Engagement Marketing and Sales Representative Performance of Fast-Food Restaurants in Rivers State

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Abstract

This study investigated the engagement marketing and sales representative performance of fast-food restaurants in Rivers State. The objectives of the study were to ascertain the extent to which cognitive processing and emotional commitment, which are the dimensions of engagement marketing, relate to sales representative performance. The population of the study was sixty-six (66) registered fast food firms in Rivers State. The sample size of this study is 38 fast food firms. The respondents were branch managers, operations managers, and marketing managers. The one hundred and fourteen (114) respondents provided primary data that was used to ascertain the relationship between the variables. The primary data were collected through a structured questionnaire that was designed on a 5-point Likert scale of very high extent to low extent. Four (4) research hypotheses were tested using Pearson product moment correlation with the aid of the statistical package for social sciences to establish the relationships between the variables. The results of the test showed that cognitive processing and emotional commitment have significant and positive relationships with profitability and market share, and there is a moderate, positive, and significant relationship between emotional commitment, profitability, and market share-the measures of sales representative performance. Therefore, based on the findings, the study concluded that engagement marketing relates to the performance of sales representatives at fast food restaurants in Rivers State. The study recommended that fast food restaurant firms should enhance their engagement marketing in order to improve sales representatives' performance.

Keyword: *Engagement Marketing, Sales Representative, Performance, Fast-Food Restaurants, Rivers State*

Introduction

Fast food restaurants are one of the fastest-growing and most lucrative businesses in terms of revenue and the size of the market in Rivers State and include both local and foreign firms. Fast food in the traditional sense is not new to Nigeria. The street corner sellers of suya, akara (fried bean cake), roasted plantains, fried yam, and roasted corn have been age-old features of many towns in Rivers State, serving snacks for everyone on the go, from little children to schoolchildren to working class. In addition to the mobile fast food and snack vendors, what has significantly contributed to the growth of fast-food restaurants in the capital cities of Nigeria can be attributed to high rural urban migration. Also, urban life style and changing work roles made many people prefer fast food restaurants as they had little or no time to prepare food for themselves (Josuah & Noah, 2009). In recent times, the number of women joining the workforce as a result of the federal government's women for change initiatives has altered the traditional roles of women, resulting in many urban women and men opting to eat food outside of their homes.

In line with the above, many small restaurants known as "Bukas" have sprung up across the urban cities in Rivers State to meet the needs of these groups of people living and working in urban cities. These restaurants initially solely served Nigerian local food, either in open areas or in a low-cost environment. The foods served at these locations are relatively cheap, and as a result, they have gained huge patronage from the public. In response to market growth and consumer needs, modern fast-food restaurants have sprung up to serve middle-class people, unlike the local restaurants, which tend to vary in quality and service. These new fast-food centers put more emphasis on service quality, physical evidence, value creation, and comfort. They serve both domestic and continental delicacies, thus attracting many customers, resulting in good profit for shareholders.

The fast-food restaurant market in Rivers State has become highly competitive, with major players like Mr. Biggs, Tantalizers, Tasty Fried Chicken, Sweet Sensation, and Chicken Republic accounting for a greater percentage of the fast food restaurant market (Funmi, 2010). These big players have gone beyond serving quick food to venturing into African delicacies. This strategy, aimed at expanding markets, has increased the customer base of the industry in the past few years. The industry evolved significantly between 2000 and 2004, when it witnessed the influx of many more players, resulting in a huge impact on the financial position of restaurants. Due to this fierce competition and reduced profit level, all the players now try to create maximum value for their customers. As one of the fastest-growing and highly competitive industries in Rivers State, the fast-food players need to respond quickly to changing customer needs, and some of them have started practicing engagement marketing.

Fast food establishments in Rivers State, including both domestic and international companies, are experiencing rapid growth and generating substantial income due to the size of the market. Nigeria has a long history of traditional fast food. The presence of street vendors selling suya, akara (fried beans cake), roasted plantain, fried yam, and roasted maize has been a long-standing tradition in several communities in Rivers State. These vendors cater to individuals of all ages, including young children, students, and working professionals, who are in need of quick snacks while on the go. In addition to the mobile fast food and snack sellers, the tremendous rise of fast-food restaurants in the major cities of Nigeria may be ascribed to the substantial rural-urban migration. Furthermore, the urban lifestyle and evolving job responsibilities have led some individuals to choose for fast food establishments due to their limited or nonexistent availability of time to cook meals for oneself (Josuah & Noah, 2009). The federal government's "women for change initiatives" have led to an increase in the number of women entering the workforce. This has caused a shift in the traditional roles of women, resulting in more urban women and men choosing to have meals outside of their homes.

Consequently, several tiny eateries referred to as "Bukas" have emerged in metropolitan areas of Rivers State to cater to the demands of the urban population. Initially, these eateries only offered traditional Nigerian cuisine, either in outdoor settings or in affordable establishments. The cuisine offered at these establishments is reasonably priced, which has led to a significant following among the general population. Modern fast food establishments have emerged to cater to the demands of a growing market and the preferences of middle-class individuals, in contrast to local eateries that sometimes exhibit inconsistencies in both quality and service. These newly established fast food establishments prioritize service excellence, physical attributes, value generation, and customer comfort. The restaurant offers a variety of local and international dishes, which appeals to a large customer base and generates substantial profits for the stockholders.

The fast food restaurant sector in Rivers State has grown very competitive, with prominent establishments like as Mr. Biggs, Tantalizers, Tasty Fried Chicken, Sweet Sensation, and Chicken Republic dominating a significant portion of the market share (Funmi, 2010). These prominent establishments have expanded their offerings beyond fast food to include African specialties. This technique has successfully extended the industry's consumer base and captured additional markets in recent years. Between 2000 and 2004, the sector saw considerable changes as it experienced the entry of several new competitors, which had a substantial influence on the financial standing of restaurants. As a result of intense rivalry and decreased profitability, all participants now strive to provide optimal value for their clients. Due to its rapid growth and intense competition in Rivers State, the fast food business must promptly adapt to evolving consumer demands. Consequently, several fast food establishments have begun using engagement marketing strategies.

Engagement marketing refers to the organizational culture of a firm where workers effectively meet customer needs by adhering to brand values, resolving issues, making internal decisions, and providing a consistent branded customer experience externally. Engagement marketing strategies include employees actively delivering on the brand promise, with the brand being the focal point of the organization. Competent industry participants that use engagement marketing ensure that their staff fully embrace and embody the brand culture in every aspect. This training not only imparts knowledge of the business's ideology to personnel, but also motivates and authorizes them to use it in their work and demonstrate loyalty to the company even in their personal endeavors. The fast food sector in Rivers State is highly competitive, characterized by constant change, and expanding to global markets. As a result of the existence of assertive market participants and a dynamic market landscape, every firm is striving to get an equitable portion of the market. In order to maintain this, fast food restaurants must operate with great efficiency in their business sector, offering prompt and reliable services at the lowest feasible expense, while also instilling a sense of commitment to success in both employees and consumers.

