. The income status is dependent on what each bank pays its marketing executives.. Some banks pay higher than others.

Test of hypotheses 1-18

Data Specification

To test these hypotheses (1-18), two groups of data sets were required. These include the data on the dependent variables (i.e. marketing executives’ performance) and the data on independent variables (i.e. Aptitude). The data on bank marketing executives’ performance are categorized into two viz: Objective performance (OP) data and Subjective Performance (SP) data while the datasets on Aptitude were

categorized into seventeen (17) elements as follows: General Mental Ability (quantitative/math ability, cognitive ability, intelligent quotient), Personality Traits (conscientiousness, neuroticism, openness, agreeableness, sociability, persuasiveness, aggressiveness, persistence, empathy) and physical/demographic profile (age, gender, marital status, height, body size/weight) The relationship between the dependent variables and independent variables are specified in the MANCOVA model below.

Model Specification

Based on the nature of the hypotheses and the data specification, MANCOVA regression model is specified below for the test

$$\left. \begin{matrix} OP \\ SP \end{matrix} \right\} = \pi_{ij} + \lambda_1 QMA + \lambda_2 CoA + \lambda_3 IQ + \Psi_1 Consc. + \Psi_2 Neur. + \Psi_3 Openn + \Psi_4 Agree + \Psi_5 Socia + \Psi_6 Persua + \Psi_7 Aggre + \Psi_8 Persis + \Psi_9 Empa + \omega_1 Age + \omega_2 Gend + \omega_3 MarStat + \omega_4 Hei + \omega_5 Wei + \varepsilon$$

π_{ij} represents the y- intercept constant value (signifying the performance level at the point where aptitude factors are nil)

QMA represents Quantitative/Math Ability

COA represents Cognitive Ability

IQ represents Intelligent Quotient

λ_i, λ_2 and λ_3 are slope coefficients of QMA, COA and I Q respectively.

Consc. represents Conscientiousness

Neur. represents Neuroticism

Openn. represents Openness

Agree represents Agreeableness

Socia represents Sociability

Persua represents Persuasiveness

Aggre represents Aggressiveness

Persis. represents Persistence

Empa. represents Empathy

$\Psi_1, \Psi_2, \Psi_3, \dots, \Psi_9$ are slope coefficients of the personality traits measures respectively.

Age represents Age

Gend. represents Gender

Mar Stat represents Marital Status

Hei represents Height

Wei represents Body size/weight

$\omega_1, \omega_2, \omega_3, \omega_4,$ and ω_5 are slope coefficients of the Physical/Demographic profiles Measures respectively.

ε represents the stochastic/error term

The equation above represents the MANCOVA regression model used for testing hypotheses (1-18) on Aptitude and performance of bank marketing executives

Specification of Test Statistic

Unlike the common linear regression model that has one dependent variable and one or more independent variables,

the model specified in equation above has two dependent variables and multiple independent variables. The suitable statistical technique for handling this type of regression model is Multivariate Analysis of Covariance (MANCOVA) used to cover cases where there are more than one dependent variable and where the control of multicollinearity of independent variables – i.e. covariates – is required. Multicollinearity refers to high correlations among the independent variables. Covariates represent a source of variation that has not been controlled in an experiment and

are believed to affect the dependent variable. The aim of using MANCOVA techniques in a multivariate analysis such as this is to test the effects of multiple independent variables on two or more dependent variables and also to remove the effects of uncontrolled variation in the independent variables so as to increase statistical power and to ensure an accurate measurement of the true relationship between independent and dependent variables. The test was run using SPSS v.17. The results of the test are presented on table 5 below.

