AN EMPIRICAL INVESTIGATION INTO THE MEASUREMENT OF MOTIVATION AND SATISFACTION AND THEIR INTERRELATIONSHIPS

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CERTIFICATE

I am very glad to certify that the thesis entitle "An empirical investigation into the measurement of motivation and satisfaction and their interrelation ships" under my supervision. It embodies the results of his investigation and is an original piece of research work not submitted to any other University/Institution for Ph.D. or any other degree.

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DECLARATION

I do hereby declare that the thesis "An empirical investigation into the measurement of motivation and satisfaction and their interrelation ships" is the result of my own research work, pursued under the supervision of Dr. Palas Ranjan Sengupta, Professor, Depart of Commerce, University of North Bengal.

I assure that the work presented in the dissertation is original and has not been submitted before for any degree in this or any other University.

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Preface

Motivation is the actuating force which inspires a man to put his best in the accomplishment of a task. Motivation is a managerial science and a management function concerned exclusively with human side of an enterprise. It has been said that you can buy a man's time, you can buy a man's physical presence at a given place, but you can not buy his enthusiasm, initiative or loyalty. It requires a different qualification and attitude of mind and if a manager can enthuse, initiate and build up loyalty of the employees towards the achievement of the objectives of the enterprise with their willing co-operation, the sum total of all these will amount to motivation. It is the dynamic side of management which creates will to work.

Motivation of employees has because a very complicated task in the present day management. With the growing complexities of business, this aspect has also become very intricate. Because the behaviour patterns of people are as complex and multifarious as people themselves. Some persons may work hard for money. Some may be proud of hard work for their excellent working environment. Others may work hard for a work of commendation or approbation from the superior. Every volition has a special motive which differs from man to man. So management is required to know the mainspring of motive of a man to have the key of his will.

In India, sales management of different organisation are not given importance to the motivational factors of salespersons. A new stream of research in U.S.A. has shown that motivational factors in different sales management may stem from different antecedents.

The study conducted by Prof. P.K. Tyagi, Associate Professor of Marketing Management, San Diego State University (U.S.A.). Concluded that key job dimensions are more instrumental in enhancing intrinsic motivation, and leadership behaviour more influential in effecting extrinsic motivation. This study has been given due weightage has been given on the motivational factors and examined the relative importance of key job dimensions and leadership characteristics in enhancing salesperson motivation and work performance. The relative effects of job dimensions and leadership behaviour on intrinsic and extrinsic work motivation of salespersons are also examined. A number of major implications based on these findings are discussed. The job

characteristics Model, originated in the works of Hackman and Lawler-(1971) and Hackman and Oldham (1974) of workers motivation has been applied in many organisational settings. Empirical application of this model has been examined for finding out its impact on job dimensions and leadership bevaviour of salespersons. The study conducted by Walker, Churchill and Ford concluded that the job characteristics model appears to have potential in the study of sales force motivation and satisfaction. In this context, the present study in expected to provide personnel and sales managers with a scale specifying the nature and level of motivational factors that is reliable, valid and convenient. To the best of the knowledge of the present researcher no systematic research has been undertaken in India to study the pattern of salespersons involvement. In view of this, an effort is made here to investigate the involvement behaviour of Indian Salespersons.

I am very much greatful to Dr. Palas. Ranjan Sengupta, Professor, Department of Commerce, University of North Bengal, who despite his very busy schedule of research and teaching assignments keenly supervised my Ph.D thesis and always give me valuable guidance in every steps of research work. I owe a special word of thanks to Professor Anil K. Sengupta of the Indian Institute of Management, Kolkata, who took the trouble to offer many valuable suggestions and comments. I also thank Dr. Debasis Bhattacharya -Reader, Department of Commerce, University of North Bengal for providing constructive suggestions and guidance at every phase of my work.

I owe a special word of thanks Mr. D. Ghosh, Marketing Manager, East India Pharmaceutical Works Limited for providing necessary data of assess the Psychometric performance of the scale. I also like to thank the employees of Life Insurance Corporation of India, Siliguri S.F. Road Branch, Alipurduar Branch and Divisional office Jalpaiguri. I also like to thank my colleagues of Alipurduar College especially, Mr Rajib Bhowmick, Mr. Anup Nandi, Mr. Dhruba Jyoti Moitra and Mr. Kalyan Banerjee for their significant support during the preparation of this dissertation, Finally, I must acknowledge the help rendered by Mr. Narendra Nath Dey for typing manuscripts.

Abbreviations used in the study

E.T. - Expectancy Theory.

J.C.M. - Job Characteristic Model.

J.D.S. - Job Diagnostic Survey.

L.I.C.I. - Life Insurance Corporation of India.

E.I.P.W.L. - East India Pharmaceutical Works Ltd.

C.M. - Chairman.

Z.M. - Zonal Manager.

D.M. - Divisional Manager.

B.M. - Branch Manager.

P - Job Performance.

M - Motivation

A - Ability

V - Valence

E - Expectancy

n - number of outcomes

I - Instrumentality

K - Job related outcomes as a result of the performance level.

j - The performance level.

M_e - Extrinsic motivation.

M_i - Intrinsic motivation.

$\hat{P}_c^2$ - Cross - Validated squared multiple correlation

N - Number of observation

R^2 - Squared sample correlation, and

P - Number of predictor variable

A. List of Figures.

B. List of Tables.

CONTENTS

Chapter* : III *Key Job Dimension, Leadership Behaviour and Satisfaction in Motivation on - A Multivariate Analysis.

Chapter* : IV *Motivational Profiles* : *Inter Company comparison

Chapter* : V *Concluding Observations

CHAPTER - I

INTRODUCTION

1.1. INTRODUCTION

The concept of 'Sales management' has been developing day by day with the change of economic and scientific order of the world. Though information technology is penetrating now in the marketing sector for decision making of the customer, the importance of salespersons in the sales management still exists. As such salespersons are motivated in a better way by their supervisors so that they can give best effort to the sales management. Job design is one of the better instrument which can motivate the salespersons. Job design indicates the structure and contents of a job. It influences productivity as well as worker satisfaction. It requires combination of engineering approach represented by scientific management and human resource approach represented by behavioural sciences. Work study techniques emphasise high output while Industrial psychology stresses human aspect and ease of work on the job.

Frederick Herzberg (1968) emphasised that job contents are the real motivators and jobs can be designed in such a manner that the work itself provides the motive power to the worker. A Job must be meaningful, interesting, creative and challenging.

In the late 70's Management practitioners in America initiated designing the job structure for motivating sales persons. But till now the psychological reactions of salespersons about the job designing are more or less neglected in Indian marketing organisation. The present study attempts to evaluate effect of psychological reactions on sales person's motivation in Indian situation.

A human being is an organic and not a mechanical system. He or she is a self-activated person. By nature a person is a self-activated or motivated person, without which he has no identity at all. The force of motivation lies within our mind. It is a dynamic force setting a person into motion or action. A person is motivated or set into action either by extrinsic rewards and punishment or by intrinsic incentives. So motivation in organisations is concerned with discovering the stimuli that a

management can use to achieve productive behaviour in organisations. But motivation is a purely individual factor that must be geared to fit each particular person and situation. However, a knowledge of the general characteristics of persons is necessary, and Maslow's need hierarchy is helpful in understanding the general nature of wants for individuals. Mc Gregor's theory X and theory Y and Herzberg's satisfiers - dissatisfiers concept provide guidelines for assumptions about the nature of people's need in contemporary organisations.

Taking the position that there is no one best way to motivate others. Vroom's model provides a contingency view of effective motivation. While more realistic than previous theories, it is difficult to effectively implement because of its requirement that we determine the internal state of each individual. By contrast, Skinner's operant conditioning concentrates on behaviour resulting from external stimuli. It shares the Vroom assumption of individual variance, but does not concern itself with internal mental states. Its assumptions provide an operational means of implementing management by objectives.

Though salespersons of any organisation were forced to choose between a dependence fostering or an independence fostering philosophy of operation. But most of the salespersons do not wish to choose between these two alternatives. They like to choose the combination of both the philosophy of operation. So management of any organisation have to find out proper working policy for motivating salespersons. As a whole we can say that motivation is a managerial function to inspire, encourage and impel people to take required action.

Still in Indian industry human resource approach is not given due importance with some managerial function. So some salespersons and agents will put forth their best effort without any special coaching from management. To them selling is the most fascinating job in the world. They are ambitious and self-starters. But the majority of salespersons require encouragement and special incentives. So most of the salespersons operate bellow capacity in absence of special incentives, such as financial gain or social recognition. The problem of motivating salespersons has been studied by Churchill, Ford and Walker (1993). Their basic model says that the higher the salespersons motivation, the greater his or her effort because greater effort will lead to greater performance and greater performance will lead to greater rewards; greater rewards will lead to greater satisfaction; and greater satisfaction will reinforce motivation. The model thus implies that, first sales managers must be able to convince salespeople that they can sell more by working

harder or by being trained to work smarter. But if sales are determined largely by economic conditions or competitive actions, this linkage is undermined. Second; sales managers must be able to convince salespeople that the rewards for better performance are worth the extra effort. But if the rewards seem to be set arbitrarily or are too small or of the wrong kind, this linkage is undermined. Churchill. Jr. Pecotich (1982), Ghiselli, Edwin E (1977) Haring, Albert and Robert H. Myers (1953), Opsahl Robert and Marvin D. Dunnette (1966) and other researchers went on to measure the importance of different Possible rewards. The reward with the highest value was pay, followed by promotion, personal growth and sense of accomplishment. The least valued rewards were highly motivated by pay and the chance to get ahead and satisfy their intrinsic needs, and less motivated by compliments and security. But the researchers also found that the importance of motivators varied with demographic characteristics (a) financial rewards were mostly valued by older, longer- tenured people and those who had large families (b) Higher-order rewards (recognition, liking and respect, sense of accomplishment) were more valued by young salespeople who were unmarried or had small families and usually more formal education. Motivators are also vary across countries. Where as money is the number one motivator of 37 percent of U.S. salespeople, only 20 percent of salespeople in Canada feel the same way. Salespeople in Australia and New Zealand were the least motivated by a fat pay cheek. [Source "What motivates U.S. Salespeople"? Published in American Salesman, February 1994, P. 26-30]

Other factors excepting monitory benefits like, job dimensions, salesperson's psychological state and leadership characteristics react positively with the satisfaction and performance of the salespeople. As a whole we can say, job satisfaction and performance have a greater impact on motivation of salespeople. Common folklore among managers and salespeople alike relates performance with satisfaction, yet the nature of this relationship is little understood. In general, four possibilities exist ; (1) satisfaction causes performance (2) performance causes satisfaction (3) the two variables are related reciprocally, or (4) the variables are not casually related at all and any empirical association must be a spurious one due to common antecedents. This study attempts to discover the true relationship between performance and satisfaction in a salesforce. Job satisfaction and motivation are two of the most widely studied constructs in sales force research. Empirical studies in this field reveal that different variables have been identified

and operationalised by researcher in an attempt to assess the influence of these variables on work outcome. Despite this extensive research, consensus has not been established about several important relationship. The strength, significance and generality of relationships involving job satisfaction have not been established by integrating results across the research streams. Moreover, no summary assessment of how job satisfaction is determined and how it influences other job attitudes and behaviours has been explored.