The fast food sector is reaching a state of saturation, posing challenges in client retention. In order to achieve success, a corporation must cultivate and include a set of complete identifying attributes. It is thought that this will improve the firm's capacity to meet the increasing demands of new customers. To clarify, fast food companies should incorporate their brand culture within. Therefore, the implementation of engagement marketing is vital in fast food restaurants in Rivers State due to their service-oriented nature and operation within a competitive and profit-driven business. In order to do this, one must be driven by the desire for financial gain. Fast food establishments in River State should provide a conducive work atmosphere for their employees and provide exceptional service to wow their consumers, therefore securing their loyalty and transforming them into brand advocates. Hence, it is essential for fast food companies to do research to determine the most effective technique for attracting consumers. These organizations must also comprehend the cognitive processing, emotional commitment, and behavioral loyalty that rely on a deep understanding of the consumer and meeting their demands. It is advisable to handle consumers with prudence due to their significant value to the company.

The literature has several research that seek to establish a connection between engagement marketing and the performance of sales agents in Fast Food Restaurants in Rivers State. Adejumo (2019) investigated the influence of adopting marketing concepts on sales performance. Rather and Sharma (2017) investigated the connections between different aspects of customer engagement and loyalty. In contrast, Marolt, Zimmermann, and Puciha (2020) performed a research that created and assessed a theoretical framework including the factors that drive enterprise-initiated consumer engagement and its resulting results. Furthermore, Wieseke et al. (2012) conducted a study to analyze the impact of empathy on interactions between customers and employees. In a separate study, Bahadur et al. (2018) examined the indirect influence of employee empathy on customer loyalty. Additionally, Akani, Nwokah, and Nsirim (2022) aimed to establish a correlation between self-awareness and the performance of sales representatives. However, none of these research examined the relationship between engagement marketing and sales reps. Therefore, the primary objective of this research is to establish the correlation between engagement marketing and the success of sales representatives in fast food restaurants. The metrics used to gauge the performance of sales representatives will be profitability and market share. However, none of these studies investigated engagement marketing or sales representatives. Hence, the focus of the current study is to determine the relationship between engagement marketing and sales representatives' performance at fast food restaurants, using profitability and market share as metrics of sales representatives' performance.

The following hypotheses are formulated to guide the study:
Ho_1: Cognitive processing has no significant relationship with profitability of sales representatives' performance at fast food restaurants in Rivers State.

Ho2: Cognitive processing has no significant relationship with market share of sales representatives' performance at fast food restaurants in Rivers State.
Ho3: Emotional commitment has no significant relationship with profitability of sales representatives' performance at fast food restaurants in Rivers State.
Ho4: Emotional commitment has no significant relationship with market share of sales representatives' performance at fast food restaurants in Rivers State.

Study Variables and Conceptual Framework

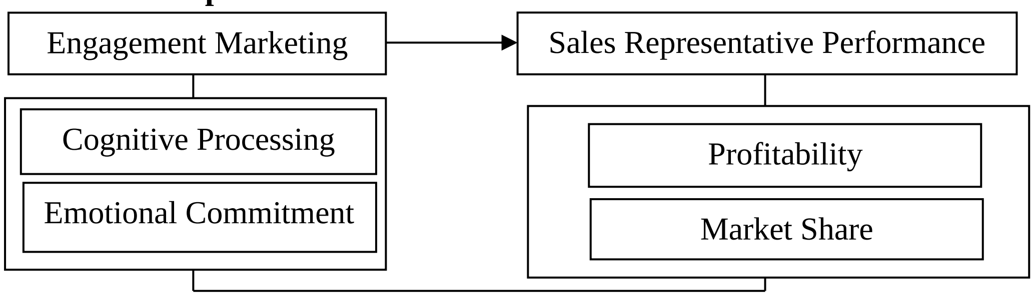

Figure 1: Conceptual framework of the relationship between engagement marketing and sales representatives' performance of fast food restaurants in rivers state.
Sources: Harmeling, Moffett, Arnold & Carlson (2016), Linh, (2019).

Literature Review/Theoretical Foundation
This study adopted two baseline theories to underpin the research model. They are the Social exchange theory (SET) will be used to underpin engagement marketing while the contribution theory will be used to underpin sales representative performance.

2.1.1. Social Exchange Theory (SET)

Social exchange theory is based on the basic concept of reciprocity. The theory posits that individuals driven by self-interest engage in transactions or exchanges with other self-interested individuals to achieve outcomes that cannot be attained individually (Lawler & Thye, 1999). Furthermore, these exchanges cease when they are no longer perceived as mutually beneficial by both parties (Blau, 1994). The social exchange theory is one of the most significant ideas for comprehending marketing behaviour. The notion is based on the premise that each party has something valuable to offer the other side. Moreover, the idea posits that individuals would participate in reciprocal and mutually beneficial partnerships alone when they have confidence and faith in their counterparts in the exchange. The fast food companies aim to assist their workers in developing enduring and mutually beneficial connections with both their organization and their colleagues.

2.1.2 Contribution Theory (CT)

The contribution theory is based on the principle that when the contribution per unit of a product sold increases, the firm's profit earned from a certain level of activity also increases. Expanding the market share beyond the point where revenues cover costs would result in increased profitability for the company. The hypothesis suggests that if a corporate entity surpasses its break-even threshold, the sales of more units of items, as a consequence of the established business plan, will contribute to the overall profit (Weetman, 2006).

2.2. The Concept of Engagement Marketing

Engagement marketing refers to the process by which the workers of a company develop enduring and mutually beneficial exchange connections with both their organization and their colleagues. The term "engagement marketing" refers to a company's marketing initiatives that benefit from its ability to show empathy, excite, motivate, and promote individual consumer involvement. Engagement marketing is a deliberate strategy that a business uses to encourage, enable, and evaluate a customer's voluntary involvement that goes beyond a straightforward economic transaction. Engagement marketing is the deliberate and strategic method that a business uses to actively encourage, empower, and shape consumer participation in marketing activities (Patterson & De Ruyter, 2006). The notion of engagement has been acknowledged as significant and relevant in the fields of organizational behaviour, marketing, social psychology, and education. For instance, Kahn (1990) examined the impacts of workers who are actively involved in their work, while Fredricks, Blumenfeld, and Paris (2004) outlined the ways in which students actively participate in their educational institutions.