Table 5: Multivariate Test on Bank Marketing executives' Aptitude

	Effect	Value	F	Hyp. df	Error df	Sig.	Partial η^2
Intercept	Pillai's Trace	.611	182.635 ^a	2.000	233.000	.000	.611
	Wilks' Lambda	.389	182.635 ^a	2.000	233.000	.000	.611
	Hotelling's Trace	1.568	182.635 ^a	2.000	233.000	.000	.611
	Roy's Largest Root	1.568	182.635 ^a	2.000	233.000	.000	.611
Group	Pillai's Trace	.272	38.300	32.000	468.000	.000	.136
	Wilks' Lambda	.744	42.316 ^a	32.000	466.000	.000	.137
	Hotelling's Trace	.322	40.331	32.000	464.000	.000	.139
	Roy's Largest Root	.225	33.288 ^c	16.000	234.000	.000	.184

As the First Order Condition that must be met in conducting multivariate analysis test, table 5 above presents the result of the multivariate test statistics showing the statistical significance of the different effects of the entire 17 independent variables. Four different test statistics were provided through the SPSS output namely, **Pillai's Trace (V)**, **Wilks' Lambda (Λ)**, **Hotelling's Trace (T)** and **Roy's Largest Root (θ)** for measuring the different effects of the independent variables. Even though, the values of these multivariate test statistics differ, each of them is transformed into a test statistic with an approximate or exact F distribution and a statistical significance value (i.e., *p*-value) together with a Partial Eta Squared (η^2) value which indicates the size of the difference effect. Partial Eta squared (η^2) statistics measures the degree of the association between dependent and independent variables. Cohen (2007) recommended an effect size of .01 as small, .06 as medium and .14 as large. The most commonly recommended multivariate statistic to use for testing the capability of the independent variables to predict dependent variables is **Wilks' Lambda (Λ)** (Hair et al, 1995). This also was used

but the F statistic was used to assess the significance of the Wilk's statistic and the partial eta squared was used to measure effect size. Ideally, the effect size assists in quantifying the size of any statistical measure, and may be said to be a true measure of the significance of the difference between or among any variable groups of interest.

Based on the result of **Wilks' Lambda (Λ) statistic presented** in table 5, it can be deduced that there was a significant difference, Wilk's $\Lambda = 0.744$, **partial**, $F = 42.316$, $p < 0.05$; **partial** $\eta^2 = 0.137$ in the capability of the aptitude variable to influence or explain the dependent variables (i.e both OP and SP performance of marketing executives). The implication of this result is that, the entire 17 aptitude factors have significant different effects on both the OP and the SP. They are not auto-correlated or collinear. The average size of the effect difference is 13.7%. From this statistically significant result therefore, a follow-up Second-Order Condition test could then be run otherwise, there would not have been any need to proceed.

Table 6: Tests of Between-Subject Effects on Aptitude Variables

Source	Dep Var.	Type III SS	Df	Mean Square	F	Sig.	Partial η^2
Corrected Model	OP	3254.561 ^a	33	98.623	1.736	.011	.197
	SP	6451.770 ^c	33	195.508	1.451	.061	.170
Intercept	OP	361.926	1	361.926	6.369	.012	.261
	SP	44437.348	1	44437.348	329.735	.000	.585
Group	OP	2066.932	16	129.183	122.273	.004	.135
	SP	4474.009	16	279.626	64.075	.010	.124
QMA	OP	49.639	1	49.639	.874	.031	.217
	SP	12.634	1	12.634	.094	.001	.158
CoA	OP	72.287	1	72.287	1.272	.021	.141
	SP	34.996	1	34.996	.260	.011	.135
IQ	OP	1.925	1	1.925	.034	.001	.131

