

How to Cite:

Magdalene, O. (2022). Determinants of sales force performance in mobile phone service providers. *International Journal of Economic Perspectives*, 16(1), 204–225. Retrieved from <https://ijeponline.org/index.php/journal/article/view/290>

Determinants of Sales Force Performance in Mobile Phone Service Providers

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Abstract---Mobile service provider markets are a standout amongst the most unstable market environments because of expanded rivalry and change in the market. Thus, the developing concern requires the marketers to entirely look at client purchasing choices and satisfying procedures. On this basis, the purpose of the study is to more focus on the factors that influence sales force performance in mobile phone service providers. This paper used multiple regression to test the hypotheses. Primary data was collected using self-administered questions from mobile phone service operators in Delta State. The sample included 300 active sales forces using a purposive sampling technique. The results revealed that intrinsic motivation, extrinsic motivation, organizational commitment, job satisfaction and compensation had a significant relationship with sales force performance. This study contributes a foundation for future research in achieving the objective of this study and the fast-developing mobile phone service industry in Nigeria.

Keywords---sales force performance, mobile phone, service providers.

Introduction

Mobile phone users' satisfaction is the level of an individual's felt state resulting from comparing a product's apparent execution in connection to the individual's expectations. The sales force's performance in marketing is to create a sustainable competitive advantage against a competitor (Hossain, Sultana & Mazmum, 2016). Tai, Huang and Chuang (2016) argued that sales representatives' impression of their manager part demonstrates conduct related emphatically to confiding in the business director and related by implication, through trust, to both job satisfaction and overall performance of the sales force in the business organization. According to Terho, Eggert, Haas and Ulaga (2015), the administration part of sales managers is so imperative. Administrators play a significant part in embellishment practices and the state of mind of their sales force (Mulki, Jaramillo, Goad and Pesquera, 2015). Marks and Badovick (2015)

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Submitted: 18 April 2022, Revised: 09 May 2022, Accepted: 27 June 2022

contended that the sales force adapts sales message to the individual consumer's need and this has long been acknowledged as the advantage of personal selling over other methods of communication.

Accordingly, in the face of the competitive performance environment and the fast extension of the essential scope of products and the need to sell in better approaches to new client's place (Lu, Yueh and Lin, 2016), thus, sales force performance is essential to perform the organizational task efficiently (Hossain et al., 2016). In addition, enhancing sales force performance through sales force inspiration is a developing issue in the telecommunication sector (Dutt, 2015). Besides, the telecommunication industry is growing rapidly despite the economic slowdown and competition worldwide (Uddin et al., 2013). Therefore, the sales force's higher performance in the mobile service company is very essential to generate more profit for the organization. Besides, this study is important since an effective performance of the sales force is essential for developing a business organization (Dutt, 2015), but there is no comprehensive study on sales force performance in the telecommunication industry in Nigeria (Uddin et al., 2013; Ahmed and Rouf, 2015).

In 1960, experimental research have started to identify the impacts of the business sector and in the following couple of years, the attention motivated to hypothesis development that analyse the impacts of managerial structure on the authoritative business sector (Avlonitis and Panagopoulos, 2007). In the mid-1970s, the significance of hierarchical market orientation was seen to decrease even with quick innovative changes which lessened the points of interest picked up by responsiveness to an individual client's needs (Magandini and Ngwenya, 2015). However, Hossain et al. (2016) assume that the sales force industry has increasingly grown since the mid-1990s. Throughout the following era, the literature has focused on the selling organization and has started to inspect the business sector introduction of the sales force as an outcome of the assessment and prized frameworks (Lu et al., 2016). This individual level of business sector orientation alluded to as sales force performance introduction, is of extraordinary interest in light of sales force performance and immediate contact with clients and the conviction that this will affect sales outcomes. Based on the selling orientation, researchers estimated that data within the business association encourages and facilitates business sector orientation (Rajagopal and Rajagopal, 2008). The unmistakable pattern toward responsibility in marketing and the pressure to improve profitability have inspired administrators to distinguish and actualize powerful sales force administration practices (Barker, 2001). Avlonitis and Panagopoulos (2007) stated that expanding worldwide rivalry; low levels of financial development and contracting client bases have quickened the need to distinguish determinants of actual performance within the sales business organizations. Inside the advertising capacity, administration of the sales force is of basic significance in numerous organizations because of the number of salesmen utilized and the measure of cash spent looking after it. Additionally, sales force performance is vital for organizations (Rahman et al., 2014) since they deal with imperative finance, product or item and client information which could simply be exchanged starting with one organization and then the next. Along these lines, sales force performance and responsibility to the association are basic

variables in the long-haul achievement of the organizations (Buciuniene and Skudiene, 2015).