1.2. WORK MOTIVATION : AN OVERVIEW

Motivation is a process by which a need or desire is aroused and a 'motive' is a particular need or desire - a psychological force with in our mind - setting us in motion to fulfil our need desire which is aroused. An unsatisfied need becomes the motive moving or activating a person to spend his energy in order to achieve a goal or a reward, viz, want, satisfaction. In business organisation, Praise, Prestige, Promotion and Pay (4P's) are the best positive motivators for high standard of performance.

The source of motivation is in the needs. The needs create tensions which are modified by the person's culture or habits (environment) to create certain wants or expectations. These wants are interpreted in terms of positive or negative incentives and the person's perception of the environment in order to produce a certain response or action [Figure-1.1].

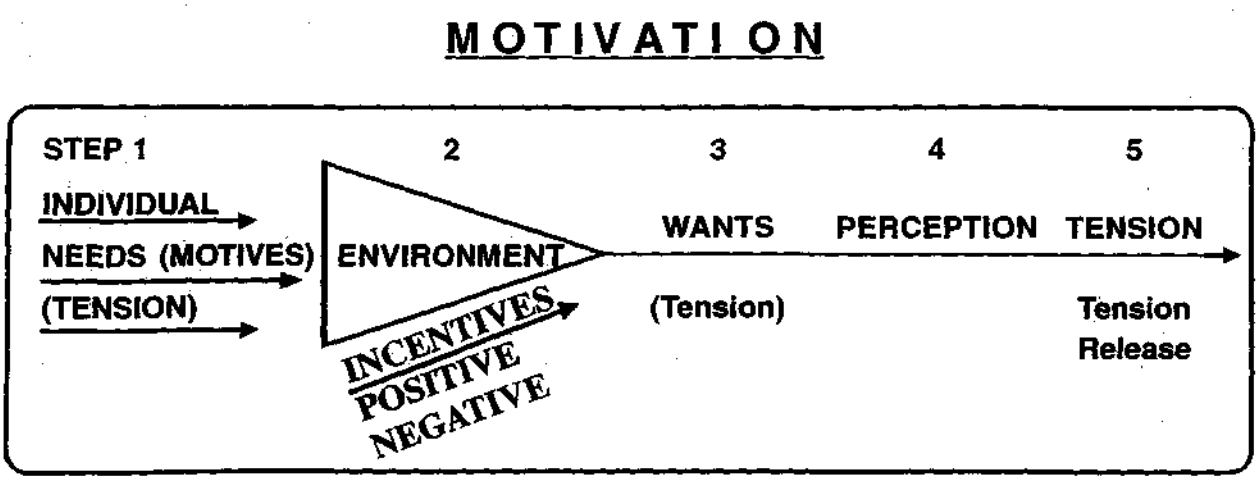

Figure - 1.1

NEED BASED MOTIVATION PROCESS

(**Source :-** David Krech, Richard S. Crutchfield and Egerton L. Batachey. "The individual in society" Mc-Graw-Hill Book Company, New York. 1962. P 69. needs, wants and desires for our purpose, are taken to be the same.)

Individuals act because of certain driving forces within themselves represented by such words as 'wants', needs. One person may want power, other, self-expression; a third may feel tension in fear of loss of established position. Whatever the need or fear, behind every purposeful human act there is some desire - either conscious or unconscious - that promts the person to act. It is in seeking to satisfy needs that persons spend their energies.

Needs are the initiating and sustaining forces of behaviour. They have a direct influence on an individual, A person's need, working in conjunction with emotions and other psychological function, act as the motives that dictate actions or behaviour. What an individual perceives as the real world, how one feels, what old thought patterns come into play, current activities - all these processes and many more are influenced by one's needs and the means used to satisfy them.

It is almost an under statement to say that the wants - objectives - behaviour relationship of an individual is extremely complex. The following generalisation indicates its complexity ; nevertheless, the central ideas are not difficult to understand, and they can be applied to real-life situations.

First : Similar actions may be related to different wants, for example some persons may have joined a club for privacy, others, for the status and prestige and some others may have joined for their business and professional interests.

Second : Different actions may reflect similar wants - which is just another way of recognising that there are many paths to the achievement of the same objectives.

Third : Behaviour is not determined by wants alone. Environment, Knowledge, Perception, social norms, attitudes and defence mechanisms all affect behaviour. For a Particular individual, the dilemma posed by a large number of needs can often be resolved by a fusion of wants. For example; one activity may solve several needs.

Any individual's behaviour is aimed at satisfying some set of needs at a given point of time. One's particular means of achieving satisfaction are a direct reflection of experiences of want fulfilment and frustration. If she or he is experiencing fulfilment of most wants, then the satisfaction of any particular one may be unimportant. However, in other cases if she or he is unsuccessful at satisfying only one, that need may come to dominate. The person will center on that want alone, substituting this goal for others.

For example, a businessman who fails at achieving prestige, affiliation, or social status may make monetary gains the primary goal in life.

The wants - objectives behaviour chain indicates that any approach to understanding motivation should begin with a treatment of human wants or needs. A great deal of research has been conducted on the subject, but probably the first general theory of human motivation was developed by Prof. A.H. Maslow (1943). Maslow's approach to wants or needs will be the starting point of our study of motivation.

Maslow's was pointed out some important propositions about human behaviour, (A) Humans are wanting being - they always want, and they want more. (B) A satisfied need is not a motivator of behaviour, only unsatisfied needs motivate behaviour. (C) Human needs are arranged in a series of levels - a hierarchy of importance. As soon as needs on a lower level are by and large fulfilled, those on the next higher level will emerge and demand satisfaction.

Maslow's views an individual's motivation as a predetermined order of needs. Physiological needs are the most imperative ones, but psychologically, need for self-realisation is highly important to each individual.

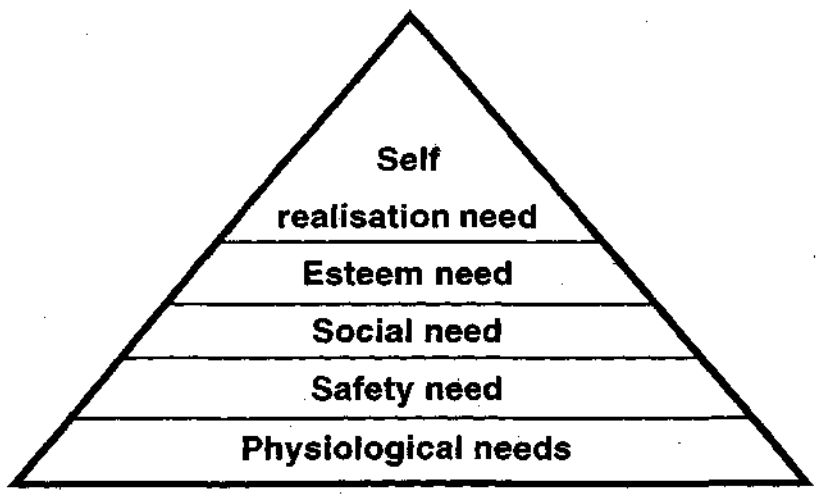

Figure - 1.2
Maslow's Hierarcy of Needs.

(Source :- Herbert G. Hicks, C. Ray Gullett,
"The Management of Organizations, International Student Edition, Mc-Graw-Hill)

At the lowest level of the hierarchy and at the starting point for motivation theory are the physiological needs. These are the needs which must be satisfied to maintain life. When physiological needs are reasonably fulfilled, needs at the next higher level -safety needs -"begin to dominate human behaviour. These needs (often called "Security needs") are expressed in such desires as protection from physical danger; the quest for economic security, Preference for the familiar rather than the unfamiliar, and the desire for an orderly, predictable world. When person's physiological needs and safety needs are relatively satisfied, social needs, the next level become important motivators of behaviour. The individual wants to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection. Next in Maslow's hierarchy are esteem or egoistic needs-both for self-esteem and for the esteem of others. Self-esteem needs includes those for self-confidence, achievement, competence, knowledge, self-respect, and for independence and freedom. The second group of esteem needs are those that relate to the individual's reputation, or the esteem of others, needs for status, recognition, importance or appreciation, and the deserved respect of associates. At the apex of the hierarchy is the need for self-realisation, or self-actualisation. These are the individual's needs for realising one's own potentialities, for self-fulfilment, for continued self-development, for being creative in the broadest sense of that term. The specific form of these needs will vary almost infinitely from person to person, just as human personalities do. Once a person has moved from a lower level of wants to a higher level, the lower-level wants assume a less important role. They may, of course, become temporarily dominant again as a result of deprivation.

As an individual moves up the ladder, personal wants and goals increase in number and variety. This progression in illustrated in figure 1-3. Notice that the peak of each level must be passed before the next level can begin to assume a dominant role. Also, as personal development or self-development takes place, the number and variety of wants increase. The diagram illustrates another salient point of Maslow's thesis, the levels are interdependent and overlapping. Thus an individual's needs will tend to be partially satisfied in each area.

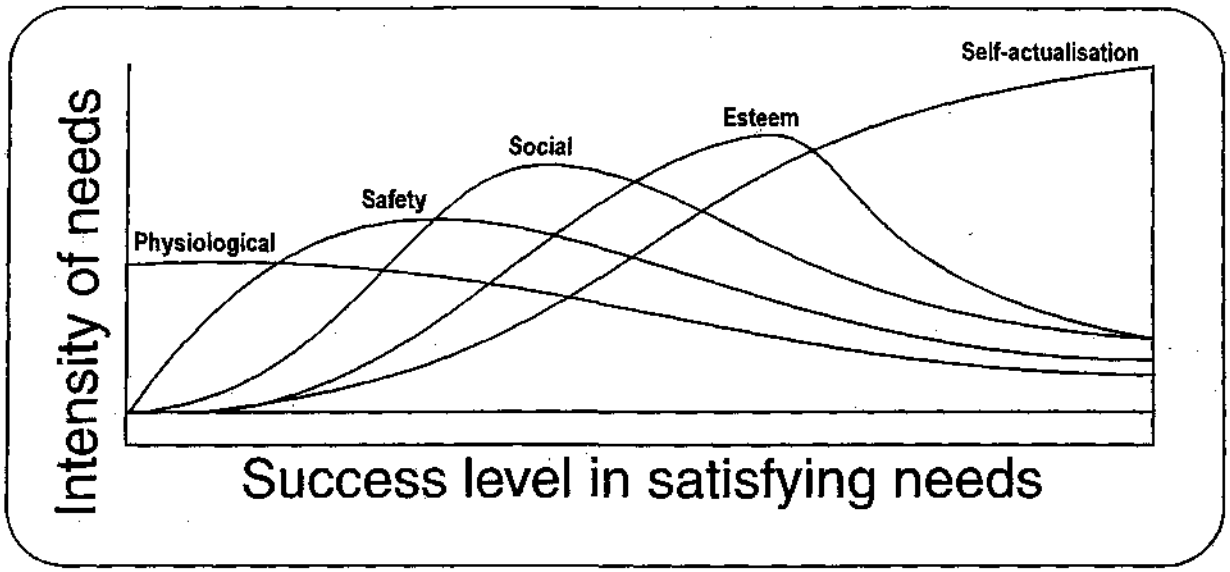

Figure - 1.3
Level of attainment or personal growth.