There is significant academic and management interest in customer engagement (CE), which is growing and projected to continue in the future. Marketing professionals anticipate a rise in brand value, revenue, and profits as a result of consumers who are really involved and committed. Marketing scholars highlight the capacity of customer engagement (CE) to foster customer connections that go beyond financial transactions (Venkatesan, 2017) and to attain long-lasting competitive advantage (Kumar & Pansari, 2016). Existing research has made significant contributions by defining customer engagement (CE) and exploring its positive or negative nature and various aspects. For example, Brodie, Hollebeek, Jurić, and Ilić (2011), Hollebeek (2011a), Mollen and Wilson (2010), van Doorn et al. (2010), and Vivek, Beatty, and Morgan (2012) have provided definitions of CE. Furthermore, Dessart, Veloutsou, and Morgan-Thomas (2016), Hollebeek, Glynn, and Brodie (2014), van Doorn et al. (2010), and Vivek, Beatty, Dalela, and Morgan (2014) have investigated the positive or negative nature and different dimensions of CE.

Nevertheless, the existing literature has not adequately addressed two unresolved issues. According to studies by Harmeling, Moffett, Arnold, and Carlson (2017) and Pansari and Kumar (2017), previous research has concentrated on examining the psychological factors that influence customer engagement. However, the exploration of customer engagement as a strategic resource for companies has not been thoroughly examined. Furthermore, there is a scarcity of interpretative research that examines customer engagement from a managerial standpoint and takes into account the perspective of the company itself. Only a few studies, such as Hollebeek (2016), Hollebeek et al. (2017), and Vivek et al. (2012), have addressed this issue. Moreover, most of the managerial implications are derived from research focused on consumers. Considering customer engagement (CE) as a resource initiated by the firm is crucial because organizations usually take the lead in involving the customer (Vivek et al., 2012). Therefore, firms should actively oversee the customer engagement experience (Calder, Hollebeek, & Malthouse, 2018; Lemon & Verhoef, 2016; van Doorn et al., 2010). Hence, consumer interaction results in engagement marketing. Engagement marketing refers to the intentional use of resourceful material to actively involve individuals and foster significant relationships over an extended period of time.

According to Vivek (2009), consumer engagement is the degree of involvement and connection that consumers have with an organization's goods or services as well as any upcoming events or activities. Engagement marketing refers to the logical and emotional connection established between a consumer and a brand, including many stages such as brand recognition, customer acquisition, conversion, satisfaction, retention, and referral. Vivek (2009) defined five conceptual elements of customer involvement based on the findings of this research. x Awareness refers to the state of being cognizant and possessing information about the subject of involvement, namely the object of engagement; x Enthusiasm denotes a high level of excitement and passion towards the object of engagement; x Interaction entails the exchange of ideas, thoughts, and emotions with others regarding the object of engagement; x Activity encompasses actions that are centered around the program or offering in which the individual is actively engaged; 656 Rita Kuvykaitė and Asta Tarutė published an article titled "Procedia: Social and Behavioural Sciences 213 (2015), 654–658." The event was remarkable; it brought about a fresh perspective and approach. It is noteworthy that the customer engagement characteristics described by Patterson et al. (2006) and Vivek (2009) have similarities in key elements, such as the consumer's attention, excitement, and readiness to take action and participate. In addition, Hollebeek et al. (2014) propose that the word "engagement" encompasses a complex notion that comprises three dimensions: cognitive, emotional, and behavioral.

Researchers also highlight the interconnectedness of several aspects of consumer interaction. Brodie, Ilic, Juric, and Hollebeek (2013) discovered that emotional involvement may lead to heightened levels of intensity in other dimensions, such as cognition and behaviour. Hollebeek (2011) and Hollebeek et al. (2014) conducted a comprehensive analysis of prior research to examine the distinctive features and prevalent manifestations of consumer engagement dimensions. The primary outcome of this investigation was the categorization of consumers.
Customer engagement is a term that is currently developing among professionals and scholars, and it refers to the use of engagement in the context of customer relationships. Table 2.1 is a compilation of meanings that indicates the existence of several interpretations of the word. Practitioners view customer engagement as activities that enhance the emotional, psychological, or physical connection a customer has with a brand. On the other hand, academics in the information systems field see customer engagement as the level of customer involvement in exchanging knowledge with representatives of the organization and other customers. A 2007 study by Wagner and Majchrzak is the source of this information.

Engaged customers may get many extrinsic and intrinsic benefits from being deeply involved with a product or activity. The significance of actively involving the customer has been acknowledged in the current body of literature. So far, client involvement has mostly been studied in online situations using the exchange model. However, there have been very few, if any, organized or empirical efforts to investigate and put into practice this concept. The majority of research on consumer interaction mostly focuses on providing descriptions and explanations. In their study, Sawhney, Verona, and Prandelli (2005) examined two instances of online product creation to propose how varying degrees of client participation might promote collaborative innovation. Research also indicates that the synergy between consumer engagement and staff engagement leads to enhanced performance. In their study, Fleming, Coffman, and Harter (2005) discovered that business units that have even moderately high levels of engagement from both employees and customers tend to be more financially successful than those with very high levels of engagement from either customers or employees alone. Bowden (2009) has presented a conceptual framework that outlines the process of customer engagement. This framework focuses on the degree to which consumers are either new or repeat buyers of a certain service brand. Therefore, it is evident that the current research lacks an empirical conceptualization and definition of consumer involvement.

The phenomenon of engagement has been extensively examined across several scientific fields, including organizational organisational behaviour, psychology, sociology, and political studies. Brodie, Hollebeek, Juric, and Ilic (2011) conducted research on the idea of engagement in the social sciences. They examined different forms of engagement, such as employee engagement, civic engagement, and consumer engagement, and explored the various interpretations of this concept. Brodie et al. (2011) reference scholars that highlight that engagement is a kind of social and interactive conduct that may be described as a transitional condition that evolves over time throughout relevant engagement activities. Consumer engagement marketing refers to a strategic approach by a company to encourage, enable, and evaluate consumer involvement in marketing activities. This approach signifies a change in marketing research and business operations. The study begins by providing clear definitions and distinctions for engagement marketing. It then presents a classification of the two main forms of engagement marketing and proposes principles that connect specific strategic elements to customer outcomes and, consequently, the performance of the firm. The study theorizes that the effectiveness of engagement marketing is derived from the establishment of psychological ownership and self-transformation. The authors provide evidence to support the derived principles by using case examples and conducting a quasi-experimental field test of the key principle of engagement marketing (Hollebeek, Glynn, & Brodie, 2014).

The phrases "engage" and "engagement" are often used in conversations related to co-creation, decision-making, and interaction. Hollebeek (2011) suggests that engagement is highly dependent on the specific environment and may be changed by a consumer's choice about specific objects of engagement, such as brands, goods, or organizations. The examination of consumer engagement is also associated with a more profound investigation of the factors that contribute to customer engagement. Javornik (2013) conducted a noteworthy study on the advancement of the consumer involvement idea and the identification of research viewpoints. The authors conducted a comprehensive examination of the current research on consumer involvement, including studies by Brodie et al. (2011), Gambetti and Graffigna (2010), Hollebeek (2011), Hollebeek (2011b), and Vivek et al. (2012). Furthermore, based on the findings of the analysis, Javornik (2013) proposed four distinct study approaches to consumer engagement: behavioural, psychological, social, and multidimensional.