The Problem

Empirical studies (Payne et al., 2001) show that sales representatives' maintenance prompts expanded sales quality and, in this manner, expanded sales. Moreover, sales force performance is important to the future growth and success of all industries (Magandini and Ngwenya, 2015). Developing advances revolutionize business sector needs, making it troublesome for clients to articulate their future needs and prerequisites. Organizations require huge assets and specialized aptitudes to keep up a focused advantage (Magandini and Ngwenya, 2015). Moreover, Zain and Jan (2014) explained that sales force performance is a noteworthy subject for organizations. But (Rahman et al., 2015) affirm that the continuous flow of sales force performance in the telecommunication industry is the lifeblood for organizations that continue to be competitive in high-technology industries such as telecommunications (Uddin et al., 2013). However, certain communication and interpersonal skills are needed by the sales force to develop and improve relationships with customers. Yet little research has explored sales force performance (Deeter-Schmelz and Sojka, 2003), particularly in the telecommunication industry in Nigeria (Oko and Nnanna, 2014).

Research Hypotheses

H0₁: There is no significant relationship between the sales force's compensation and sales force performance.

H0₂: There is no significant relationship between job satisfaction and sales force performance.

H0₃: There is no significant relationship between Intrinsic motivation and sales force performance.

H0₄: There is no significant relationship between Extrinsic motivation and sales force performance.

H0₅: There is no significant relationship between Organizational commitment and sales force performance.

Justification

Relationship marketing has currently increased attention to market orientation (Zain and Jan 2014). However, along with these statements, the justification of this study is to examine the factors that influence the higher performance of the sales force in the telecommunication industry in Nigeria. Furthermore, this study is very significant, since there is no empirical evidence on sales force performance in the telecommunication industry in Nigeria. This study will contribute to developing an effective performance of the sales force in the telecommunication industry and will also help future studies to use as supporting evidence. This study also will help in determining the sales force's compensation, job satisfaction, intrinsic motivation, extrinsic motivation and organizational commitment (Zain and Dahari, 2011; Zain and Jan 2014). Furthermore, the effective and efficient performance of the sales force in the telecommunication

industry is a major aspect globally, but researchers have given very little attention to this sector, particularly in the context of Nigeria there is no empirical research on this area. Thus, this study will contribute to filling this gap by conducting an exploratory study on sales force performance in the telecommunication industry in Nigeria.

Review of Related Literature

Conceptual Framework

The essential structure combines sales force performance, characteristics of sales force, sales organization design and sales management control activities. Rahman et al. (2014) have proposed a conceptual framework that includes four key determinants: personal development, income, communication skills and extra benefits. Zain and Jan (2014) have provided the basic framework that includes job satisfaction, organizational commitment, intrinsic motivation and job tenure. Rahman et al. (2015) proposed a framework that combines the six key factors such as training, salesperson's knowledge, salesperson's skills, organizational productivity, organizational effectiveness and organizational performance.

Sales force performance

The awareness of sales management practices is a part of sales organizations that show high levels of effectiveness up until that point (Parvinen et al., 2013). It is imperative to recognize the factors that are connected with better sales force performance to enhance the act of sales management or administration and build a company's competitiveness (Román and Rodríguez, 2015). Such endeavours are valuable in accomplishing benchmarks that could be utilized to assess the sales force performance in an organization against industry-wide standards (Cheng and Chang, 2015). While the significance of sales representative and sales organization adequacy in sales control schemes has been perceived in past studies (Longenecker, Ragland and Mallin, 2014), a large portion of them have underlined the factors that decide the effectiveness of the individual sales representative without much achievement in clarifying the distinctions in their performances (Shapiro and Gómez, 2014). The earlier study has been to explore the effect of other hierarchical and administration-related elements, other than sales force performance, in providing comprehension of the adequacy of the sales organization (Buciuniene and Skudiene, 2015; Hossain et al., 2016; Dey et al., 2016).

In addition, sales force performance is one of the key factors influencing sales volume, productivity, customer loyalty and unpredicted expenses (Buciuniene and Skudiene, 2015). According to Miao and Evans (2013), sales force performance in the business organization is vital since they deal with essential money-related, product and client data which could without much of a stretch be exchanged starting with one organization and then onto the next. Therefore, business people's inspiration and responsibility to the organizations are basic variables in the long-term achievement of organizations. The study by Rodriguez, Peterson and Krishnan (2012) argued sales force performance must capture gritty data on potential customers to pick up a superior comprehension of their requirements

find key purchase influences and get their purchasing process. Once this data is acquired, the next and similarly difficult step is to qualify the prospect. According to Panagopoulos and Nikolaos (2010), sales innovation can be defined as any information and communication technology utilized by the sales organization to lead its fundamental activities. For sales innovation to enhance performance, the sales force must acknowledge and utilize the innovation within their occupation capacity (Rodriguez and Honeycutt, 2011). Raza et al. (2015) postulated that the inspiration of working connections makes moral obligation and individual administration aptitudes preeminent to more prominent coolness. This increases attitudes toward the organization and the outcome of working connections. The past ideas of dubious connections are presently supplanted with the expanded working connections between sales force performance and the client. Besides, the sales force assumes a critical part in moulding the continuous relationship between firms (Krishnan, Peterson and Groza, 2015).