Note *: The pack of each level must be passed before the next level can begin to assume a dominant role. With self-development, the number and variety of wants increase. Note that in the esteem peak, the different needs of an individual are simultaneously active.* (**Source :-** From David Krech. Richard S. Crutchfield and Egerton L. Battachey, The Individual in society, Mc Graw-Hill Book Co, New York, 1962, p-77).

In the year 1957 Prof. Douglas. Mc. Gregor presented two opposite sets of assumption in his book "The human side of Enterprise". These two sets of assumptions, which be called "theory x" and "theory y", can be regarded as the extremes or boundaries on a spectrum or range of assumptions.

The bulk of current managerial principles had been directly derived from the first set of assumptions, theory x. These assumptions are :

(a) People are by nature indolent

(b) They dislike responsibility and prefer to be led.

(c) They are self-centered and indifferent to organisational needs.

(d) They are resistant to change.

(e) They are not very bright and lack creativity.

The assumptions of theory x, and the approaches to motivation and supervision which result from it, may indeed be what exists in many organisation. But theory x does not reflect inherent human nature, rather, such human behaviour is in part the

result of management philosophy and practice. Mc. Gregor himself regarded theory x as an extreme and as an unacceptable set of assumptions about human beings.

The accumulation of knowledge about human behaviour from many specialised fields has led to further research regarding the validity of conventional managerial assumptions. From these data, Mc Gregor derived a new set of assumptions which he called "Theory Y".

These assumptions are :
(a) People are ambitious
(b) They seek responsibility
(c) They are dynamic and flexible.
(d) They recognise and accept organisational goals.
(e) They are intelligent and posses creative potential.

Advocates of theory Y regard traditional organisational techniques as the cause of the ineffective behaviour patterns listed in theory X. Theory Y advocates do not consider theory X behaviour as showing natural human characteristics but, rather, patterns of behaviour learned within organisations. According to theory Y, many managers should rearrange their assumptions, thinking, and methods so that organisational and individual goals are compatible. Management should adopt policies that promote on-the-job need satisfaction, individual development, and expression. Therefore, theory Y is not only a call for a new managerial philosophy regarding the nature of people, it is also a criticism of traditional managerial policy and action. (Figure - 1.4)

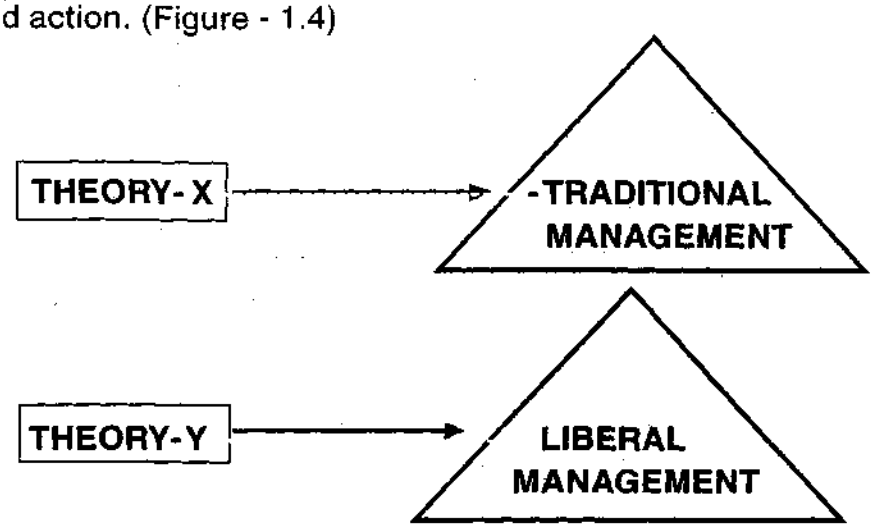

Figure - 1.4

Comparison of Theory X and Theory Y

In the year 1950 Frederick Herzberg, an American psychologist and his associates arrived at essentially the same conclusions as Mc Gregor by the inspiration of Maslow's research. Herzberg interviewed employees and managers in all sorts of organisations in Peterburg to determine those things that caused them to be satisfied and dissatisfied. Through out several years of research, the results were essentially the same no matter what group of employees were interviewed or at what organisational level they worked.

One interesting conclusion of Herzberg's studies was that satisfaction and dissatisfaction appear to be somewhat independent; those factors that cause dissatifaction are different from those that result in satisfaction. Thus satisfaction is not simply the absence of dissatisfaction. One can feel no dissatisfaction and yet not be satisfied. The causes or factors of dissatisfaction and satisfaction are identified as maintenance or Hygene Factors and motivation factors respectively by Harzberg. This is called as Herzberg's Two-factors theory of motivation.

According to Herzberg the causes or factors of maintenance or Hygene are closely related mainly with job context. These included perceived fairness of company policy, pay, working conditions, relations with one's supervisor and relations with one's coworkers. Whenever one or more of these variables was thought to be unsatisfactory, employee dissatisfaction usually resulted. These factor of job context is called as extrinsic factors.

To satisfy or motivate employees Herzberg found that a different set of job content factors were needed. These satisfiers included achievement, recognition, the work itself, responsibility and advancement. These factor of job content is called as intrinsic factors. The satisfiers or motivators centered around the higher level needs on Maslow's hierarchy esteem and self-realisation. Herzberg saw the key to meeting these needs in increasing a person's freedom on the job. Each person should be given additional responsibility, greeter opportunity to use his or her talents and more self-control over the job itself. These ideas have in turn come to be called job enrichment.

Therefore, it is no longer sufficient to take Maslow's need hierarchy as permanently fixed for a particular individual. Although the general need hierarchy provides the general structure of needs, no person will fit that pattern precisely.

Figure 1.5 shows the major factors which contribute to the development of the hierarchy of needs for a particular individual. As the diagram indicates, these factors

are dynamic and mutually interacting each acts on the individual's need hierarchy and on all the others.

The theories of both Mc Goregor and Herzberg are based on the implicit assumption that there is a "one best way" to motivate others; theory Y with job enrichment. Over previous discussion and figure 1.5 indicated that this is not the case, different persons respond in different ways. In addition, the technological limitations of some jobs may prevent the full utilisation of theory Y and job enrichment.

According, Victor Vroom (1964), a psychologist, has developed a theory of motivation that recognises these differences.

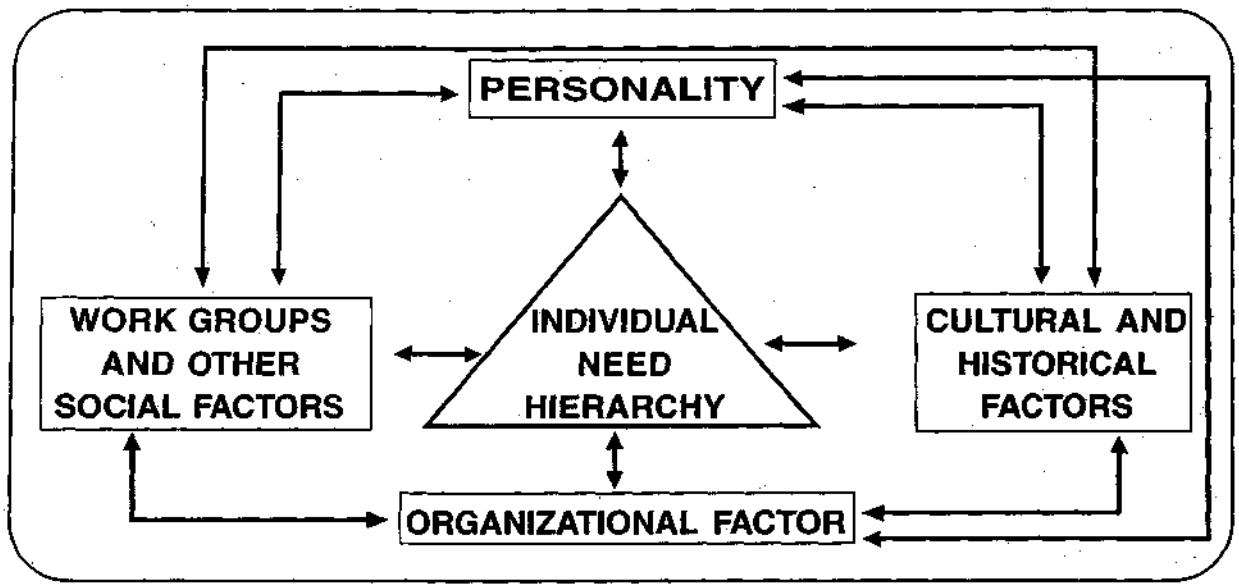

Figure - 1.5
Factors determining the need Hierarchy for an individual :

Note : The major factors contributing to the development of a hierarchy of needs for a particular individual are dynamic and mutually interacting.

(**Source :** Herbert G. Hicks and C. Ray. Gullett. The management of organization Mc-Graw-Hill, Page 423).

No preconceived notions are arrived at concerning what might motivate an individual. Instead, an individual's level of productivity is believed to be dependent on three major forces : the individual's goals, the perceived relationship between productivity and goal achievement, and the extent to which the individual believes she or he can influence productivity. These forces are s hown in figure - 1.6

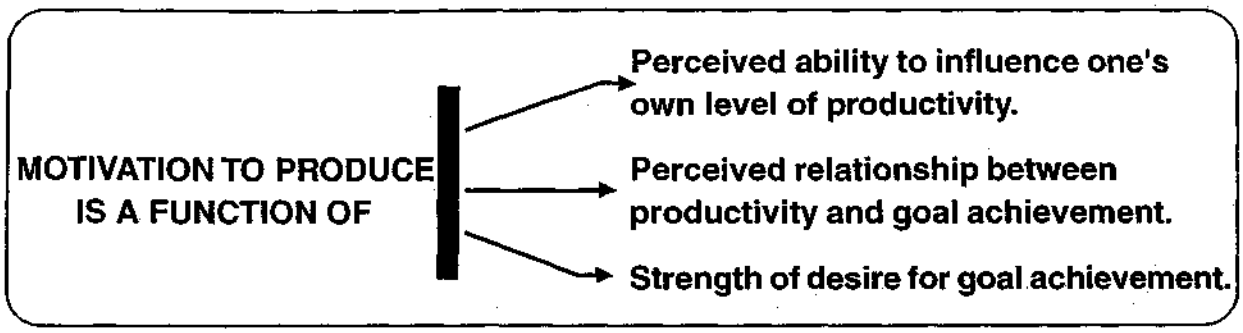

Figure - 1.6

Vrooms Model of Motivation

Note : Vroom's model of motivation is based on three major forces operating within the individual, the perceived ability to influence one's own productivity level, the perceived relationship between productivity and goal achievement, and the strength of desire for goal achievement

(**Source :** Herbert G. Hicks, C. Ray Gullett, "The management of organisation" - Mc Graw-Hill, Page - 424)

Thus an individual will see higher productivity as desirable if three conditions are met. **First,** What are the individual's personal Goals? They may include more money, job security, social acceptance, recognition and interesting work. There are many other possible combinations of goals that a person may seek to satisfy.