According to the Advertising Research Foundation's (Meskauskas, 2006) discovery, engagement is the process of piqueing a prospect's interest in a brand concept, which depends on the context. Furthermore, engagement can be defined as a prospect's active involvement with a marketing communication in a manner that can be demonstrated to have a predictive impact on sales outcomes. According to the E-Consultancy (2008) UK consumer engagement study, engagement is defined as the result of ongoing encounters that enhance the emotional, psychological, or physical commitment a customer has towards a business. The scholarly community is more skeptical about the assumption that there is a direct cause-and-effect link between engagement and sales. Although practitioner conferences emphasize the importance of the subject in online marketers' best practices, scholarly literature has traditionally focused on the concepts of flow and interactivity, which are believed to contribute to a more positive perception of the product and website (Sicilia et al., 2005). The ARF definition is recognized in recent work (Heath, 2007; Marci, 2006; Wang, 2006), although it is mostly used as a foundation and does not consider the connection between engagement and other established concepts related to customers' online experience.

2.3 Dimensions of Engagement Marketing

Patterson, Yu, and De Ruyter (2006) identified absorption, devotion, vigour, and interaction as the primary elements of customer involvement. The authors contended that consumers should prioritize the engagement object, displaying enthusiasm and determination to invest energy and actively engage with it. The first investigations into the dimensionality of consumer involvement were conducted in 2005–2006. Patterson, Yu, and De Ruyter (2006) identified absorption, devotion, vigour, and interaction as the primary elements of customer involvement. The authors contended that consumers should prioritize the engagement object, displaying enthusiasm and determination to invest energy and actively engage with it. The analysis of studies on consumer engagement reveals that consumer engagement is a complex concept comprising three primary dimensions: cognitive (consumer's attention and interest in a specific engagement object), emotional (feelings of inspiration or pride triggered by an engagement object), and behavioural (consumer's exertion of effort and energy in interacting with an engagement object). This research incorporated two dimensions: cognitive processing and emotional commitment.

2.3.1 Cognitive Processing

Instances of brand engagement, such as when a customer actively concentrates on or exhibits a significant interest in a particular brand, may demonstrate this dimension. Hollebeek et al. (2014) have recently conducted research that indicates the dimension of "cognitive processing." This dimension refers to the extent to which a customer engages in cognitive processing and analysis during a specific engagement with a brand. According to this understanding, the dimension of "cognitive processing" may be equated with the "traditional" cognitive dimension. In addition, Abdul-Ghani, Hyde, and Marshall (2011) have recognized the "utilitarian" component of consumer engagement, along with the hedonic and social dimensions, in their study. Similarly, Patterson et al. (2006) have suggested that the vigour aspects may also be seen as a cognitive dimension of consumer engagement. The utilitarian aspect is determined by the consumer's assessment of the usefulness and benefits of the online auction website.

Hansen (2003) argued that cognitive and emotional factors are not mutually exclusive; rather, they are interconnected. Cognitive processes have a role in evaluating and forming attitudes, which in turn have a substantial influence on purchasing intentions. According to Blackwell et. al. (2001), the cognitive process is responsible for the development of consumer beliefs and attitudes towards their surroundings, which in turn influence decision-making in the environment. According to Steenkamp (1989), consumers use their cognitive processes to minimize risk and prevent making incorrect purchase choices. This requires consumers to engage in a high level of involvement. Consumers who actively engage in decision-making use their cognitive faculties to effectively compare and evaluate things, resulting in more informed decision-making. The reference is to Dubois' work published in 2000. Buyers are expected to use their cognitive processes to form beliefs (the cognitive component) about the characteristics of commodities, which in turn may result in the development of an overall preference or disregard for a product. Buyers who have a favourable disposition towards products are expected to be more inclined to consider purchasing them. The goal of Ruiz & Sicilia's (2004) study is to look at individual differences in the propensity to rely on cognitive or emotive processes when processing information and making decisions. This research proposes that persuasive appeals should be accountable and more efficient in assessing the information and cognitive processes of consumers in order to cultivate a strong attitude, belief, and assessment towards brand selection and purchase intention.

Hence, cognitive and behavioural learning significantly contribute to the development of cognitive processes in certain situations, hence influencing purchasing intentions. During the cognitive process, most of the information influences purchase intention, such as viewing commercials, rather than the actual act of buying, due to the risks involved in the purchase itself. The findings of Teng and Laroche (2007) suggest that consumers' cognitive processes have an impact not only on their brand views but also on their confidence in judging the brand. The cognitive process of customers influences their views and confidence, which in turn affects their buying intentions. In 1987, Aslin and Rothschild established the Cognitive-Behavioral Learning (CBL) model, which suggests that cognitive processes occur as a result of the interaction between information input and behavioural output. The learning process consists of both cognitive and behavioural components, which complement each other and occur in a sequential manner. It is necessary for a minimal amount of cognitive learning to take place before behavioural learning can occur. Cognitive learning occurs when a consumer is new to and engaged with a product or service, whereas behavioural learning occurs when a consumer is familiar with or uninvolved with things. Due to the buyer's novelty and high level of engagement with the goods, potential customers may exhibit reluctance in making a purchase. Vicarious learning, obtained via the acquisition of knowledge, facilitates the cognitive process that manifests cognitions and the appropriate behaviour resulting from these behaviours.

2.3.2 Emotional Commitment

Heath (2007) argues that involvement might be seen as a subconscious emotional construct, suggesting the presence of an emotional aspect in the concept. The word "emotion" refers to any kind of stimulus that elicits emotions. AbdulGhani et al. (2011) define the hedonic component of engagement as the consumer's perceived enjoyment while utilizing online auction sites. The study states that consumers who participate in the activities of these websites feel pleasant emotions and pleasure. In scientific research, while studying a specific brand, the emotional aspect is sometimes referred to as "dedication" (Cheung, Lee, & Jin, 2011; Patterson et al., 2006) or "affection" (Hollebeek et al., 2014). Patterson et al. (2006) define "dedication" as the customer's feeling of belongingness towards a particular business. The consumer takes pride in being a patron of the firm and is eager and passionate about fulfilling their job as a consumer. Hollebeek et al. (2014) suggest that the emotional aspect of engagement may be described as a customer's attachment, which refers to the pleasant emotions experienced by a consumer towards a certain brand throughout their encounter.