The sales force makes social advantages that rise above the trade substance of a solitary exchange by giving arrangements that spare time and make more noteworthy convenience to the client. Business people likewise share their skills and learning which builds the competency of client choice-making. Rodriguez et al. (2012) argued that a sales representative should be capable of an assortment of undertakings and circumstances. They should fill in as the client's specialists in the offering firm, find workarounds, tackle issues and make smooth trade pathways between firms (Rodriguez, Peterson and Krishnan, 2012). These value-added activities, sales person make clients satisfied and loyal to the firm (Schwepker and Schultz, 2015). It is proposed that organizations will encounter more prominent execution when the administration connects with and attempts to build up its sales force. Moreover, in a fast-paced, changing business marketplace or commercial centre, access to convenient and precise information can have the effect between a changeover and a missed open door for a skilled sales force (Krishnan,

Peterson and Groza, 2015). According to Rodriguez, Peterson and Krishnan (2012), wise, particular and valid information on clients is the best backing for supported firm performance when one considers that procedures can be effectively imitated and skilled salespersons effortlessly poached by the competition. This proposes the technological procurements given to the business compel likely to assume a key part in the general population performance relationship. In this way, Krishnan et al. (2015) proposed that technological procurements will direct the impact individuals have on performance such that individuals will impact execution to a more prominent degree in firms with high levels of mechanical procurements. However, this study identified five independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, organizational commitment and sales force compensation) that have a positive impact on sales force performance (dependent variable) in the telecommunication industry in the context of Nigeria. Recent empirical studies have found that the antecedents or perceptions of sales force performance about the job satisfaction, intrinsic motivation, extrinsic motivation, organizational commitment and sales force compensations have a major impact on sales force performance in the business organizations (Zain and Jan 2014; Rahman et al., 2014; Zain and Dahari, 2011).

Job Satisfaction

Though, experiential validation about job satisfaction of sales force performance is stun in the overall style. A sensible examination of diverse aspects of job satisfaction has been conceived in Nigeria. According to Mittal, Gera and Singhvi (2012), the empirical study concentrate exactly concentrates on the measurements of sales force performance advantages as perceived by sales experts in India and observationally tests the forerunner relationship of salespersons' recognition with their general satisfaction with sales force automation devices. The advantages of sales force automation devices as perceived by sales experts were observed to be a three-dimensional construct comprising of the elements (measurements) of 'selling effectiveness', 'expense of offering' and 'client connections'. All three variables were observed to be huge precursors of overall satisfaction of sales force performance in the organizations (Mittal et al., 2012). Job satisfaction's influence on sales force performance and turnover intentions is well-espoused (Johnson and Sohi, 2014). The previous studies show that a variety of factors such as recognition of effort and results (Jensen, McMullen and Stark 2008), personal growth and ability, leadership and supervisor feedback (Buciuniene and Skudiene, 2008), financial compensation and incentives, employee autonomy and teamwork have a strong influence on the motivation of salespeople performance and leads to their stronger relationship with the organization.

Intrinsic Motivation

Intrinsic motivation is identified with sales force performance and this relationship is mediated by occupational commitment (Yousaf, Yang and Sanders, 2015). Many trial and field considers have recognized between intrinsically and extrinsically arranged people and analysed the relationship and results of self-sufficient intrinsic motivation and controlled extrinsic motivation. Haines, Saba and Choquette (2008) argued that the difference between intrinsic motivation and extrinsic motivation has significant ramifications on comprehension of representative work environment conduct and in actualizing human asset administration. In addition, according to Yousaf, Yang and Sanders (2015), intrinsic motivation identifies with perceived pleasure and satisfaction derived from completing the conduct. Past exploration discoveries recommend that higher levels of intrinsic motivation as a rule lead to eagerness to invest more energy in a given assignment and thus, shape the impression of convenience (Ryan and Deci, 2001; Ayeh, Au and Law, 2013). All the more characteristically inspired clients are more disposed to disparage the trouble included in utilizing the telecommunication. In the study by Shih Hu and Farn (2010), many studies point out brand community identification as an antecedent of brand community members' intrinsic motivation to interact and cooperate with community members. Zain and Jan (2014) examined that intrinsic motivation has a significant positive impact on sales force job satisfaction and organizational commitment. Based on these arguments,