Second, what is the perceived relationship between goal satisfaction and higher productivity? If, for example, an employee has more income as an important goal and is working on a job that pays on a piece-rate basis, there may be a strong motivation to produce more. But if social acceptance by fellow workers is most important, an employee may be unwilling to produce above a given output level that the group has set as an unofficial production standard. To produce more could result in rejection by the group.

Third, how does a person see his or her ability to influence productivity? If an employee believes that the amount of effort expended will have little effect on output, the employee will be unlikely to try very hard. A person placed on a job without proper training could be one example.

According to the vroom theory, these three factors determine one's motivation to produce at a given time. The theory may be called a contingency model of motivation because it emphasises the difference among persons and among jobs. Thus an employee's level of motivation is contingent upon both forces inside oneself, as well as those built into one's work situation. While differences in individuals are taken into account, a way of operationally defining them is not

provided. We must still look inside the individual to determine goals and perceptions of reality. In this section we like to discuss how much the above theory can effectively Play an important role for determining predictor of motivation.

Traditionally, sales executives have insisted that financial incentives and compensation are the key factors in influencing sales person motivation (Haring and Morris 1968, Litwin and stringer 1968; Mc Clelland 1975, Steintbrink 1978). The studies reported above primarily are based on the hypothesis that monetary rewards are the primary motivator of sales effort, and the Pay Package is the basic motivator. Whereas other financial incentives such as bonus and compensation operate only to induce effort in certain circumstances (Walker, Churchill and Ford 1977).

However, studies in marketing and personal management have shown no conclusive evidence to support such "Conventional Wisdom". Research in organisational psychology indicates that several organisational, personal and environmental factors can produce even greater influence on sales person motivation (Campbell-.et. al. 1970, Hackman and Oldham 1975, Lawler 1971 Stan 1977).

Among the antecedents of motivation, organisational climate has been regarded as one of the most significant contributors to an individual's motivation (Campbell et al 1970, James et al 1977, Pritchard and Karasick 1973, Vroom 1964).

In organisational climate jobs are designed as an important factor in determining the motivation, Satisfaction and Performance of employees at work. This is not to say that jobs previously have been seen as irrelevant to organisational administration. On the contrary, earlier in this century when scientific management was in its Prime, Considerable research effort was expended to find ways that jobs could be simplified, specialised, standardised and organised. At the same time, industrial psychologists were developing rather complex and sophisticated procedures for describing and analysing jobs in term of their simplest components. In the year 1985 in his doctoral dissertation, Tyagi observed that though both job (re) design and leadership behaviour can be used to motivate sales persons to improve their performance, they affect different types of sales person motivation to varied extents. He conclude that while Key job dimensions are more instrumental in affecting intrinsic motivation, leadership behaviour tends to be more effective in enhancing extrinsic motivation. Generally speaking, salesperson work motivation and performance can be more strongly influenced by redesigning work along key job dimensions than by emphasising leadership behaviour. In a true sense, causality

can only be established through experimental research. Thus, it may be difficult to draw definitive cause and effect relationship from cross-sectional research. Here the research effort should focus more on establishing stronger casual relationships between key job dimensions and sales person motivation / performance and leadership behaviour and motivation / performance.

1.3. STATEMENT OF THE PROBLEM

The key job dimensions and leadership behaviour played an important role in motivating sales persons work performance has been recognised in sales force management (Henery 1975 Teas 1981, Walker Churchill and Ford 1977, Hackman and Oldham 1980, Pradeep K. Tyagi -1985). Like monetary incentives, job dimensions and leadership behaviour can be carefully adjusted to produce a strong impact on sales person work motivation. In various studies, sales person work motivation has been identified in terms of intrinsic and extrinsic motivation (Oliver 1973, Tyagi 1982,1985, Walker, Churchill and Ford 1977). In order to use job dimensions and leadership characteristics as effective tools to improve sales performance, it is important to examine the precise nature of their roles in influencing the intrinsic versus extrinsic motivation of sales persons. It would also be useful to examine, on a relative and comparative basis, the characteristics that may act as more effective motivators in a sales job situation. With such an understanding sales management would be able to use available motivational tools in a better way to maximise salesperson work performance.

Expectancy theory (ET) is clearly the dominant paradigm for research on work related motivation (Connolly -1976). ET has been employed by marketing researchers to study sales person performance (Oliver -1974) and has been include as the motivational component of the duly detailed conceptual model of salesperson behaviour (Walker, Churchill and Ford -1977) developed to date that could be used as the basis for job enrichment or job redesign. The basic thrust of my study is on the Job Characteristic Model (JCM) [see figure 2.1]. Motivation, satisfaction and job performance are viewed primarily as functions of task design. More specifically, the model identified five core job dimensions that lead to psychological states which in turn are hypothesised to be related to personal and work outcomes. This process may be moderated by factors that determine individual differences in how an employee reacts to a work situation. Based on Hackman and Oldham (1974a, 1974b) the major classes of variable, in the model are presented and discussed. The

instrument devised to measure the variable in the JCM is the Job Diagnostic Survey (JDS) [see appendix]. The JDS is designed to be job independent so it can be used in any job setting. The JDS measures relative levels of the components of the JCM by requiring respondents to react to a series of statements / questions that are relevant in any job situation. "Any discussion with sales executives would bring forth a consensus that compensation is the most important element in a program for the management and motivation of a field sales force" (Steinbrink -1978). The evidence suggests that management behave in a manner consistent with that belief. A recent review of the sales motivation literature suggests, for example, that' (1) monetary reward are the primary motivator of sales effort, and (2) the Pay Package is the basic motivator, where as other financial incentives, such as bonuses and contests, operate only to induce effort over and above that produced by the basic plan in certain circumstances'. While exclusive reliance on pay as the basic motivator has been challenged in recent years on both theoretical and empirical grounds. So, it need a definite compensation program to motivate the sales persons. But designing effective compensation and incentive programs is a difficult task. One primary reason is that sales motivation programs seem to lose their effectiveness overtime, partly because of changing external circumstances and also partly the desirability of any particular reward seems to depend on individual circumstances and desires. Here the term changing external circumstances is used for organisational climate, Job dimension and leadership characteristics. And also desires is originated from the psychological states of the salesperson's of different organisation. So we should have to discuss about the organisational structure of the selected two sample companies. Because the job dimension, leadership characteristics and psychological states of a salesperson are very much depends upon the organisational structure of any company.

Job dimensions of Agents (Life Insurance Corporation of India) and sales representatives working in East India Pharmaceutical Works Ltd. (E.I.P.W.L) may vary substantially, even if they perform similar nature of job. Only difference are being in the character of sale products. It is not uncommon for agents or sales persons to be assigned to unequal size territories with non-equivalent sales potential and competition. They may experience different degree of job challenge, depending on the nature of the accounts in their territories. It is also possible that different L.I.C.I's Agents expend varying amounts of effort on various sales functions, such as serving key accounts, customer counselling, prospecting and depending on the mix and the attitude of the agents creates higher motivation. The professional attitude

of L.I.C.I's agents is not in a such level that may influence the motivational factors. But it is not seen in the case of sales representatives of any private concern like E.I.P.W.L.

Organisational structure of L.I.C.I creates some confusion about the uniformity of the leadership style. Some agents are in direct touch with the Chairman or Managers enjoying better autonomy and importance then the agents under the supervision of development office. As for example : agents or salespersons belonging to the chairman's club are taking decision for their future plan in meeting with the chairman of L.I.C.I. They have the liberty to talk with chairman for introduction of new policy plan. So they enjoy special status in comparison with the other sales persons. Such a manner other clubs members (i.e. Zonal manager club, Divisional manager club and Branch manager club) enjoy. But all the sales representatives of E.I.P.W.L are working under the same supervision structure. They enjoy better autonomy and freedom for their job design.

The area manager of E.I.P.W.L., i,e. supervisory staff is directly linked with sales representatives and takes decisions about working plan in consultation with the salespersons.

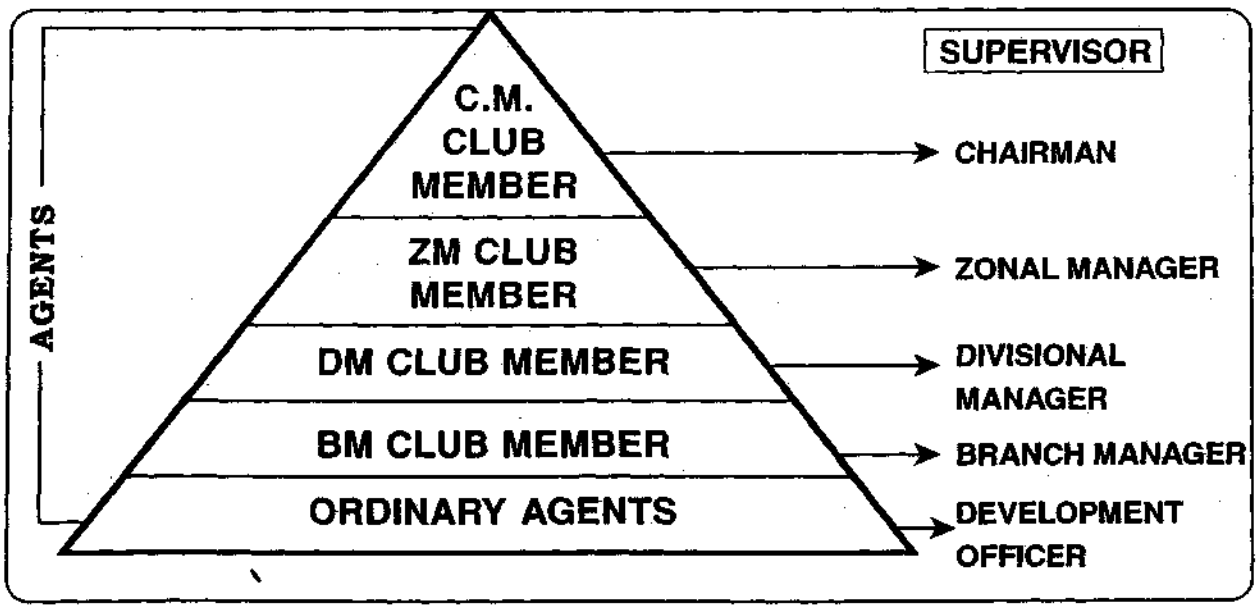

Figure 1.7

LEADERSHIP STYLE OF L.I.C.I.