Emotional commitment refers to the extent to which a customer is mentally adaptable and stable while engaging with an organization, brand, or other consumers. This dimension represents the extent to which consumers are willing to allocate their energy, time, and effort to engage in commercial operations. Heath (2007) argues that involvement might be seen as a subconscious emotional construct, suggesting the presence of an emotional aspect in the concept. The word "emotion" refers to any kind of stimulus that elicits emotions. AbdulGhani et al. (2011) define the hedonic aspect of engagement as the consumer's perceived enjoyment while utilizing online auction sites. The study states that consumers who participate in the activities of these websites feel a sense of pleasure, namely happy emotions. In scientific research, while studying a specific brand, the emotional aspect is sometimes referred to as "dedication" (Cheung, Lee, & Jin, 2011; Patterson et al., 2006) or "affection" (Hollebeek et al., 2014). Patterson et al. (2006) define "dedication" as the customer's feeling of belonging to a particular business. The consumer takes pride in being a patron of the firm and is eager and passionate about fulfilling their job as a consumer. Hollebeek et al. (2014) suggest that the emotional aspect of engagement may be described as a consumer's attachment, which refers to the positive emotions felt towards a certain brand throughout consumer-brand interactions.

2.3 The Concept of Sales Representatives' Performance

The significance of sales success as a key indicator of both individual and organizational performance is well acknowledged (Linh, 2019). In order to perform their duties successfully, sales workers need access to both organizational and job-related resources, as well as personal resources. A sales performance model at the person level is suggested, which is based on the motivating process outlined in the Job Demands-Resources Model (Bakker & Demerouti, 2007). Employee engagement atmosphere is the way in which organizational and work resources are understood (Riordan, Vandenberg, & Richardson, 2005). Personal resources are defined as the psychological capital of workers, as conceptualized by Luthans and Youssef in 2004. The model illustrates the relationship between employee involvement climate and engagement, the impact of psychological capital on performance, the interaction between employee involvement climate and psychological capital in influencing employee engagement, and the subsequent effect of engagement on salesperson performance. The concept has the potential to be valuable for human resource managers, organizational development practitioners, and sales managers who want to enhance the skills, involvement, and engagement of their salespeople in order to maximize salesperson performance. These are four measures that may be monitored to correctly assess sales success. The vocation of sales has been described as difficult and prone to failure (Boichuk et al., 2014). It is deserving of attention from both academic and practical perspectives, as shown by the many empirical and conceptual research studies produced over the course of centuries. The phrase "sales performance" refers to the evaluation of behaviour based on its contribution to the organization's objectives (Johnston and Marshall, 2006). In 1885, Churchill, Ford, and Walker developed a framework outlining the key components that influence a salesperson's effectiveness. This model consists of five fundamental elements: (1) aptitude, (2) skill level, (3) motivation, (4) role perceptions, and (5) personal, organizational, and environmental variables. Anderson and Oliver (1987) introduced the notion of sales performance, which encompasses both the outcomes achieved by salespeople and their corresponding actions. "Sales results encompass the quantity of units sold, the market share of sales, the acquisition of new accounts, and the profits generated." Additional research has also examined the performance of salespeople, specifically focusing on their revenue outcomes and associated behaviours (Challagalla and Shervani, 1996).

Furthermore, the advent of advanced CRM systems like Salesforce.com and Oracle's Netsuite has introduced a further level of intricacy to this scenario. These systems enable organizations to keep an unparalleled quantity and diversity of data on the performance of salespeople (Beath et al. 2012; Hollison 2015). Grand View Research (2019) predicts that the CRM business will see growth of over 600% from 2010 to 2025, serving as proof of the ample availability of data. With the rapid increase in available information, researchers who collect secondary data from companies are likely to come across metrics that are significantly different from what they are used to. The presence of a large amount of newly available secondary data and the lack of clear instructions on how to use it bring attention to four crucial concerns for researchers and reviewers: 1) determining which Specific Points of Interest (SPOs) are most relevant to practitioners; 2) understanding the relationships between SPOs in a homological network; 3) identifying the most suitable SPO for a particular research context, design, or objective; and 4) considering the factors that scholars should take into account when choosing a SPO. Consequently, scientists face substantial obstacles when attempting to develop new theories and ensure their practical applicability in management. Our objective is to provide academics with the necessary skills to navigate and understand the constantly changing field, which is undoubtedly the most crucial factor in sales management research.

In order to delve into these significant matters, this paper will go through three distinct phases. In order to identify the specific sales performance outcomes (SPOs) that managers and salespeople frequently use, we first administer an investigative survey to practitioners. According to Homburg et al. (2011), practitioners are the main providers of secondary sales indicators. Therefore, it is crucial to comprehend the many categories of performance data that professionals gather and the specific key performance indicators they consider most significant. This understanding will enable us to approach the subject matter from a realistic standpoint, guaranteeing the ongoing management significance of sales research (Palmatier 2016). Next, we do a methodical examination of existing literature (see Palmatier, Houston, and Hulland 2018) and, using a theoretically guided evaluation framework, categorize three decades worth of practical sales research to get a deeper comprehension of the sales performance outcomes used by researchers. Furthermore, we undertake a comparative analysis of the viewpoints held by practitioners and scholars in order to construct a comprehensive conceptual framework delineating the various classifications of SPOs. This framework includes clear theoretical definitions, shows how the SPOs are organized hierarchically within these categories, and suggests simple changes that can be used by everyone to make it easier for scholars' SPOs to match their research goals.

Prior to moving further, it is crucial to address the concept of salesperson performance in a comprehensive manner. The phrase "salesperson performance" refers to the assessment of behaviour based on its impact on the organization's objectives (Walker, Churchill, and Ford 1979, p. 33). Given the diverse range of behaviours shown by salespeople in different businesses, it is more accurate to see success as a result of the quantity and quality of their efforts, such as their strategies and personal style (Campbell et al., 1993). A comprehensive analysis of the literature indicates that salesperson performance may be roughly classified into four kinds of SPOs: activity-based, outcome-based, conversion-based, and relationship-based. Relationship-based performance indicators pertain to the level of connection a salesperson establishes with clients, such as loyalty, retention, and net promoter score (as discussed in Keiningham et al., 2007; Morgan & Rego, 2006). Relationship-based metrics mostly emphasize long-term results (Palmatier et al. 2013), suggesting that these SPOs assess an individual's capacity for consistent performance over time. This is consistent with studies that emphasize the significance of relationship quality in the sales position (Crosby, Evans, and Cowles, 1990; Park et al., 2010).