Extrinsic Motivation

Extrinsic motivation is connected both to sales force performance and contextual performance and these connections are interceded by organizational commitment (Yousaf et al., 2015). In the study by Haines et al. (2008), extrinsic motivation concerns the drive to perform certain conduct with the reason for acknowledging particular objectives or prizes. Extrinsic motivation can be defined as the observation that clients will need to perform a movement since it is seen to be instrumental in accomplishing esteemed results that are particular from the action itself, for example, enhanced job performance and promotions (San Martín and Herrero, 2012). Venkatesh et al. (2003) defined performance expectancy as the degree to which individual trusts that utilizing the system will help him or her enhances the performance of an assignment or work. Along these lines, this variable is similar to concepts such as extrinsic motivation and performance expectancy. However, the vision of a helpful must be grounded in community aspirations, and extrinsic motivations of the local people, followed by continuous capacity-building programs. According to McCombs (2012), extrinsic motivation identifies with a prize the individual receives, other than the task itself, such as recognition or rewards. Furthermore, Venkatesh et al. (2003) concepts similar to perceived usefulness include extrinsic motivation. Prior studies discussing motivation theory have pointed out that certain human behaviour is determined by extrinsic motivation (Van der Heijden, 2003). Likewise, practices driven by extrinsic motivation are prone to be brought on by support results (Watchravesringkan, Nelson Hodges and Kim, 2010). They also argued that while extrinsic motivation impacts conduct due to compensates and advantages, inherently determined people tend to perform a movement in light of a longing to perform the action that originates from inside of themselves, not given clear outside support.

Organizational Commitment

Sikorska-Simmons (2005) examined the role of organizational commitment, work fulfilment and socio-demographic qualities as indicators of organizational commitment among staff in helped living. It is especially imperative to investigate organizational commitment, due to its inter-relationship with staff turnover. They also argued that organizational commitment is measured by the degree of staff distinguishing proof, involvement and steadfastness to the business organization. Few studies have examined organizational commitment among sales forces in long-term services (Akroush and Al-Mohammad, 2010; Rahman et al., 2014). The finding of Buciuniene and Skudiene's (2015) study examined that organizational commitment has a positive impact on sales force performance in the organization. Additionally, transformational leadership has also a positive relationship with employee commitment and it is important to the sales force or employee's organizational commitment (Buciuniene and Skudiene, 2008). The study by Zain and Jan (2014), the findings revealed that organizational commitment has a positive impact on tenure.

According to Dale and Fox (2008) and Coglisier et al. (2009), there are numerous impressive written works about sale peoples' commitment to business organizations. Indeed, organizational commitment is the sales force's capacity to

predict organizational outcomes like turnover, performance, organizational objectives, organizational viability and truancy. Zain and Jan (2014) stated that a higher level of sales force organizational performance has been connected to higher efficiency. On the other hand, lower levels of authoritative responsibility have been connected to larger amounts of non-attendance, turnover and anxiety-related issues. According to literature, some researchers found that sales force performance has a negative relationship between organizational commitments and intent to leave the organization (Cogliser et al., 2009; Boles et al., 2012; Buciuniene and Skudiene, 2015). Cogliser et al. (2009) elucidated that this connection may be the cause of considering age and job residency, which explains comparative impacts and procedures. Interestingly, Kumar and Giri (2009) stated that different examples of connections exist between organizational commitment and sales force performance over various employment stages.

Compensation

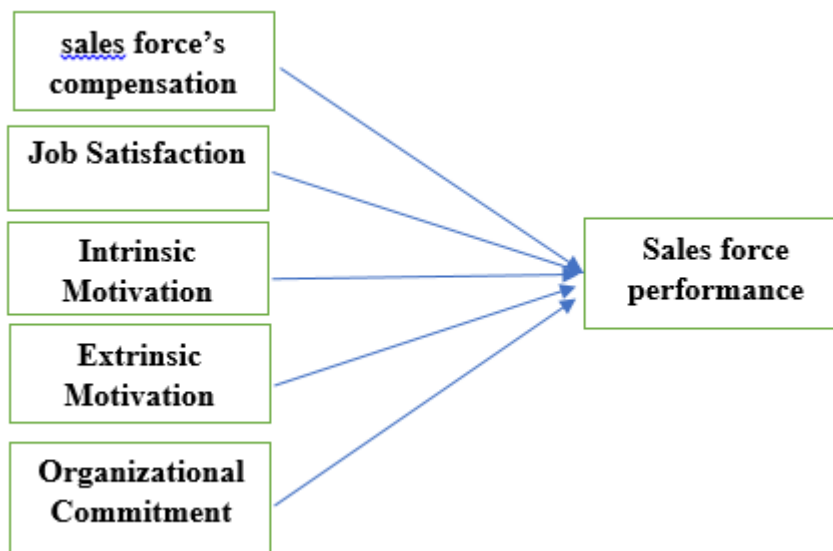
Effective management and motivation of a company's sales force are significant to the advertising and marketing success of numerous products, however moderately little is thought about the empirical significance of one component of the sales management arsenal: sales force compensation in the business organization. Rouziès (2011) give extremely aggregate observational confirmation on sales force compensation hones which is to a great extent steady with the forecasts in the quantitative analytical literature, however, the information is excessively collective, making it impossible to allow conclusive statements. Behavioural scholars have analysed the motivational force of various types of money-related and nonmonetary prizes on a sales force performance (Darmon and Rouziès, 2015).