	SP	182.428	1	182.428	1.354	.000	.187
Consc	OP	16.359	1	16.359	.288	.012	.122
	SP	.027	1	.027	.000	.010	.141
Neur	OP	4.579	1	4.579	.081	.002	.246
	SP	28.478	1	28.478	.211	.004	.196
Open	OP	229.979	1	229.979	4.047	.045	.128
	SP	229.379	1	229.379	1.702	.013	.129
Agree	OP	.923	1	.923	.016	.018	.150
	SP	.053	1	.053	.000	.000	.148
Socia	OP	57.129	1	57.129	1.005	.011	.140
	SP	106.483	1	106.483	.790	.000	.111
Persu	OP	149.469	1	149.469	2.630	.006	.126
	SP	30.301	1	30.301	.225	.013	.126
Aggre	OP	1.042	1	1.042	.018	.001	.183
	SP	107.087	1	107.087	.795	.002	.161
Pers	OP	64.340	1	64.340	1.132	.022	.158
	SP	208.732	1	208.732	1.549	.015	.125
Empa	OP	80.620	1	80.620	1.419	.000	.160
	SP	40.105	1	40.105	.298	.010	.209
Age	OP	2.065	1	2.065	.036	.000	.116
	SP	44.471	1	44.471	.330	.026	.129
Gender	OP	17.706	1	17.706	.312	.310	.068
	SP	202.646	1	202.646	1.504	.221	.129
Mar_Status	OP	15.617	1	15.617	.275	.418	.052
	SP	289.277	1	289.277	2.146	.144	.139
Height	OP	70.972	1	70.972	1.249	.265	.113
	SP	54.905	1	54.905	.407	.524	.101
Body_Size	OP	8.970E-6	1	8.970E-6	.000	.000	.191
	SP	.026	1	.026	.000	.003	.229
Error	OP	13296.857	234	56.824			
	SP	31535.465	234	134.767			
Total	OP	56158.000	268				
	SP	5498603.000	268				

For OP, $R^2 = .81$ (Adj. $R^2 = .78$); For SP, $R^2 = .83$ (Adj. $R^2 = .79$) Computed using alpha = 0.05

Table 7: Parameter Estimate /Coefficients of Aptitude Factors

DV	Var.	Parameter	B	Std. Error	T	p-value	95% C.I		Partial Eta (η) ²	Rmrk.
							Upper	Lower		
OP	Intercept	π	18.071	5.782	3.126	.002	6.680	29.461	.261	S
	QMA	λ_1	13.41	6.44	2.08	.031	1.281	.457	.217	S
	CoA	λ_2	5.54	2.47	2.24	.021	1.469	.399	.141	S
	IQ	λ_3	7.09	0.49	4.28	.001	1.052	.872	.131	S
	Consc	Ψ_1	1.40	0.75	1.88	.012	1.069	1.868	.122	S
	Neur	Ψ_2	3.22	0.77	4.18	.002	1.738	1.300	.246	S
	Open	Ψ_3	1.91	0.95	2.01	.045	3.781	.040	.128	S
	Agree	Ψ_4	4.08	0.62	6.54	.018	1.150	1.309	.150	S
	Socia	Ψ_5	2.79	0.79	3.54	.011	.763	2.344	.140	S
	Persu	Ψ_6	1.50	0.92	1.62	.006	3.316	.322	.126	S
	Aggre	Ψ_7	6.12	0.85	3.66	.001	1.559	1.789	.183	S
	Pers	Ψ_8	6.81	0.76	8.93	.022	.691	2.314	.158	S
	Empa	Ψ_9	6.23	0.84	1.47	.000	.654	2.653	.160	S
	Age	ω_1	1.21	0.09	13.27	.000	2.357	1.941	.116	S
	Gend	ω_2	3.60	1.07	3.35	.310	1.517	2.716	.068	NS