2.4 Measures of Sales Representative Performance

There is a huge amount of research that investigates the factors that influence the success of salespeople. However, there is much variety in how researchers may measure salesperson performance using data supplied by the company. Having laid the foundation with some conceptual underpinning, we will now examine two primary methods for evaluating salesperson performance. Typically, researchers use either primary (e.g., Miao and Evans 2013; McFarland, Rode, and Shervani 2016) or secondary (e.g., Ahearne et al. 2013b; Bolander et al. 2015) approaches to gather data. The researcher produces primary data with a specific goal in mind, such as conducting surveys. Secondary data is information that a third party gathers for a different reason, such as customer relationship management (CRM) records. Primary data is collected to assess the performance of an individual over a certain period of time. This data includes both financial and non-financial characteristics and may be used to monitor both salesperson behaviours and outcomes (Murphy 2008). Individual salespeople (e.g., self-assessments), sales managers (e.g., assessing the performance of subordinates), or customers (e.g., satisfaction with the salesperson) may provide these assessments. This technique enables a comprehensive and multifaceted view of sales activities that go beyond those that may be readily quantified (Osterman

2007). The Behrman and Perreault (1982) scale includes measurement items that pertain to several aspects of sales, which will be discussed in more depth later.

The sales force serves as a crucial intermediary between the firm and its customers, enabling the generation of competitive advantages by effectively managing financial, product, and customer information. Essentially, the performance of an organization is the primary factor that determines its success or failure. Hence, the assessment and improvement of salespeople's performance should be of utmost importance to sales managers and supervisors (Walker, OC, 1977). Grant & Cravens (1996) said that the success of a commercial organization is contingent upon the performance of its salespeople. Therefore, a crucial responsibility of sales management is to identify the factors that influence salesperson performance. The sales force consistently plays a pivotal role in the success of these organizations by establishing a connection between the client and the company across all sectors. Amidst the growing obstacles in the business realm, an increasing number of executives are seeking insights from marketing researchers about the factors that drive salespeople and contribute to favourable sales outcomes (Walker, 1977).

The quantifiable measure of a salesperson's output, such as the quantity of clients they bring in, is their performance. It can also be described as the process of supervising and training individuals to improve their sales abilities, methods, and outcomes. The authors Churchill and Ford (1979) defined sales success as the outcome of executing distinct and specialized tasks that might significantly alter depending on the kind of sales job and scenario. The study issue of salesperson performance has been regarded as a vital problem for enhancing firms' growth and has gained prominence in recent decades. Over the years, several studies have been published on this subject. A significant number of publications were discovered while doing a search for "sales performance" on Google Scholars and other scholarly sites. The studies conducted by Oschrin in 1918 and the latest research by Tom Brashear-Alejandro both explore the factors that influence salesperson performance. Oschrin's study focused on the relationship between aptitude and salesperson performance, while Brashear-Alejandro's research examined the longitudinal study of mentoring functions and their impact on salespersons.

The intricacy of sales positions is on the rise, with team selling now being a crucial sales skill. Online selling is replacing traditional transactional selling, which has led to the emergence of new techniques for consultative selling as the standard practice. Customers in the majority of marketplaces are increasingly becoming more discriminating and are expecting innovative methods to enhance the value they get for their company. The majority of these changes are not being seen in the kind of performance metrics that sales managers use. Sales organizations have several problems when it comes to monitoring and evaluating sales success. The salespeople may be exhibiting appropriate conduct and executing the correct actions; however, their employers' performance assessment systems fail to recognize their achievements. Frequently, people are faced with the dilemma of choosing between behavior-based and outcome-based metrics. Performance may be defined as the assessment of behaviour based on its impact on the organization's objectives (Walker, Churchill, & Ford, 1979).

Measuring and overseeing the performance of salespeople is seen as a crucial element of managerial responsibilities in all companies, and technologies specifically designed for managers are available to facilitate this measurement. Various definitions of sales performance exist. For example, one definition by Joshi and Randall (2001) describes it as the relative achievements of an individual salesperson compared to their peers, based on conventional indicators such as generating sales revenue and replenishing the customer base. Another definition by Johnston and Marshall (2006) defines sales performance as the evaluation of behaviour in terms of its contribution to the organization's goals. An essential aspect of effectively managing the sales force, which serves as the intermediary between the organization and its clients, is enhancing performance. The importance of enhancing sales performance in a company to sustain and grow the business has made it a prominent academic subject. Over the past century, a significant amount of research has been conducted on this topic, starting with Oschrin's (1918) survey research. Between 1977 and 1981, there were primarily two conceptual study approaches to sales performance, namely "WCF and Weitz." It is commonly recognized that personal elements have a significant impact on the success of salespeople. Extensive research has been conducted in the past to study the sales profession and the factors that may either favorably or adversely influence a salesperson's performance.

In order to address the inconsistencies in previous studies on factors influencing sales performance and their interrelationships, a meta-analysis was conducted. The objective was to offer a more comprehensive interpretation of the existing empirical research and generate a more consistent summary of the findings (Churchill et al., 1985). Based on a meta-analysis of 393 citations from over 60 journals and around 30 dissertations from 1918 to 1982, Churchill and his colleagues identified six main categories of factors that determine sales performance: role perceptions, aptitude, skill level, motivation, personal factors, and organizational and environmental factors. Walker's (1977) investigation into the causes of sales performance had an impact on these findings. Subsequent research following Churchill's work has focused on the analysis of variables that influence sales success, the interconnections between these variables, and the cognitive processes associated with sales behavior. Within the realm of sales performance, there have been many meta-analyses undertaken.

By including measures that are important to the organization, this data precisely quantifies the inputs and outputs of salesperson activities, which may be used to assess job performance (Neely et al., 1997). Within the sales literature, studies have employed secondary data to assess the effectiveness of salespeople. These studies have utilized various types of archival company data, including sales volume, market share, profitability, growth, and quota attainment. Examples of such studies include Bolander et al. (2015) for sales volume, Gonzalez et al. (2014) for growth, and Patil and Syam (2018) for quota attainment. An observation about SPOs is the absence of a universally accepted data format that researchers should use. Although the literature recognizes distinctions between these data sets and advises against using them interchangeably (e.g., Rich et al., 1999), there is still no definitive solution for determining the most effective measure of salesperson effectiveness. Undoubtedly, there are advantages to both primary and secondary data methodologies. Researchers should thoroughly evaluate the complementarity of various techniques by assessing the benefits and drawbacks associated with the data source that is relevant to their specific research aims.

2.4.1. Profitability

Profitability refers to the amount of profits a firm generates from its sales after subtracting all expenditures paid within a certain time frame (Alarussi & Alhaderi, 2018). Bekmezci (2015) said that profitability is a crucial criterion that indicates success to management, satisfies shareholders, attracts investors, and ensures the company's survival. The primary objective of a business is to fulfil customer demands while simultaneously striving to maximise shareholder wealth via the appreciation of its stocks (Alaruss & Alhaderi, 2018). Profitability refers to the capacity of a firm to generate financial gains. Without profitability, a business would not be able to sustain itself in the long term (Khan & Khokhar, 2015). Organisational management consistently seeks opportunities to modify the company in order to enhance profitability. Diverse profitability options Ratios may be used to evaluate the financial health of an organisation, derived from the revenue statement of such business.