In one arrangement of studies (Schöttner, 2015), sales force motivation is conceptualized as a cycle: sales effort produces sales performance, which creates rewards or compensation for the sales force, which thusly creates motivation to apply yet more sales exertion. The study by Tseng and Kang (2014) found that the sales compensations affect the product recommendations made by the brokers. In addition, the study by Lopez et al. (2006) examined that sales force performance is most encouraged by increasing sales compensation. The discovery appears to demonstrate that a lot of offers pay could be more ideal than a little measure of sales compensation. Given these thoughts, the high quick pay plan is utilized as a part of the business sector (Bomers, Cole and Reimink, 2016). In the prompt sales compensation plan, sales force performance gets the remuneration, for the most part, taking into account the fleeting deals they have made and along these lines the plan can inspire the sales force to offer a particular product that is gainful for the organization. According to Segalla, Rouziès, Besson and Weitz (2006), yet, the requirement for sales force compensation and the weight to make a sale could push salesmen to concentrate more on advancing a specific kind of product however not on the necessities of clients. However, to conquer this issue, organizations could offer long-term sales force compensation rather than a high prompt remuneration (Ryals and Rogers, 2005). In a long-haul pay plan, some companies just pay the sales force a little part of the pay in every period. According to Bomers, Cole and Reimink (2016), the upside of this sales force compensation practice is that it requires sales operators to continue giving

services to the clients in every period and turns out to be less fleeting cantered. Be that as it may, contrast and high quick sales force compensation, the utilization of a levelled pay plan might debilitate sales representatives since it backs off the velocity of riches aggregation.

According to Frederick, Lowenstein and O'Donoghue (2002), a few studies have mentioned that individuals ordinarily hold a positive time inclination toward cash and that their impression of the prize structure could have an impact on their decisions in sparing utilization, nourishment utilization or travel choices. Yet, few studies have inspected the impacts of constructive time inclination on the product proposals made by the financial service people (Bomers, Cole and Reimink, 2016). The sales force compensation is utilized as a part of the protection business and insurance agencies as a rule control the time structure of the compensation to spur sales operators to sell certain sorts of products.

Conceptual Framework



Material and Method

The variables are measured from the review of literature, which is adapted to the setting of this research. The sales force's job satisfaction, intrinsic motivation and organizational commitment were identified with 15 items adapted from Rahman et al. (2014), Zain and Dahari (2011), and Zain and Jan (2014). 10 items adapted from Watchravesringkan et al. (2010) and Lopez et al. (2006) were used to evaluate the extrinsic motivation and sales force's compensation. These items were measured how well the sales force integrated with their performance on Mobile Phone Service Company. Based on Krishnan, Peterson and Groza (2015), and Rahman, Mohamad and Khan (2014), 5 items measuring the sales force performance were modified. The participants of this study were requested to answer their level of agreeing/disagree on the sales force perceptions using a 5-point Likert scale.

The paper has used a review technique, utilizing self-administered questions to examine the theoretical framework. A total of 3 major mobile service operators such as MTN, Airtel and GLO centres in Delta State were sampled. The sampling frame was comprised of the sales force who had aged at least 23 years and 1 year of job experience in sales-related activities. The potential respondents were selected randomly. This strategy was employed by the researchers to get an adequate number of potential respondents for this paper. By utilizing the mobile phone service provider setting for selecting respondents, the researcher mitigated the issue of availability, as well as perceived a method that can make a standard circumstance and reduce conceivable biases. The potential respondents were pleasantly drawn by the researcher of this study.

The researcher accentuated that the information gathered will be used only for academic purposes and respondents were unidentified and voluntary. A total of 340 questionnaires were distributed and 302 valid questionnaires were returned, communicating a response rate of 88.82%. Male participants included 63% of the sample, whilst female participants included about 37%. In terms of age, 70% were age group 25-34 years and 15% participants between 35 and 44 years old, followed by 14% respondents 24 years old and below and the rest 4% respondents above 45 years old. With regards to their educational background, 70.6% were master's degrees 22% were bachelor's degrees, 3% were diploma degrees, about 3% were others and 1.5% were higher secondary school certificates. As far as mobile service companies, the majority of the respondents were MTN.

Analysis was carried out using the statistical tool comprising descriptive statistics, Jacque Bera normality test, and correlation. Post regression diagnostic tests (PRDT) were carried out and tested to certify the regression model before generalization which includes a test for multi-collinearity using the VIF test, a test for Heteroskedasticity and the Ramsey regression specification-error test for omitted variable (Ramsey reset).