	MarStat	ω_3	2.64	1.23	2.16	.418	1.773	3.058	.052	NS
	Heig	ω_4	1.08	0.97	1.12	.265	.827	2.994	.113	NS
	Weight	ω_5	6.54	0.74	0.73	.000	1.455	1.455	.191	S
SP	Intercept	π	152.16	8.904	17.090	.000	134.620	169.703	.585	S
	QMA	λ_1	6.21	0.68	9.14	.001	1.130	1.546	.158	S
	CoA	λ_2	2.37	0.73	3.25	.011	1.811	1.067	.135	S
	IQ	λ_3	5.88	0.75	2.49	.000	.607	2.357	.187	S
	Consc	Ψ_1	3.02	1.15	2.63	.010	2.278	2.245	.141	S
	Neur	Ψ_2	8.55	1.19	1.30	.004	1.794	2.886	.196	S
	Open	Ψ_3	1.98	1.46	1.35	.013	4.789	.973	.129	S
	Agree	Ψ_4	4.02	0.96	4.18	.000	1.913	1.875	.148	S
	Socia	Ψ_5	1.08	1.21	0.89	.000	1.313	3.471	.111	S
	Persu	Ψ_6	1.67	1.42	1.18	.013	3.475	2.127	.126	S
	Aggre	Ψ_7	8.17	1.31	0.89	.002	3.744	1.411	.161	S
	Pers	Ψ_8	1.46	1.17	1.25	.015	3.775	.852	.125	S
	Empa	Ψ_9	8.71	1.29	2.87	.010	1.841	3.251	.209	S
	Age	ω_1	1.97	1.68	1.17	.026	4.274	2.345	.129	S
	Gend	ω_2	2.03	1.65	1.23	.221	1.231	5.288	.129	NS
	MarStat	ω_3	2.77	1.89	1.47	.144	.954	6.485	.139	NS
	Heig	ω_4	0.95	1.49	0.64	.524	3.895	1.989	.101	NS
	Weight	ω_5	4.02	1.14	1.77	.003	2.257	2.225	.229	S

The results presented in, tables 6 and 7 above are results of the follow-up tests ran on the MANCOVA regression model specified earlier. The model is fit for OP at $R^2 = 81.0\%$ and for SP at $R^2 = 83.0\%$. This shows that 81.0% of the variation in the banks' Objective Performance (OP) is explained by the 'Aptitude' of the marketing executives. Also, 83.0% of the variation in the Subjective Performance (SP) score ratings for the Bank Marketing executives' behavioral input is explained by the marketing executives' aptitude level.

Table 7 further shows the parameter estimates for the model.

The Intercept for both OP and SP model is significant ($p < 0.05$) but the size of its effect on both differs. This shows that, when bank marketing executives' aptitude is zero, OP has 26.1% chances of being improved unlike SP that has 58.5% chances of improvement (see table 6 and 7).

Based on this foregoing results, the overall combined (Group) effect of the aptitude factors on the performance of the marketing executives as shown in table 6 above revealed that, marketing executives' aptitude (as a group) have a statistically significant effect on both OP ($F = 122.273, p < 0.05, \eta^2 = 0.135$) and SP ($F = 64.075, p < 0.05, \eta^2 = 0.124$). On this note, the null hypothesis (H_{01}) was rejected but the alternate hypothesis (H_1) which states *that aptitude significantly influences both objective and subjective performance of bank marketing executives was accepted*.

The estimate of the slope coefficients for each parameter in table 7 shows that, out of the 17 aptitude factors studied, only fourteen (14) had significant effect on both OP and SP concurrently, and these include;