Profitability ratios demonstrate a company's capacity to generate profits in relation to its sales, assets, and equity. These ratios assess the capacity of a business to generate earnings, profits, and cash flows in relation to a certain indication, often the amount of capital invested. Profitability is the result of several policies and initiatives. Overall, the profitability ratios reveal the combined impact of liquidity, asset management, and debt on the efficiency of the firm. Akben-Selcuk (2016) states that higher values for most profitability ratios indicate that the firm is achieving a suitable balance in producing profits, sales, and cash flows. The net profit ratio provides a reliable measure of the company's total profitability. This ratio measures the company's ability to convert its revenue into profits. A larger net profit margin indicates a greater efficiency in transforming revenue into real profit for the organisation.

2.4.2. Market Share

Market share refers to the proportion of the overall customer base that an organisation serves in comparison to other organisations in the same industry. Market share refers to the proportion of a market that a company earns compared to its competitors within the same industry. Put simply, a company's market share refers to its total sales compared to the total sales of the industry it works in (Vipond, 2021). This research defines customer penetration as the ratio of the actual number of customers supplied by a telecommunication provider to the overall number of consumers in the communications sector. Market share often refers to the relative standing of an organisation within an industry. The general assumption is that a larger market share often indicates a higher level of success for the organisation.

The purpose of market share is a key factor in determining a firm's success. Market share serves as a concise indicator of the firm's commercial success and economic profit. One of the primary objectives of a corporation is to increase its market share in order to achieve economies of scale and enhance profitability. Consequently, managers consistently strive to extend their market share. Managers are aware of the importance of promoting market share in organisations. However, there is still uncertainty about the specific elements that influence market share, as stated by Fizebakhsh (2002). The absence of clear direction in theatrical management may have led to wrong decisions by the managers.

Market share is often used to denote the relative standing of an organisation within an industry. Market share is a measure of how well a company is doing in relation to its rivals. It also helps the company assess the effectiveness of its strategies and tactical manoeuvres on its performance (Ateke & Akani, 2018). The general inference is that a larger market share often indicates greater success for the organisation. Market share is a significant factor that may influence profitability over a moderate to extended period of time. Having a significant market share is both a result of delivering value and a way to achieve cost reduction. In general, companies that have attained a significant portion of the market they cater to tend to be much more profitable than their competitors with lower market shares.

The objectives of market share are distinct in various firms. Furthermore, market share allows executives to effectively track overall market expansion or contraction, discern significant patterns in consumer behaviour, and discover prospective market prospects and possibilities (Ateke & Akani, 2018). The firm's market share serves as a concise representation of its commercial success and economic profit.

2.5 Empirical Review

Marolt, Zimmermann, and Puciha (2020) performed a research that created and assessed a conceptual framework including the factors that drive and the results of consumer involvement launched by enterprises. A quantitative survey was conducted to collect data from micro, small, and medium-sized firms in the business-to-customer sector, after the development of a conceptual model that drew on prior methods to customer interaction. The data were analysed with the method of partial least squares route modelling. The results indicated that enterprise-initiated customer interaction is influenced by external pressure and organisational preparedness. Furthermore, it was shown that customer involvement started by the enterprise also has an impact on marketing performance. The empirical results provide valuable insights for managers, elucidating the factors that may impact enterprise-initiated customer interaction and the corresponding advantages they might anticipate.

Adejumo (2019) conducted a study to analyse the influence of adopting marketing concepts on the sales performance of certain fast food establishments in Port Harcourt. In order to accomplish the goals of the study, the researcher conducted a thorough examination of relevant literature. A total of 60 questionnaires were sent to fast food establishments in Port Harcourt. Out of the 60 sent questionnaires, 50 were collected. The data was analysed using basic percentage and frequency distribution tables. The study was directed by a set of four research questions. To address these inquiries, four hypotheses were constructed and examined using the Pearson Product Correlation Coefficient statistical technique. The study revealed that the target market has a significant impact on profit orientation. There exists a substantial correlation between customer requirements and customer contentment. Integrated marketing does not enhance the competitive edge. There exists a substantial correlation between profitability and organisational growth. According to the results, the researcher suggests that organisations should prioritise customer satisfaction by establishing a user-friendly complaint system. This is because many disgruntled customers tend to refrain from complaining, making it crucial for organisations to identify when and how to improve their goods and services. Organisations should cultivate a strong rapport with their consumers to effectively address their grievances and requirements, hence ensuring client retention. It will also serve as a means of recruiting new prospects by demonstrating their dedication to actively addressing and meeting their concerns and wants.

Rather and Sharma (2017) conducted a study to examine the connections between different dimensions of customer engagement and loyalty in the hotel industry. Their research focused on evaluating customer relationships by assessing the level and impact of new customers and repeat customer segments. A total of 240 customers from five-star hotels (30% of customers) and four-star hotels (70% of customers) in Jammu and Kashmir, India, completed questionnaires for the study. The constructs were tested using descriptive, exploratory factor analysis, confirmatory factor analysis, and regression analysis. Their findings indicated that customer engagement (CE) significantly contributes to the prediction of loyalty in establishing customer connections. Their research suggests that hotels may proactively implement tactics to improve customer experience (CE), which in turn fosters a long-lasting and sustainable client loyalty. In their research, Wieseke, et al (2012) investigated the impact of empathy on interactions between customers and employees. The research used quantitative analysis using dyadic data and a multilevel modelling method to identify two impacts of empathy in service encounters. The research demonstrates that consumer empathy enhances the favourable impact of staff empathy on customer satisfaction, resulting in more "symbiotic interactions." The results also suggest that consumers who possess empathy are more inclined to react to a dissatisfying experience with "forgiveness," meaning that customer empathy has the ability to lessen the negative impact of customer discontent on customer loyalty.

In a similar vein, Bahadur et al. (2018) examine the indirect impact of employee empathy (EE) on customer loyalty (CL) and loyalty outcomes by including intervening factors such as customer emotional commitment, perceived service quality, and customer satisfaction (CS). A total of 360 valid replies were obtained via an online survey conducted among active customers of telecommunication services in the province of Anhui, China. The research used structural equation modelling to evaluate the concept, with AMOS 21 software. The research found that staff empathy had a positive and indirect impact on customer loyalty, leading to good word-of-mouth and increased inclinations to repurchase.

In addition, Gordhan et al (2017) examine the impact of empathy and customer orientation on work satisfaction and organisational commitment in India. Data was collected from personnel working at several insurance businesses in India using a standardised questionnaire. The findings indicate that empathy is assessed via two distinct dimensions: perspective taking and empathic concern. These characteristics have a major impact on consumer orientation. Previous empirical investigations suggest that emotional commitment shown by an employee may be used as a treatment variable to enhance the performance of sales agents.