Model Specification

Sales force performance = f (Sales force Determinants)

SFPERF = f (SFDETM) Equation 1

Determinants = (SFCOMP, JOBSAT, INTMOT, EXTMOT, ORGCOM) ... Equation 2

Equation (1) and (2) is expanded as follows:

$SFPERF = \alpha_0 + \beta_1 SFCOMP + \beta_2 JOBSAT + \beta_3 INTMOT + \beta_4 EXTMOT + \beta_5 ORGCOM + U_i$... Equation 3

Where:

SFCOMP = sales force's compensation,

JOBSAT = job satisfaction,

INTMOT = intrinsic motivation,

EXTMOT = extrinsic motivation

ORGCOM = organizational commitment

SFPERF = Sales force performance

SFDETM = Determinants Sales force Performance

U_i = Stochastic Variables

$B_1 - \beta_n$ = Coefficients of Regression

α_0 = The Intercept

Results

Table 1: Descriptive Statistics

variable	mean	p50	max	min	N
sfcomp	3.726667	4	5	1	300
jobsat	3.83	4	5	1	300
intmot	3.883333	4	5	1	300
extmot	3.983333	4	5	2	300
orgcom	4.016667	4	5	2	300
sfperf	4.136667	4	5	2	300

The descriptive statistic shows a mean value above 3.6 indicating that the respondents agree mostly with the questions.

Table 2: Correlation

	sfcomp	jobsat	intmot	extmot	orgcom	sfperf
sfcomp	1.0000					
jobsat	0.3450	1.0000				
intmot	0.5242	0.3880	1.0000			
extmot	0.4659	0.4993	0.5869	1.0000		
orgcom	0.4574	0.4857	0.5985	0.8009	1.0000	
sfperf	0.5369	0.5737	0.6334	0.6903	0.7257	1.0000

The correlation test shows the positive relationship among variables

Table 3: Normality Test

Skewness/Kurtosis tests for Normality						
Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	joint Prob>chi2	
sfcomp	300	0.0000	0.6864	18.87	0.0001	
jobsat	300	0.0000	0.0012	43.69	0.0000	
intmot	300	0.0000	0.0006	43.21	0.0000	
extmot	300	0.0000	0.0187	28.52	0.0000	
orgcom	300	0.0000	0.0685	24.47	0.0000	
sfperf	300	0.0000	0.2716	27.27	0.0000	

The normality test shows that the data are normally distributed.

Table 4: Multiple Regression

Source	SS	df	MS	Number of obs = 300		
Model	148.635836	5	29.7271671	F(5, 294) = 113.86		
Residual	76.7608311	294	.261091262	Prob > F = 0.0000		
				R-squared = 0.6594		
				Adj R-squared = 0.6536		
Total	225.396667	299	.753835006	Root MSE = .51097		

sfperf	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
sfcomp	.1289518	.0367551	3.51	0.001	.0566154	.2012882
jobsat	.2059978	.0374155	5.51	0.000	.1323615	.279634
intmot	.2056555	.0481707	4.27	0.000	.1108523	.3004586
extmot	.1502081	.0655043	2.29	0.023	.0212914	.2791249
orgcom	.3504703	.0644236	5.44	0.000	.2236804	.4772602
_cons	.0624546	.17397	0.36	0.720	-.2799298	.4048389

Test of Hypotheses

The multiple regression table shows the significant positive relationship among the variables under consideration.

H0₁: There is no significant relationship between the sales force's compensation and sales force performance.

The sales force's compensation ($\beta = 0.1289518$, $p = 0.001$) indicates that there exists a significant relationship between the Sales force's compensation and sales force performance. Given this, the null hypothesis (H_0) was rejected and the alternate hypothesis (H_a) accepted, implying there is a significant relationship between the sales force's compensation and sales force performance.

H0₂: There is no significant relationship between job satisfaction and sales force performance.

Job satisfaction ($\beta = 0.2059978$, $p = 0.000$) indicates that there exists a significant relationship between job satisfaction and sales force performance. Given this, the null hypothesis (H_0) was rejected and the alternate hypothesis (H_a) was accepted, implying there is a significant relationship between job satisfaction and sales force performance.

H0₃: There is no significant relationship between Intrinsic motivation and sales force performance.

Intrinsic motivation ($\beta = 0.2056555$, $p = 0.000$) indicates that there exists a significant relationship between Intrinsic motivation and sales force performance. Given this, the null hypothesis (H_0) was rejected and the alternate hypothesis (H_a) accepted, implying there is a significant relationship between Intrinsic motivation and sales force performance.

H0₄: There is no significant relationship between Extrinsic motivation and sales force performance.