- i Quantitative/Math Ability (OP: $\lambda_2 = 13.41, \eta^2 = .217, p < 0.05$) (SP: $\lambda_2 = 6.21, \eta^2 = .158, p < 0.05$)
- ii Cognitive Ability (OP: $\lambda_2 = 5.54, \eta^2 = .141, p < 0.05$) (SP: $\lambda_2 = 2.37, \eta^2 = .135, p < 0.05$)
- iii Intelligence Quotient (OP: $\lambda_3 = 7.09, \eta^2 = .131, p < 0.05$) (SP: $\lambda_3 = 5.88, \eta^2 = .187, p < 0.05$)
- iv Conscientiousness (OP: $\Psi_1 = 1.40, \eta^2 = .122; p < 0.05$) (SP: $\Psi_1 = 3.02, \eta^2 = .141, p < 0.05$)
- v Neuroticism (OP: $\Psi_2 = 3.22, \eta^2 = .246, p < 0.05$) (SP: $\Psi_2 = 8.55, \eta^2 = .196, p < 0.05$)
- vi Openness (OP: $\Psi_3 = 1.91, \eta^2 = .128; p < 0.05$) (SP: $\Psi_3 = 1.98, \eta^2 = .129, p < 0.05$)
- vii Agreeableness (OP: $\Psi_4 = 4.08, \eta^2 = .150; p < 0.05$) (SP: $\Psi_4 = 4.02, \eta^2 = .148, p < 0.05$)
- viii Sociability (OP: $\Psi_5 = 2.79, \eta^2 = .140; p < 0.05$) (SP: $\Psi_5 = 1.08, \eta^2 = .111, p < 0.05$)
- ix Persuasiveness (OP: $\Psi_6 = 1.50, \eta^2 = .126; p < 0.05$) (SP: $\Psi_6 = 1.67, \eta^2 = .126, p < 0.05$)
- x Aggressiveness (OP: $\Psi_7 = 6.12, \eta^2 = .183; p < 0.05$) (SP: $\Psi_7 = 8.17, \eta^2 = .161, p < 0.05$)
- xi Persistence (OP: $\Psi_8 = 6.81, \eta^2 = .158; p < 0.05$) (SP: $\Psi_8 = 1.46, \eta^2 = .125, p < 0.05$)
- xii Empathic (OP: $\Psi_9 = 6.23, \eta^2 = .160, p < 0.05$) (SP: $\Psi_9 = 8.71, \eta^2 = .209, p < 0.05$)
- xiii Age (OP: $\omega_1 = 1.21, \eta^2 = .116; p < 0.05$) (SP: $\omega_1 = 1.97, \eta^2 = .129, p < 0.05$)
- xiv Weight or Body Size (OP: $\omega_5 = 6.54, \eta^2 = .191, p < 0.05$) (SP: $\omega_5 = 4.02, \eta^2 = .229, p < 0.05$)

Aptitude factors not significant on both Objective Performance (OP) and Subjective Performance (SP) are:

- i Gender (OP: $\omega_2 = 3.60, \eta^2 = .068, p > 0.05$); (SP: $\omega_2 = 2.03, \eta^2 = .129, p > 0.05$).

- ii. Marital Status (OP: $\omega_3 = 2.64, \eta^2 = .052, p > 0.05$) (SP: $\omega_3 = 2.77, \eta^2 = .139, p > 0.05$)
- iii. Height (OP: $\omega_4 = 1.08, \eta^2 = .113, p > 0.05$) (SP: $\omega_4 = 0.95, \eta^2 = .101, p > 0.05$)

5. SUMMARY OF FINDINGS

H₀₁: Aptitude has no positive significant influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $F = 122.273, p < 0.05, \eta^2 = 0.135$) and SP ($F = 64.075, p < 0.05, \eta^2 = 0.124$). This null hypothesis is rejected, alternate accepted

H₀₂: Quantitative/Math Ability has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\lambda_2 = 13.41, \eta^2 = .217, p < 0.05$) (SP: $\lambda_2 = 6.21, \eta^2 = .158, p < 0.05$) Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted.

H₀₃: Cognitive Ability (CA) does not significantly and positively influence both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\lambda_2 = 5.54, \eta^2 = .141, p < 0.05$) (SP: $\lambda_2 = 2.37, \eta^2 = .135, p < 0.05$) Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₄: Intelligent Quotient (IQ) has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\lambda_3 = 7.09, \eta^2 = .131, p < 0.05$) (SP: $\lambda_3 = 5.88, \eta^2 = .187, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₅: Conscientiousness does not have any significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria (OP: $\Psi_1 = 1.40, \eta^2 = .122, p < 0.05$) (SP: $\Psi_1 = 3.02, \eta^2 = .141, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₆: Neuroticism has no significant and positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_2 = 3.22, \eta^2 = .246, p < 0.05$) (SP: $\Psi_2 = 8.55, \eta^2 = .196, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p <$