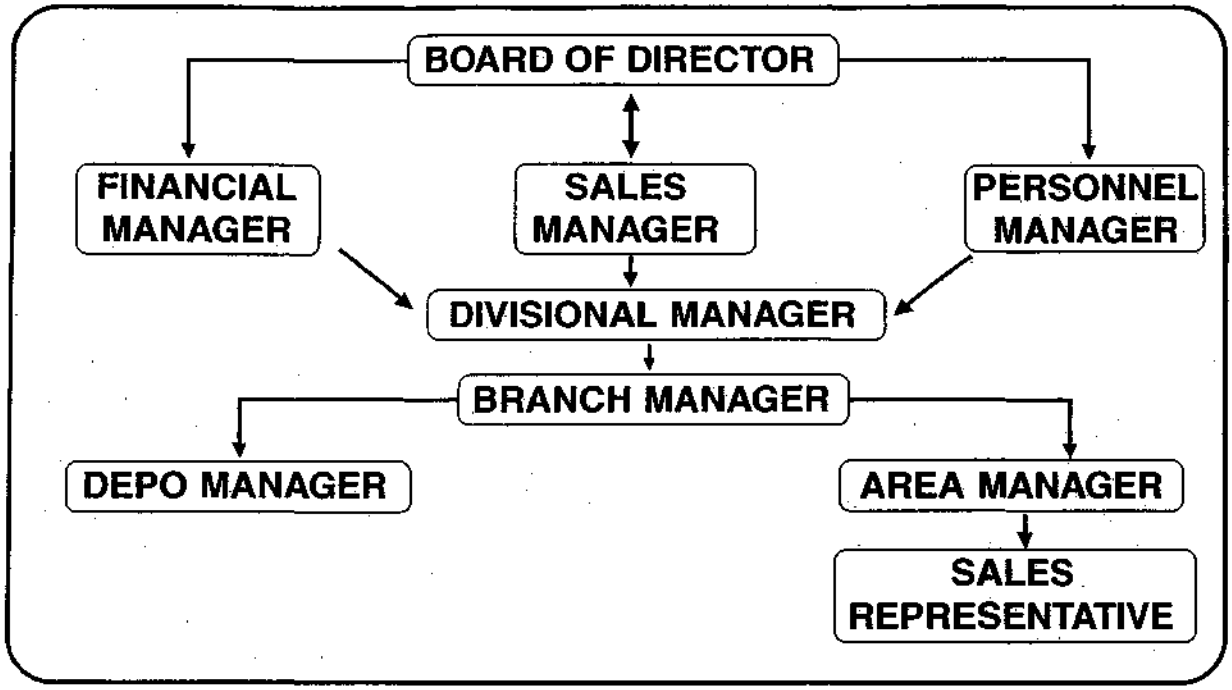

Figure - 1.8

LEADERSHIP STYLE OF E.I.P.W.L.

1.4 SURVEY OF EXISTING LITERATURE.

There were many researchers concentrating their attention in the various aspects of relationship within motivational problems, job performance and satisfaction. As a result of lack of empirical investigation, the variance in sales man's performance attributable to motivational constructs has not been estimated. Vroom expectancy theory was used to show that the motivational perceptions attributed to a set of sales "incentives", by a sample of Life Insurance salesman were related to two performance criteria.

The current knowledge of the determinants of motivation and performance in industrial selling is abysmally inadequate. As a first step toward improving this situation, Walker, Churchill and Ford (1977), offered a conceptual model, which identifies a set of individual, interpersonal, organisational and environmental variables that may influence a salesman's motivation and job performance. The model incorporates many constructs and research findings from industrial psychology. The primary purpose of their study is to provide a conceptual framework and some specific hypothesis to help future empirical research in sales management.

Tyagi (1982) examined how organisational climate contributes to salespersons intrinsic and extrinsic motivation to perform. On the basis of expectancy-valence theory of motivation, specific relationships between organisational climate and motivational components are tested using a sample of insurance salespersons. Managerial implications and future Research directions are discussed.

Tyagi also examined (1985) the relative importance of key job dimensions and leadership characteristics in enhancing salespersons motivation and work performance. To gain a deeper insight, the relative effects of job dimensions and leadership behaviour on intrinsic work motivation of sales persons are examined, with results indicating that key job dimensions are more instrumental in enhancing work motivation, and leadership behaviour more influential in effecting extrinsic motivation. A number of major implications based on these finding are discussed.

Churchill. Jr. (1982) investigated the relationship between salespersons level of pay, satisfaction with pay and valence for more pay using structural equation models with unobserved variables. The results suggested that:

1. Greater satisfaction with pay is associated with lower valences attached to it.

2. Those who are most highly paid are more dissatisfied with their pay level, and

3. There is no direct relationship between an individual's income level and the persons valence for pay.

Becherer, Morgan and Richard (1982), discussed the job characteristics model of worker motivation has been applied in many organisational setting. An empirical application of this model to the industrial sales position is presented in this article. The model appeares to have potential in the study of sales force motivation and satisfaction.

Evans (1974) in his article extended and replicated the hypothesis concerning the way in which the behaviour of the superior effects the subordinates perceptions of expectancies and instrumentalities in the path-goal theory of motivation.

Hackman and Lawler III (1971) evaluated a conceptual framework specifying the conditions under which jobs will facilitate the development of internal motivation for effective performance was developed and tested. Primary independent variables were:

(a) A measure of strength of desire for the satisfaction of "higher order" needs (e.g obtained feeling of accomplishment, personal growth) and

(b) Description of jobs on four core dimension (variety, autonomy, task identity, feed back). It was predicted and found that when jobs are high on the four core dimensions, employees who are desirous of higher order needs satisfaction tend to have high motivation, have high job satisfaction be absent from work infrequently, and be rated by supervisors as doing high quality work. A number of supplementary analysis were reported, and the implications of the results for future research on job effects and for the design of job were discussed.

Teas (1981) in his article reported the result of a study of the motivational implications of the industrial salesperson's personal characteristics and his or her perception of the job, the company's organisation, and selling constraints. Predictor equations for the sales person's expectancy and instrumentality estimates are tested empirically. The results indicate the salesperson's personal characteristics and his or her perception of supervisory style, organisational communication, job significance and autonomy, job variety and completeness, job complexity and selling constraints are potentially important predictors of sales force motivation. The subject of motivation has also received extensive discussion in the sales management literature but little substantive knowledge has emerged. This may reflect the fact that Ghiselli, (1977) usually subsume motivation under the broad category of compensation or under other financial remuneration schemes sometimes classified as "stimulators". Writings on the subject frequently contain an implicit assumption that the basic compensation package is the primary regulator of motivation.

It is further assumed that other incentives or stimulators (e.g. Contests, bonuses, and conventions) operate only to induce performance over and above that which can be engendered from the basic plan. While many of the managerial tools used by the sales administrator provide strong motivating forces, in instances they are insufficient and additional incentives are required. Most sales executives agree that a sound compensation plan can be the strongest force to motivate salesman. In an effort to corporate the findings mentioned above, Haring and Myers (1953) have undertaken a questionnaire based study covering a large sample of salespersonnel. Questionnaires designed to probe the use of special incentives for salesman, were mailed to members of the National Sales executives representing

approximately 8,000 companies. Of 542 respondents, 396 answered a question pertaining to the effectiveness of various incentives in stimulating the average salesman to better his usual performance. The researchers found that the basic compensation plan was cited as the first ranked incentive by 243 respondents and concluded "basic compensation is the primary motivator of salesman."

But findings are not acceptable for three reasons. First, the authors have made inferences about the relative effectiveness of various "motivators" solely on the basis of superior's reports. However, it has been noted that when asked to rank the importance subordinates attach to various job factors, managers typically over emphasise the importance of pay. The results of the Haring and Myers study may have been similarly biased. Secondly, the study provided no evidence of validity while a number of possible incentives were identified in the study. Haring and Myers fell short of providing empirical support for their assertion. A predictive study testing the validity of the various "Motivators" would be required to substantiate their conclusion. Thirdly, the result of one mail survey do not provide sufficient evidence for the author's sweeping conclusion, especially in view of the paucity of empirical research on financial compensation. Opsahl and Dunnette (1966) observed that "We know amazingly little about how money either interacts with other factors or how it acts individually to affect job behaviours. Although the relative literature is voluminous, such more has been written about the subject than is actually known. Speculation, accompanied by compensation fads and fashions, abounds ....."

Oliver (1974) observed that in the strict theoretical senses vroom posits a disenete level of motivation for each effort and performance level. Lawler III (1970) discussed that Vroom's formulation is one of a class of similar theories that are based on the central idea - "the strength of a tendency to act in a certain way depends on the strength of an expectancy."

A three-phase quantitative investigation of relationships involving sales person jobs satisfaction was undertaken by Brown and Peterson (1993). First, the strength, valence and consistency of pairwise relationships were assessed by means of a meta-analysis. Second methodological characteristics coded as moderator variables were used to account for variability in study effects. Finally, weighted mean correlations resulting from the analysis of pairwise relationships were used to evaluate a causal model of antecedents and consequences of job satisfaction. In general, relationships involving job satisfaction were robust across study contexts. Systematic moderating effects of type of sales force and operationalisation of job

satisfaction were found. Several summary conclusions about antecedents and consequences of sales person job satisfaction are drawn from the analyses.

Also in the year 1994 they address a fundamental gap in understanding how sales performance and job satisfaction are determined in an investigation of the sales force of a direct selling organisation. Results indicate a direct positive effect of work-related on job satisfaction that is not mediated by sales performance.

Weitz and Sujan's (1986) purpose that adaptive selling is influenced by salespeople's knowledge of customer types and sales strategies as well as their motivation to alter the direction of their behaviour. Pertinent research in psychology and personal selling is reviewed and specific propositions relating to knowledge, motivation and adaptive behaviour are advanced. On the basis of these propositions, suggestions are made for selecting, training, managing and compensating sales people.

The Johnston and Kim (1994) examined the relationships among performance, casual attribution, and the expectancy component of sales force motivation through the measurement and manipulation of components of a proposed conceptual framework.

Is the link between performance and job satisfaction a myth or a reality? Does performance influence satisfaction, or does satisfaction influence performance? This age-old managerial problem is examined with a causal modelling methodology to unravel the true relationship by Bagozzi (1986) in his article.

Structural equation analysis was used by Teas (1983) to replicate and extend previous salesforce role stress research by testing hypotheses about the relationships among sales supervisory behaviour, sales force job satisfaction. On the basis of previous research, four supervisory behaviour variable were hypothesised to be related to sales force role stress - leader consideration, initiation of structure, participation, and feedback. The results indicate sales supervisory behaviour is related to sales force perceptions of role stress. In addition, the estimates indicate role conflict, organisational communication, leader consideration, and leader initiation of structure are significant predictors of salesforce job satisfaction.