Extrinsic motivation ($\beta = 0.1502081$, $p = 0.023$) indicates that there exists a significant relationship between Extrinsic motivation and sales force performance. Given this, the null hypothesis (H_0) was rejected and the alternate hypothesis

(Ha) accepted, implying there is a significant relationship between Extrinsic motivation and sales force performance.

H0₅: There is no significant relationship between Organizational commitment and sales force performance.

Organizational commitment ($\beta = 0.3504703$, $p = 0.023$) indicates that there exists a significant relationship between Organizational commitment and sales force performance. Given this, the null hypothesis (H₀) was rejected and the alternate hypothesis (H_a) accepted, implying there is a significant relationship between Organizational commitment and sales force performance.

The multiple regression shows that the adjusted R-squared value of 0.65 which shows that about 65% of the systematic variations in sales force performance measures were jointly explained by the determinants of sales force performance. The F-statistic of 113.86 and its associated P-value of 0.000 shows that the multiple regression model overall is statistically significant.

Discussion

Based on the result in the multiple regression model, the sales force's compensation, intrinsic motivation, extrinsic motivation and organizational commitment (independent variables) are dependent on the sales force performance significantly and in a positive direction. This is expected as the improvement of sales force performance requires a good relationship between the key determinant (factors) of sales force performance in the mobile phone service industry in Nigeria. The results from the study supported the previous study (Zain and Jan 2014). However, the result identified job satisfaction is positively related to sales force performance in the context of mobile service companies in Nigeria. This result is similar to the study by Zain and Jan (2014) on the automobile salesperson's career tenure in the Malaysian context. However, in this matter, Purani and Sahadv (2008) identified five dimensions of sales force performance. According to Sahadev and Purani (2008), job satisfaction in each of the five dimensions has a significant relationship to career development in the Indian company. Thus, sales force job satisfaction has a positive relationship with sales force performance in the mobile service company in Nigeria (Zain and Jan 2014; Sahadev and Purani 2008),

Zain and Jan (2014) examined that intrinsic motivation has a positive and significant impact on tenure. Moreover, intrinsic motivation has a positive and significant impact on job satisfaction and organizational commitment. However, the result of this study indicates that intrinsic motivation and extrinsic motivation have a positive and significant relationship with sales force performance. Therefore, H₂ and H₃ are accepted. In the context of mobile service companies in Nigeria, the sales force is usually influenced by intrinsic and extrinsic motivation concerning sales force performance.

However, Shipley and Kiely (2007) examined that extrinsic motivation is more prominent than intrinsic motivation in the sales force performance in the organization. Perhaps, the sales force is motivated by money. As Siu (2007) reported that China used monetary motivation to influence and improve sales

force performance. In addition, the result of the current study supports the previous study on the significant impact of organizational commitment on sales force performance. Zain and Jan (2014) examined that organizational commitment has a significant relationship with tenure. Sales force performance in the mobile service company in Nigeria has an organizational commitment in their job.

A finding of this study organizational commitment has a significant impact on sales force performance and therefore H4 is accepted. Bekowitz et al. (2014) stated that organizational commitment is the most effective factor in relationship to sales force performance in the organization. Moreover, the result also shows that the compensation has a significant relationship with sales force performance in the mobile phone service industry in Nigeria. Therefore, H5 is accepted.

However, compensation refers to monetary incentives designed to influence sales force performance (Schmitz, Lee and Lilien, 2014) and their desired behaviour to help the industry achieve its goals (Duncan and Natarajarathinam, 2016). Monetary incentives minimize the need for costly surveillance in the sales organization. Payment should be consistent with the company's objectives and depend on sales force performance. Thus, if a company includes product-mix incentives in the compensation plan to influence the sales force to sell a broader range of the company's products, those who indeed sell a border mix will earn higher bonuses than those who do not.

Conclusion and Implications

It is imperative to recognize the factors that are connected with better sales force performance to enhance the act of sales management or administration and build a company's competitiveness. Such endeavours are valuable in accomplishing benchmarks that could be utilized to assess the sales force performance in an organization against industry-wide standards. While the significance of sales representative and sales organization adequacy in sales control schemes has been perceived in past studies, a large portion of them has underlined the factors that decide the effectiveness of the individual sales representative without much achievement in clarifying the distinctions in their performances.

Sales force performance is one of the key factors influencing sales volume, productivity, customer loyalty and unpredicted expenses, sales force performance in the business organization is vital since they deal with essential money-related, product and client data which could without much of a stretch be exchanged starting with one organization then onto the next. Sales force performance must capture gritty data on potential customers to pick up a superior comprehension of their requirements find key purchase influences and get their purchasing process. However, this study identified five independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, organizational commitment and sales force compensation) that have a positive impact on sales force performance (dependent variable) in the telecommunication industry in Nigeria. Recent empirical studies have found that the antecedents or perceptions of sales force performance about job satisfaction, intrinsic motivation, extrinsic motivation,

organizational commitment and sales force compensations have a major impact on sales force performance in the telecommunication industry in Nigeria.