0.05) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₇: Openness does not have any positive significant influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_3 = 1.91, \eta^2 = .128, p < 0.05$) (SP: $\Psi_3 = 1.98, \eta^2 = .129, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₈: Agreeableness has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_4 = 4.08, \eta^2 = .150, p < 0.05$) (SP: $\Psi_4 = 4.02, \eta^2 = .148, p < 0.05$) Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₉: Sociability does not have any significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_5 = 2.79, \eta^2 = .140, p < 0.05$) (SP: $\Psi_5 = 1.08, \eta^2 = .111, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₁₀: Persuasiveness has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_6 = 1.50, \eta^2 = .126, p < 0.05$) (SP: $\Psi_6 = 1.67, \eta^2 = .126, p < 0.05$) Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₁₁: Aggressiveness does not significantly and positively influence objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_7 = 6.12, \eta^2 = .183, p < 0.05$) (SP: $\Psi_7 = 8.17, \eta^2 = .161, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₁₂: Persistence has no significant positive influence on both objective and subjective performance of marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_8 = 6.81, \eta^2 = .158, p < 0.05$) (SP: $\Psi_8 = 1.46, \eta^2 = .125, p < 0.05$) .Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₀₁₃: Empathy has no positive significant influence both objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria. (OP: $\Psi_9 = 6.23, \eta^2 = .160, p <$

0.05) (SP: $\Psi_9 = 8.71, \eta^2 = .209, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value

($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₁₄: Age has no significant and positive influence on both objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria (OP: $\omega_1 = 1.21, \eta^2 = .116; p <$

0.05) (SP: $\omega_1 = 1.97, \eta^2 = .129, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value

($p < 0.05$) are significant and positive, this null hypothesis is rejected and alternate accepted

H₁₅: Gender does not have any significant positive influence on both objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria. (OP: $\omega_2 = 3.60, \eta^2 = .068, p > 0.05$);

(SP: $\omega_2 = 2.03, \eta^2 = .129, p > 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p > 0.05$) are

insignificant and positive, this null hypothesis is accepted.

H₁₆: Marital status has no significant positive influence on both objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria. (OP: $\omega_3 = 2.64, \eta^2 = .052, p > 0.05$)

(SP: $\omega_3 = 2.77, \eta^2 = .139, p > 0.05$) Since the Partial Eta Squared (η^2) value and p-value ($p > 0.05$) are

insignificant and positive, this null hypothesis is accepted and alternate rejected

H₁₇: Height does not have any significant positive influence on both objective and subjective performance of

marketing executives in deposit money banks in Southeast Nigeria. (OP: $\omega_4 = 1.08, \eta^2 = .113, p > 0.05$)

(SP: $\omega_4 = 0.95, \eta^2 = .101, p > 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p > 0.05$) are

insignificant and positive, this null hypothesis is accepted and alternate rejected

H₁₈: Body Size has no significant positive influence on both objective and subjective performance of marketing

executives in deposit money banks in Southeast Nigeria. (OP: $\omega_5 = 6.54, \eta^2 = .191, p < 0.05$) (SP: $\omega_5 =$

$4.02, \eta^2 = .229, p < 0.05$). Since the Partial Eta Squared (η^2) value and p-value ($p < 0.05$) are

significant and positive, this null hypothesis is rejected and alternate accepted

6. DISCUSSION OF FINDINGS AND MANAGERIAL IMPLICATIONS

Aptitude and Bank Marketing Executives' Performance

Aptitude as a predictor of performance of bank marketing executives is highly supported in this study. This is

consistent with previous studies (Churchill et al 1985; Sjoberg, 2014; Mc Adams, 1995). Poor performance of marketing executives in Nigerian Deposit Money Banks may be linked to weaknesses in the selection of candidates with the right aptitude. It appears that the choice of a candidate by the interview panel does not often depend on the personality traits but on the candidate's verbal promise to turn in high sales target if selected. Based on the findings of this study, it is highly recommended that management should do a thorough analysis of what the marketing job entails before choosing the candidate with the right aptitude for the job.