While the unique characteristics of the industrial salesman's role has stimulated much recent research, this uniqueness requires the development and use of occupation - specific measurement instruments. A job satisfaction measure

specifically designed by authors for industrial salesman is presented together with norms, a detailed description of the methodology employed, and techniques to evaluate the new instrument's factor structure, reliability and construct validity.

The Churchill Ford and Walker Jr- (1974, 1985) used meta - analysis techniques to investigate the evidence that has been gathered on the determinants of sales people's performance. A search of the published and unpublished literature uncovered 116 articles by authors that yielded 1653 reported associations between performance and determinants of that performance. These results indicate the determinants which can be ordered in the following way in terms of the average size of their association with performance. (1) Role variables (2) Skill (3) Motivation (4) Personal factor (5) Aptitude and (6) organisational environmental factors. When ordered according to the amount of the observed variation in correlations across studies that is real variation (i.e., not attributable to sampling error), the determinants rank as follows: (1) Personal factors (2) Skill (3) Role variable (4) aptitude (5) motivation and (6) organisational / environmental factors. To investigate whether the associations between each of the categories of predictors and performance could be partially accounted for by the presence of moderators variables, the results were broken out customer type, product type, and type of dependent measure used. The results indicate that the strength of the relationship between the major determinants and sales people's performance is affected by the type of products salespeople sell. The author also discuss the implications of these findings for sales managers and researchers.

Bagozzi (1978) used a model designed to explain the performance, job satisfaction, and other behavioural outcomes experienced by salesperons. By building on the model of man proposed by Lewin and modern management people and social learning theories of personality, the behaviour of salesperons is shown to be a function of the person, the interactions of the person has with satisfaction others in his or her role set, and forces in the situation. Hypotheses are tested on data gathered on industrial salesperons.

Churchill (1976) and others made a report about reactions of organisational climate on job satisfaction in the sales force. This report concerned the impact of several organisational climate variables on the job satisfaction of a cross-section of industrial salesman. To gain grater insight into how climate affects sale men's feelings about their jobs, the relationship between each climate variable and each of seven components of job satisfaction also are examined. Finally, the managerial

implications of the findings are explored, and actions that might lead to improvements in sales force morale are discussed.

Teas (1979) and others have used to examine the relationships among the salesperson's perceptions of performance feedback, participation, role clarity and job satisfaction. The results of the study indicate that performance feedback and participation in decision making are both positively related to role clarity. In addition, performance feedback is related primarily to lower order need fulfilment whereas participation and role clarity are related primarily to higher order need fulfilment.

1.5. THEORETICAL FRAME WORK OF THE STUDY

The subject of motivation has also received extensive discussion in the sales management literature but little substantive knowledge has emerged. This may reflect the fact that authors usually subsume motivation under the broad category of compensation or under other financial remuneration schemes sometimes classified as "Stimulators". Writing on the subject frequently contain an implicit assumption that the basic compensation package is the primary regulator of motivation. It is further assumed that other incentives or stimulators (e.g. contests, bonuses and conventions) operate only to induce performance over and above that which can be engendered from the basic plan.

While many of the managerial tools used by the sales administrator provide strong motivating forces, in instances they are insufficient and additional incentives are required. Most sales executives agree that a sound compensation plan can be the strongest force to motivate salesman.

But compensation as a primary motivators of organisational behaviour is only one of many possible theoretical roles posited in the study of Haring and Myres, Opsahl and others. In short, no evidence exists to suggest that money is either a primary motivator or is primary on a hierarchy of motivators.

To a lesser extent, the motivating qualities of non-monetary or psychological incentives have also been prominently argued in the study of Buton, William L. and Gaythwaite, Myles S, although they are usually suggested as adjuncts to the basic compensation package. List of psychological needs requiring satisfaction have been proffered by many researcher in the sales management field but have not been subjected to empirical investigation. As a result of the lack evidence in both

the monetary and non monetary areas of motivation, little is known about how compensation and other possible rewards motivate salesman to produce. Pre occupation with the Content of Motivational schemes (e.g. Pay, Psychological needs) has led researcher to ignore the cognitive processes by which behaviour is initiated, directed and continued. That is, theorists have been content merely to suggest specific things that motivate behaviour rather than to delineate the processes by which major classes of variables interact to produce behaviour. Campbell, Dunnette, Lawler and Weick summarised this point briefly.

> " A motivational theory is useful for making predictions only to the extent that it specifies both content and process, that is, to the extent that it specifics the identity of the important variables and the processes by which they influence behaviour.

The determinants of salesman's motivation remain essentially unknown due to the lack of comprehensive motivational model. Without this knowledge, one is unable to assess empirically the proportion of variance in performance attributable to motivation. The implications for the sales manager are substantial. In order to increase production through an optimal allocation of resources, the relative impact of motivation as opposed to ability and other factors on performance must be know.

In oontrast to the paucity of theory and evidence regarding performance of sales personal, considerable research has been undertaken in the area of industrial psychology and significant progress has been made in increasing the state of current knowledge on employee productivity as a function of motivation at both the theoretical and empirical levels.

The present conception of the interaction between job characteristics and individual differences is based primarily on the expectancy theory of motivation, as formulated by Lewin (1938) and Tolmen (1959) and as applied to work setting by Vroom (1964), Porter and Lawer (1968), and others. In particular, five propositions based on expectancy theory, which address the specific problem of how employee motivation can be enhanced through the design of jobs.

Generally, expectancy theory posits that the motivational force experienced by an individual to select one behaviour from a larger set is some function of the perceived likelihood that behaviour will result in the attainment of various outcomes weighted by the desirability (valence) of these outcomes to the person. Thus, it is essentially a process theory in that its focus is on the major classes of motivational

constructs and the manner in which they interact as opposed to detailing the specific outcomes or needs that presumably motivate behaviour.

Vroom's theory postulates that employee job performance (P) is a function of multiplicative interaction between motivation (M) and ability (A)

Thus, P = (M. A)

The rationale for the multiplicative relationship is that if an individual is low on either performance component, then his performance must be necessarily low as well. In the strict theoretical senses Vroom posits a disenete level. However, when effort is constructed generically and one performance level is singled out as the criterion of interest. Vroom's conceptualisation reduce to (1).

Motivation, in turn, is hypothesised to be a function of the multiplicative interaction of the valence of one's performance goal j (V_j) and the subjective probability or expectancy that one's efforts will result in the attainment of that performance goal (E_j).

Thus, $M = f(V_j . E_j)$

A performance level is seen as acquiring valence only if it is perceived as leading to the attainment of desired job-related outcomes such as pay or recognition. The desirability of a job related outcomes, K, is specific to the individual and constitutes his valence for that outcome (V_k). Valance is positive if the outcome is desirable, negative if the outcome undesirable and zero if one is indifferent toward the outcome. One's perception of the degree to which performance at level j will result in or block the attainment of outcome k is termed the instrumentality of performance level j for outcome k (I_{jk}). Instrumentality is positive if performance results in attainment of outcome k, negative if it blocks attainment of outcome k, and zero if it has no effect on attainment of outcome k.

The theory posits that the Valence of a performance level (V_j) is a function of the multiplicative interaction of the valence of the kth outcome and the instrumentality that performance level j will result in outcome k, summed over all (n) outcomes. Thus

$$V_i = f\left[\sum_{K=1}^{n} (V_k . I_{jk})\right]$$

Evidence as to the predictive validity of the theory in industrial setting is mounting.

Several modification of the original expectancy model have been proposed in recent years. The following equation, which was specified in the Walker et al (1977) model of sales force motivation and performance, was utilised in the study reported here:

$$M_i = \sum_{i=1}^{n} E_{ij} \cdot (\sum_{k=1}^{m} I_{jk} \cdot V_k)$$

Walker et al (1977) defined the components of the equation as:

M_i = Motivation: "..... a salesman's motivation to expend effort on any task (i)."

E_{ij} = Expectancy : "..... the salesman's estimate of the probability that expending a given effort on task (i) will lead to an improved level of performance on some performance dimension (j)."

I_{jk} = Instrumentality : "..... the salesman's estimate of the probability that achieving an improved level of performance on performance dimension (j) will lead to increased attainment of a particular reward (k) ."

V_k = Valence for rewards : "..... the salesman's perception of the desirability of receiving increased amounts of each of a variety of rewards he might attain as a result of improved performance.

[Source : Richard L. Oliver. "Expectancy Theory Predictions of Salesmen's Performance" Journal of Marketing research. Vol. XI (August -1974) P. 243-53. R. Kenneth Teas, "An Empirical test of Models of salesperson's job expectancy and instrumentality" Journal of Marketing Research. Vol. XVIII (May -1981). P. 209 - 26]

Walker et al (1977) hypothesised the magnitude of the salesperson's expectancy estimates is related positively to the sales person's self-esteem, self-perceived ability, and job tenure and is related negatively to the sales person's perceived environmental constraints.

In 1964, Victor Vroom developed the first application of expectancy theory to organisational behaviour. Vroom's formulation is one of a class of similar theories that are based on the central idea that the strength of a tendency to act in a certain way depends on the strength of an expectancy that the act will be followed by a

given consequences (or outcome) and on the value of attractiveness of that consequence (or outcome) to the actor (Lawler E.E. III - 1970).

Vroom's original theory was concerned primarily with predicting the amount of effort a worker would expend on various tasks associated with his job - his motivation to work.

Several theories subsequently expanded the original theory in an attempt to predict not only the worker's motivation level but also the level of job performance that would result. The model developed hereafter is a further extension and modification of these models, specifically adopted to an industrial selling context. The model is outlined in Figure - 1.9

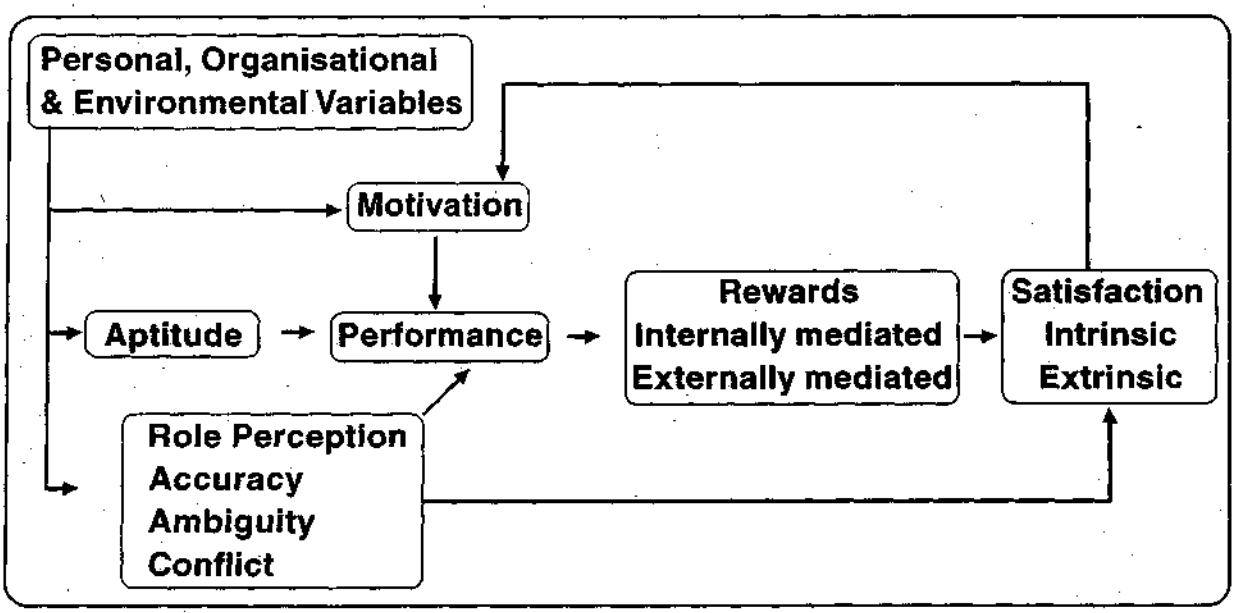

Figure - 1.9

The Model-Determinants of Sales Person's Performance

SOURCE : (Walker, Churchill and Ford, Journal of Marketing Research - Vol. - XIV (May 1977 - Page 160)

This model assumes that a salesman's job performance is a function of three basic factors (i) his level of motivation (ii) his sales aptitude or ability (iii) his perceptions about how his role should be performed.