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Variables	Statements
Job Satisfaction	My sales manager has always been in our best interest.
	My job makes me feel good about myself.
	I am satisfied with my job.
	I like the management in my actual job
Intrinsic Motivation	Through my job, I feel I am giving a big contribution to my society
	My job gives me a high feeling of self-esteem
	I feel great with the freedom I have in my job
	I get a sense of accomplishment at my present job.
Extrinsic Motivation	I think the pay here is better than in other companies.
	Taking part in a sales position makes me feel better about myself.
	My income is sufficient for my expenses.
	I only stay in this company because I make more money rather than in other companies.
Organisational Commitment	My organization cares about the development of employees.
	My organization is built based on mutual trust.
	My organization has a high degree of support for its employees
	I am extremely happy to be part of this organization.
Compensation	I am satisfied with the remuneration I get compared to my performance.
	The sales compensation plan rewards for performance in areas I can control.
	I like the remuneration I get in my job.
	There is a clear link between my performance and my

	compensation.
Sales Force Performance	I quickly sell high volumes of new products.
	I can reach the sales targets set by my manager.
	I bring high market share for my company.
	I am one of the highest performers in terms of planning and time management in my team

Results

Table 1: Descriptive Statistics

variable	mean	p50	max	min	N
sfcomp	3.726667	4	5	1	300
jobsat	3.83	4	5	1	300
intmot	3.883333	4	5	1	300
extmot	3.983333	4	5	2	300
orgcom	4.016667	4	5	2	300
sfperf	4.136667	4	5	2	300

Table 2: Correlation

	sfcomp	jobsat	intmot	extmot	orgcom	sfperf
sfcomp	1.0000					
jobsat	0.3450	1.0000				
intmot	0.5242	0.3880	1.0000			
extmot	0.4659	0.4993	0.5869	1.0000		
orgcom	0.4574	0.4857	0.5985	0.8009	1.0000	
sfperf	0.5369	0.5737	0.6334	0.6903	0.7257	1.0000

Table 3: Normality Test

Skewness/Kurtosis tests for Normality					
Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	joint Prob>chi2
sfcomp	300	0.0000	0.6864	18.87	0.0001
jobsat	300	0.0000	0.0012	43.69	0.0000
intmot	300	0.0000	0.0006	43.21	0.0000
extmot	300	0.0000	0.0187	28.52	0.0000
orgcom	300	0.0000	0.0685	24.47	0.0000
sfperf	300	0.0000	0.2716	27.27	0.0000

Table 4: Multiple Regression

Source	SS	df	MS	Number of obs = 300		
Model	148.635836	5	29.7271671	F(5, 294) = 113.86		
Residual	76.7608311	294	.261091262	Prob > F = 0.0000		
				R-squared = 0.6594		
				Adj R-squared = 0.6536		
Total	225.396667	299	.753835006	Root MSE = .51097		

sfperf	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
sfcomp	.1289518	.0367551	3.51	0.001	.0566154	.2012882
jobsat	.2059978	.0374155	5.51	0.000	.1323615	.279634
intmot	.2056555	.0481707	4.27	0.000	.1108523	.3004586
extmot	.1502081	.0655043	2.29	0.023	.0212914	.2791249
orgcom	.3504703	.0644236	5.44	0.000	.2236804	.4772602
_cons	.0624546	.17397	0.36	0.720	-.2799298	.4048389

Table 5: Post Regression Diagnostic Test

```

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
    Ho: Constant variance
    Variables: fitted values of sfperf

    chi2(1)      =      2.47
    Prob > chi2   =      0.1160

. estat ovtest

Ramsey RESET test using powers of the fitted values of sfperf
    Ho: model has no omitted variables

    F(3, 291) =      1.12
    Prob > F =      0.3412

. estat vif

    Variable |      VIF      1/VIF
-----+-----
    extmot |      3.07      0.325540
    orgcom |      3.07      0.326086
    intmot |      1.84      0.543789
    sfcomp |      1.48      0.676737
    jobsat |      1.40      0.716414
-----+-----
    Mean VIF |      2.17

```

Table 6: Reliability Test

Item	Obs	Sign	item-test correlation	item-rest correlation	average interitem covariance	alpha
sfcomp	20	+	0.7159	0.5646	.423039	0.8778
jobsat	20	+	0.7010	0.5532	.4332798	0.8780
intmot	20	+	0.7802	0.6783	.4174983	0.8555
extmot	20	+	0.8391	0.7651	.4048896	0.8425
orgcom	20	+	0.8445	0.7711	.4007982	0.8411
sfperf	20	+	0.8735	0.8055	.3788049	0.8333
Test scale					.4097183	0.8762