General Mental Ability (GMA) and Bank Marketing Executives' Performance

The influence of GMA factors (Cognitive ability, Quantitative/Math ability and Intelligent quotient) as predictors of marketing executives performance is highly supported in this study. This is consistent with previous studies (Sjoberg, 2014; Tracey et al, 2010; Schmidt and Hunter, 2004). However, Grange and Roodt's (2001) study in the insurance industry show that cognitive ability does not predict sales performance. The inconsistencies in the findings of the previous studies may be as results of the nature of the industry were the studies were done. It is in this connection that Yakasai and Jan (2015) noted that no specific set of factors could lead to effective sales people's performance in all situations because performance is an industry – based outcome. Despite the inconsistencies in the findings of the previous work, it is highly recommended that bank managers should pay adequate attention to GMA factors (Cognitive ability, Quantitative/Math ability and intelligent quotient) that were strongly supported in this study. This is because marketing jobs in the banking industry require math, calculations and brain work. Individuals with poor GMA is most likely to show weak performance.

Personality Traits and Bank Marketing Executives' Performance

Personality traits found to have strong and positive influence on the performance of bank marketing executives in this study are conscientiousness, neuroticism, openness, agreeableness, sociability, persuasiveness, aggressiveness, persistence and empathy. This is consistent with the findings of Tracey et al (2010) who discovered that General Mental Ability (GMA) and personality traits such as conscientiousness, emotional stability and extroversion were significant predictors of sales performance. Yakasai and Jan (2015) also discovered that the big five personality traits (neuroticism, extroversion, openness, agreeableness and conscientiousness) are predictors of sales people's performance. It is not a surprise that personality traits supported in this study are strong predictors of performance of marketing executives in the Nigerian Deposit Money Banks owing to the nature of bank marketing jobs. Top flight bank marketing executives require the following to win customers: conscientiousness (carefulness with bank details),

neuroticism (emotional stability), openness (transparency), agreeableness (co-operation), sociability (association or relationship with customers), persuasiveness (convincing power), aggressiveness (strong effort to win), persistence (ability to try hard despite challenges) and empathy (ability to understand another person's feelings). It is therefore highly recommended that bank managers and bank recruitment agencies should look for candidates with these personality traits during recruitment and selection of candidates for marketing jobs. Errors made in selecting candidates with wrong personality traits may be difficult to change by training and supervision. This may be one of the reasons for continuous low performance of marketing executives in the Nigerian Deposit Money Banks.

Physical/Demographic profiles and Bank Marketing Executives' Performance

Among the physical/demographic profiles only age and body size /weight were found as strong predictors of marketing executives' performance while gender, marital status and height do not. This is highly consistent with the findings of the previous studies (Tracey et al, 2010; Churchill et al, 1997). These findings are not surprising because age and body size/weight suggest physical appearance which appears to be a strong determinant of marketing executive performance in the banking industry. Marketers should be handsome, beautiful and good looking to be able to attract customers. The implication is that bank managers should pay adequate attention to physical appearance and age during recruitment and selection of candidates for marketing jobs.

7. CONCLUSION

This study shows that low performance of marketing executives in Nigerian Deposit Bank is contributed by poor and ill-qualified aptitude. Therefore in order to improve the performance of marketing executives in Nigerian banking industry, management should pay adequate attention to aptitude factors particularly: quantitative/math ability, cognitive ability, intelligent quotient, conscientiousness, neuroticism, openness, agreeableness, sociability, persuasiveness, aggressiveness, persistence, empathy, age and body size/weight and de-emphasize gender, marital status and height.

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