So, Performance = f (motivation . aptitude . role perception)

The model indicates that each of the three determinates of performance is influenced by a variety of antecedent variables. These variables include personal characteristics of the salesperson (e.g. intelligence, personality, education & experience) characteristic of the company (e.g. type of product, compensation practices, supervisory style, training programmes) and factors in the broader economic environment (e.g. demand conditions in the industry, availability of raw materials, unemployment rate.)

The salesman's job performance affects the kinds and amounts of rewards he will receive. However, the relationship between performance and rewards is complex. One reason for his complexity is that there are several different dimensions of sales performance that a firm may or may not choose to evaluate and reward. A company might evaluate its salesperson on total sales volume, quota attainment, selling expenses, profitability of sales, new accounts generated, service provided to customers, performance of administrative duties, or some combination of such performance dimensions.

In addition to the multidimensional character of sales performance, there are a variety of rewards that a company might bestow for any given level of performance. The model distinguishes between two broad types of rewards. Externally mediated rewards are those controlled by people other than the salesman, such as managers or customers. These rewards generally are related to lower-order human needs. They include such things as Pay, financial incentives, security, recognition and promotion. Internally mediated rewards are those which the salesman largely attains for himself and they relate to higher order human needs. They include feelings of accomplishments personal growth, career development and self-worth. The rewards received by the salesman have a major impact on his satisfaction with his job and his work environment. Satisfaction is divided into two broad dimensions, intrinsic and extrinsic. Intrinsic satisfaction is related to the internally mediated rewards the salesman obtains from his job - satisfaction with the work itself and with the opportunities for personal growth and accomplishment. Extrinsic satisfaction is related to the externally mediated rewards bestowed upon the salesman satisfaction with pay, company policies and support, supervision fellow workers, changes for promotion and customers. The motivation component of the model is outlined in Figure-1.10

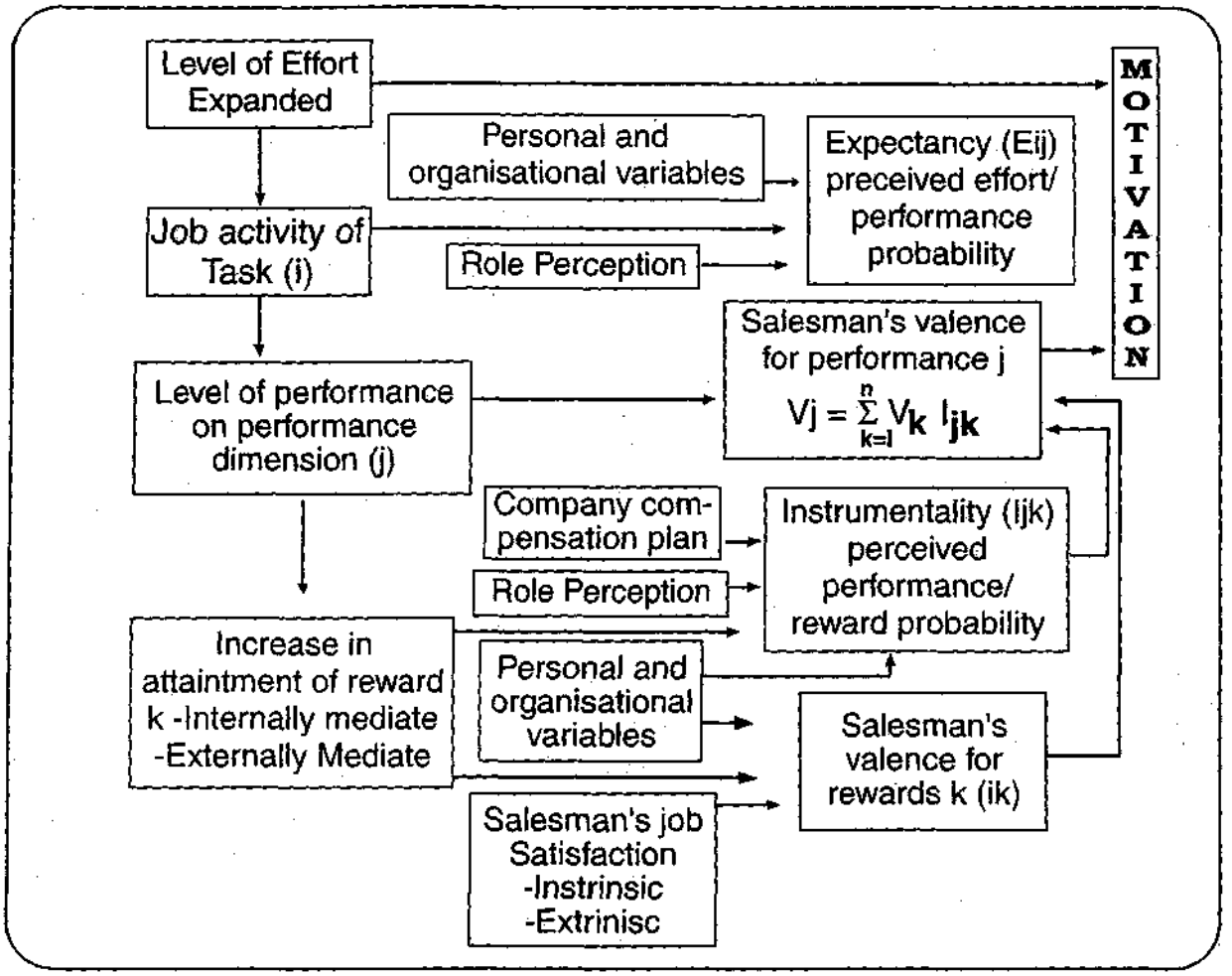

Figure-1.10

The Motivation Component

(**SOURCE** : Walker, Churchill and Fore, Journal of Marketing Research Vol. XIV (May-1977)

As the schematic presentation suggests, motivation is viewed as the amount of effort the salesman desires to expand on each of the activities or tasks associated with his job, such as calling on potential new accounts, planning sales presentation, and filling out reports.

This model assumes that expending effort on each of these activities will lead to some level of achievement in one or more dimensions of job performance such as total sales volume, profitability of sales, new account sales or quota attainment. It is assumed further that the salesman's level of performance on at least some of these dimensions will be evaluated by his superiors and will be rewarded with one or more of a variety of rewards such as increased pay, recognition, or advancement.

According to the expectancy theory, a salesman's motivation to expend effort on any task (i) will depend on two variables.

1. Expectancy (E_{ij}) : the salesman's estimates of the probability that expending a given amount of effort on task ($_i$) will lead to an improved level of performance on some performance dimension ($_j$).

2. Valence for performance dimension ($_j$) - ($_{vj}$) : The salesman's perception of the desirability of attaining an improved level of performance on dimension ($_j$). So, the salesman's motivation is expend effort on any task ($_i$) =(E_{ij} . V_{vj}).

Traditionally, salesperson motivation has been treated as an aggregated concept. Various studies, however, suggest that salesperson motivation should be viewed as a process whereby several components interact to form an individual's motivation (Churchill, Ford and Walker 1979, Oliver 1974,1979, Oliver and Brief 1977).

This contention is based on the logic of expectancy theory which maintains that motivation is a monotonically increasing function of the algebraic sum of the products of the valences of all outcomes and the strength of the person's expectancies that the act will be followed by the attainment of these outcomes (Vroom 1965).

Symbolically,

$$M = f_i[\sum_{K=1}^{n} (E_{ik} . V_k)] \text{----------} (1)$$

Where:

M = the motivation to perform an act

E_{ik}= the strength of the expectancy (belief) that act i will be followed by outcome k.

V_k= the valence (importance) of outcome k.

n = the number of outcomes.

This basic motivation model has been modified since its original conceptualisation. In its widely discussed version, two levels of outcomes are considered (Galbraith and Cummings 1967, Lawler 1970, and Porter 1967). The first level outcomes are the ones the investigator is interested in predicting (e.g. job

performance) second level outcomes (e.g. monetary rewards, recognition, promotion) are expected to result from first-level outcomes.

The resulting model is generally expressed in the following terms.

$$M = f\,[E_j \sum_{K=1}^{n} (V_k \,.\, I_{jk})] \text{----------} (2)$$

Where

M = the individual salesperson's motivation.

j = the performance level

k = the outcomes as a result of the performance level j.

n = total number outcomes.

E_j = the salesperson's subjective estimate that his or her efforts will lead to the performance level j.

I_{jk} = the instrumentality of the performance level j required for the second level outcomes k, and

V_k = the valence of the second level outcomes k.

[(Source : Pradeep K. Tyagi; "Perceived Organizational climate and the process of salesperson Motivation", Journal of Marketing Research. Vol. XIX (May 1982). P. 240 - 254]

Of the several competing theories of motivation (e.g. need theory, reinforcement theory, motivation - hygiene theory), expectancy theory is regarded as particularly meaningful because of its ability to explain the cognitive processes by which behaviour is initiated, directed, and sustained other theories simply specify identification of the variables that influence behaviour, but not the process by which they do it. Expectancy theory is appealing because of its pragmatic usefulness. Multiplicative composites as well as individual components of the expectancy (valence, expectancy and instrumentality) model have successfully predicted work behaviour in sales management.