Methodology

The study will adopt the descriptive survey research design with a causal type of investigation. This approach allows the use of the questionnaire and interview as instruments for gathering data. The population of the study consists of sixty-six (66) registered fast food firms in Rivers State, whose authentic list was obtained from the business unit of the Rivers State Ministry of Commerce and Industry as at September, 2017 when the survey commenced, (Rivers State Business Directorate, 2013 - 2014). The study sample was drawn from the study population. The population consists of sixty-six (66) registered fast food firms. The study recognized the entire companies as study units and employed by the use of Taro Yamane's formula. The use of secondary statistics resources enabled the researcher gather facts that are associated with the concept engagement marketing and sales representatives' performance. The questionnaire formed instrument for primary data collection for the study. The questionnaire will be designed using the five (5) point Likert type scale of very strong extent to very low extent, measuring the components of engagement marketing and sales representatives' performance fast food restaurants in Rivers State. The Cronbach's Alpha reliability test was also used with the aid of the Statistical Package for Social Sciences (SPSS), version 23.0. Alpha Reliability Coefficient for the composite scale and each of the subscales, and the results was reported as shown in table 3.1.The Alpha coefficient for the composite scale and the subscales are all above the doorstep ($\alpha \geq 0.70$) for them to be all reliable. At the primary level, this study employed the use of univariate descriptive statistical tool such as mean, standard deviation, frequency tables, simple percentages, bar charts and histograms to present the data that was generated while bivariate inferential statistic of Pearson's Product Moment Correlation was used at the secondary level of analysis, to test the proposed hypotheses. All the statistical analyses was performed using the Statistical Package for Social Sciences (SPSS) version 22.0.

Table 3.1 Reliability Analysis of the Research Instrument.

S/N	Variables	Number of Items	Cronbach's Alpha
1.	Cognitive Processing	3	0.750
2.	Emotional Commitment	3	0.742
3.	Market Share	3	0.749
4.	Profitability	3	0.763

Source: *Researcher Field Data (2022).*

Results

Ho1: There is no significant relationship between cognitive processing and profitability of sales representatives' performance of fast food restaurants in Rivers State.

H1: There is a significant relationship between cognitive processing and profitability of sales representatives' performance of fast food restaurants in Rivers State.

Table 4.10: Relationship between cognitive processing and profitability (n=100).

		Cognitive Processing	Profitability
Profitability		1	.9988
	Sig. (2-tailed)		.0000
	N	100	100
Cognitive Processing		.9988	1
	Sig. (2-tailed)	.0000	
	N	100	100

** **Correlation is significant at 0.01 level (2-tailed).**

Table 4.10 shows that the correlation coefficient between cognitive processing and profitability. is r=0.99 implying there is a very strong positive and significant correlation. This implies that an increase in cognitive processing by fast food restaurants has significant relationship with profitability.

Hypothesis Two

Ho2: There is no significant relationship between cognitive processing and market share of sales representatives' performance of fast food restaurants in Rivers State..

H2: There is a significant relationship between cognitive processing and market share of sales representatives' performance of fast food restaurants in Rivers State.

Table 4.11: Relationship between cognitive processing and market share (n=100).

		Cognitive Processing	Market Share
Market Share		1	.6874
	Sig. (2-tailed)		.0000
	N	100	100
Cognitive Processing		.6874	1
	Sig. (2-tailed)	.0000	
	N	100	100

** **Correlation is significant at 0.01 level (2-tailed).**

Table 4.11 shows that the correlation coefficient between cognitive processing and market share is r=0.68 implying there is a very strong positive and significant correlation. This implies that an increase in cognitive processing by fast food restaurants has significant effect on market share

Hypothesis Three

Ho3: There is no significant relationship between emotional commitment and profitability of sales representatives' performance of fast food restaurants in Rivers State.
H3: There is a significant relationship between emotional commitment and profitability of sales representatives' performance of fast food restaurants in Rivers State.

Table 4.12: Relationship between emotional commitment and profitability (n=100).

		Emotional Commitment	Profitability
Profitability	1	.4785	
	Sig. (2-tailed)		.0000
	N	100	100
Emotional Commitment	.4785	1	
	Sig. (2-tailed)	.0000	
	N	100	100

** **Correlation is significant at 0.01 level (2-tailed).**

Table 4.12 shows that the correlation coefficient between emotional commitment and profitability. is r=0.47 implying there is a moderate, strong positive and significant correlation. This implies that an increase in emotional commitment by fast food restaurants has significant effect on profitability.

Hypothesis Four

Ho4: There is no significant relationship between emotional commitment and market share of sales representatives' performance of fast food restaurants in Rivers State.
H4:There is no significant relationship between emotional commitment and market share of sales representatives' performance of fast food restaurants in Rivers State.

Table 4.13: Relationship between emotional commitment and market share (n=100).

		Emotional Commitment	Market Share
Market Share	1	.4312	
	Sig. (2-tailed)	.0000	
	N	100	100
Emotional Commitment	.4312	1	
	Sig. (2-tailed)	.0000	
	N	100	100

** **Correlation is significant at 0.01 level (2-tailed).**

Table 4.13 shows that the correlation coefficient between emotional commitment and market share is r=0.43 implying there is a moderate strong positive and significant correlation. This implies that an increase in emotional commitment by fast food restaurants has significant effect on market share.

Discussions of Findings

Cognitive processing is significant as a pointer that enhances sales representatives performance through profitability and market share. A very vital step in guaranteeing sales representatives performance is to understand cognitive processing and address it appropriately in fast food restaurants. As it is in our expectation and indeed supported by our findings, cognitive processing has a significant relationship with profitability and market share. The findings reveal significant relationships between the variables. From our findings, we understand that when cognitive processing is properly channeled in fast food restaurants, it triggers profitability and market share which leads to sales representatives performance. Our finding agrees and supports the finding of Rather and Sharma. (2017) who found that, customer engagement (CE) makes a substantial contribution to the prediction of loyalty in building customer relationships.

The relationship between emotional commitment and profitability and market share was found to be significant thus, our finding confirms that a significant relationship exists between emotional commitment and profitability and market share. This will demonstrate the best of professional competency on the fast food restaurants and positive outcome for customers. Thus, emotional commitment should be persistently considered and reflected upon by all stakeholders in the fast food restaurant sectors to enhance profitability and market share. This findings supports the findings of Wieseke (2012) that empathic customers are more likely to respond to a dissatisfying encounter with "forgiveness," in the sense that customer empathy is able to mitigate negative effects of customer dissatisfaction on customer loyalty.

Conclusion

Based on the findings, the study concluded that engagement marketing relates with sales representatives performance of fast food restaurants in Rivers State.

Recommendations

Based on the conclusion the study recommended that

1. Fast food restaurants firms should enhance their engagement marketing in order to improve sales representative's performance.
2. Fast food restaurants management should package the attributes of engagement marketing identified by this study and link them to sales representatives performance. This is necessary because the study showed that the attributes of engagement marketing significantly relate with sales representatives performance.

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