A further description of the components of expectancy model involving the distinction between intrinsic and extrinsic outcomes is discussed in several organisational psychology studies (Deci 1971, Lawer 1970, Mitchell 1974, Stem

1977) seems particularly useful in the sales management context. Accordingly, the valance and instrumentality components of an individual's motivation are further divided on the basis of an intrinsic versus extrinsic outcomes dichotomy. Intrinsic outcomes are internally induced, i.e., the individual rewards him/herself. They involve such outcomes as feelings of accomplishment, self-competence, and personal growth. Extrinsic rewards are part of the job situation and are given by others. They are externally mediated and include financial incentives, promotion and compensation packages. Thus:

$$M = f\,[E_j\ \{(\sum_{k=1}^{n_i} V_{ki}\ .\ I_{jki}) + (\sum_{k=1}^{n_e} V_{ke}\ .\ I_{jke})\}] \text{ ----------(3)}$$

Where

M = the individual salesperson's motivation.

j = the performance level

k = the outcomes as a result of the performance level j.

n = total number outcomes.

E_j = the salesperson's subjective estimate that his or her efforts will lead to the performance level j.

I_{jk} = the instrumentality of the performance level j required for the second level outcomes k, and

V_k = the valence of the second level outcomes k.

e = extrinsic motivation

i = intrinsic motivation

[(Source : Pradeep K. Tyagi; "Perceived Organizational climate and the process of salesperson Motivation", Journal of Marketing Research. Vol. XIX (May 1982). P. 240 - 254]

This expectancy model is meaningful because it allows for a micro examination of the salesperson's motivation. The influence of organisational climate on both extrinsic and intrinsic dimensions of sales person motivation can be examined. Vroom has stated that "People may seek to do well on their jobs even though no externally mediated rewards are at stake".

Many studies on organisational psychology examining intrinsic and extrinsic model have shown that intrinsic outcomes may be as important in predicting

satisfaction and performance as extrinsic outcomes (Greaen 1969. Green 1972, House and Wahba 1972). However, such findings should be viewed with caution in the sales management context. The relative effectiveness of extrinsic and intrinsic rewards may not be the same in a sales situation as in other occupations. Oliver's study indicated that only certain extrinsic outcomes predicted the sales performance. Intrinsic outcomes were not predictive and in fact, showed some negative correlations with the performance.

In this study, it is proposed to examine the relative importance of key job dimensions and leadership characteristics in enhancing salesperson motivation and work performance. To gain a deeper insight, the relative effects of job dimensions and leadership behaviour on intrinsic and extrinsic work motivation of salespersons are examined. Finally, the managerial implications of the findings are explored, and actions that might lead to improvements in salespersons work motivation are discussed.

1.6 FRAMEWORK OF MODELS.

The job characteristics model (JCM) is originated in the works of Hackman and Lawler (1971) and Hackman & Oldham (1974). It is conceptualised as a set of generic job dimensions and outcomes inherent in every job. Having been applied in numerous job settings, the JCM's validity and reliability have been verified many times. The JCM does not require specification of every outcome - job dimension combination. These aggregate interrelationships are eventually derived after respondents have completed the job Diagnostic survey (JDS). The instrument devised by Hackman and Oldham (1974) to measure the variables in the JCM is the Job Diagnostic Survey . The JDS is designed to be job independent so it can be used in any job setting. In our study JDS measures relative levels of the components of the JCM i,e Core job dimensions, critical psychological states and personal and work outcomes, Thus, which the JDS is lengthy, respondents must evaluate only one construct at a time rather than link together two constructs.

Overall, the JCM is a narrower, methodologically more sound way to study job-related worker motivation in comparison with Expectancy theory (ET). Expectancy theory is a general theory of motivation that can be applied in any job setting, however, unique sets of actions and out comes must be developed for each job. An unresolved issue is whether actions and outcoms should be researcher or subject - generated (connolly 1976, P-39; Mitchell 1974, P - 1065). A second

problem centers on the development of sequentional out comes, for example - where A leads to B, which results in C. In such situations, intermediate valences and instrumentalities must also be estimated. To compile enough relevant outcomes for all respondents becomes a laborious task and could result in respondent fatigue (connolly - 1976). Further, the validity and reliability of ET formulations must be established each time a new set of actions and outcomes is developed.

The JCM includes generic rather than situation - Specific job dimensions and outcomes. While ET allows non job-related actions and outcomes to be modelled simultaneously with job factors, the JCM permits these dispositional or situational factors to be considered only as potentional moderating variables, thus preserving the JCM's strict job dimensions / outcomes focus.

The leadership behaviour plays a very important role in enhancing sales persons work motivation. The major types of supervisory behaviour that have been identified as influencing work motivation and productivity include leader trust and support, goal emphasis, group interaction psychological influence and hierarchical influence.

Information from leadership theories (Cadler -1977, Evans -1974, Fiedler-1971, House and Mitchell -1974) indicates that leadership behaviour can motivate subordinates to the extent that they see that the leadership behaviour is instrumental in obtaining desirable rewards provided by the organisation.

A multivariate model of sales motivation and performance is utilised for improving knowledge of the salesman. This model is based on, and attempts to integrate, present theories and empirical evidence concerning worker motivation and performance found in industrial psychology and other behavioural science disciplines. It identifies a set of individual, interpersonal, organisational and environmental variables that may influence a salesman's performance, and it specifies the interrelationship and interactions among those variables.

Several conceptual model of the motivational properties of tasks have been developed for job enrichment purpose (Hackman 1974, Herzberg; Mausner and Saynderman 1959, Litwin and Stringer 1968, Scott 1966, Turner and Lawrence 1965, Vroom 1964),each of which have been applied for job settings. Of those expectancy theory (ET) is clearly be dominant paradigm for research on work related motivation (Connoly -1976). ET has been employed by marketing research to study salesperson performance (Oliver 1974) and has been included as the motivational component

of the only detailed conceptual model of salesperson behaviour (Walker and Churchill and Ford 1974) developed to date that could be used as the basis for job enrichment of job redesign in this area. In recent studies; like monetary incentives, job dimensions and leadership behaviour with sales person work motivation has been identified in terms of intrinsic and extrinsic motivation (P.K Tyagi, 1982,1985).

1.7 ORGANISATION OF THE STUDY

The study spans over five chapters. *Chapter* **1** is an introductory part of the study which contains an overview of literature. *Chapter* **2** contains an in depth discussion about research designing, containing job dimensions and salespersons work motivation and also leadership behaviour and salesperson work motivation. The discussion includes evaluations of job characteristic model (JCM) and Vroom expectancy-valence, theory description about sample salesperson and estimation of the research hypothesis.

Chapter **3**. Presents for improving sales performance, job dimensions and leadership characteristics used as effective tools. A small but growing body of empirical research has focused on salesperson performance, satisfaction and its antecedents. In this chapter also, the influence of organisational climate and psychological states on both extrinsic and intrinsic dimension of salesperson motivation are examined. Various univariate and multivariate statistical techniques have been employed here. Relation among variables are estimated with the method of regression. Reliability estimates are assessed by calculating Cronbach Alpha values for each of the independent variables. This chapter assesses the predictive validity employing OLS models and cross-validated squared multiple correlations.

Our study in *chapter* **4** deals with comparative analysis of key job dimensions, leadership behaviour, performance and satisfaction between sales persons of a public enterprise (i,e life insurance corporation of India) and a private sector company (i,e East India pharmaceutical work Limited). This chapter presents the mean- motivational profiles of different involvement component chosen for the study of two groups of salesman. Various component chosen for this study are also positioned in a three dimensional space, considering three facets at a time to visualise the full motivational profiles of salespersons in the two companies. A univariate and bivariate analysis of motivational profiles of salespersons of two companies are also presented in this chapter.

The *last chapter* evaluates a summary of the empirical results and conclusions of the study spanning over the earlier chapters. This study includes discussion on determining salient rewards based on salespersons perceptions, monitor salespersons perceptions of job characteristics, supervisor behaviour and motivation, regularly and also specific guidelines may develop for redesigning jobs and the role of supervisor. This chapter also presents the summary and review of total study and indicate possible limitations. It focuses on the future research directions.

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CHAPTER - II
RESEARCH DESIGN

2.1 INTRODUCTION

In the word of Newton D.A from his article, "Get the most out of your sales force", ---" Sales management is like Topsy-it just grew" --- (Harvard Business Review - 1969). Each sales executive works out his own ideas about how to manage a salesforce from an assortment of "Principles" he inherits from his predecessor' the customs of his organisation, the expectations and demands of his supervisors, and his own assumptions about what motivates salespeople and what leads to good sales performance.

Over the years, these executives have received relatively little information or guidance from marketing scholars. The structure and content of sales management texts have changed little since the field first was explored about 75 years ago. Few theories and even less empirical knowledge are available about most aspects of sales management. Though effective management of the salesforce is obviously crucial to the success of many organisations, academia has relegated the study of this field till the date.

The job characteristics Model has not been fully documented in the context of sales position; hence, sales managers may not be aware of its potential for explaining salesperson's responses to job characteristics. So, in this chapter we try to develop a guideline for the study of job characteristics model (JCM) of salespersons motivation. And also we try to design a structural framework for the empirical application of this model. This model appears to have potential in the study of sales force motivation and satisfaction.

The second section of this chapter is closely related with the development of structural framework of key job dimensions and leadership characteristics. Like financial incentives, job dimensions and leadership behaviour can be carefully adjusted to produce a strong impact on salespersons work motivation and work performance.

2.2 JOB DIMENSIONS AND SALESPERSON WORK MOTIVATION

Even if salesperson performs similar jobs, job dimensions of them may vary substantially. It is not uncommon for salespersons to be assigned to unequal size

territories with non-equivalent sales potential and competition. Salespersons may experience different degrees of job challenge, depending on the nature of the accounts in their territories. It is also possible that different salespersons expend varying amounts of efforts on various sales functions, such as servicing key accounts, customer counselling and prospecting, depending on the mix and the needs of customers in their territories. However, to a large extent, key job dimensions may be perceptual. Since individual salespersons have individual cognitive maps, different personal characteristics, and varying degree of experience, they may perceive job dimensions differently. For example, there is evidence that sales contests are perceived as challenging and exciting by some salespersons and too disruptive and unfair by other salespersons (shapro-1977). A number of job design studies indicate that perceptions, as opposed to objective realities of job characteristics, are what govern employees' behaviour (Hackman and Lawler 1971, Hackman and Oldham-1980).

Over the years, a number of job enrichment models have attempted to specify how key job dimensions may affect work motivation, Productivity, and satisfaction of individuals at work (Hackman and Oldham-1980). Herzberg, Mausner and Saynderman-1959). Motivating job dimensions identified more often include job skill and variety, autonomy, perception of job importance, task identity, and job feedback (See table 2.1 for definitions).

It has been argued that these job characteristics significantly influence internal work motivation of employees (Campbell et al. 1970, Hackman and Oldham 1980, Jones et al 1977). For example, when a job offers challenge and variety and draws on the skills and abilities of a salespersons, he/she may find it to have a very high personal meaning. Even though it is not of great significance or importance in any absolute sense. Similarly, when a job is perceived as producing substantial impact on the well-being of an organisation or other people (job importance), and the salesperson views the job as a "whole" and identifiable piece of work (task identity), it invariably induces feelings of doing a worthwhile job. Such feelings or beliefs are what result in intrinsic motivation. A job offering considerable autonomy is also likely to induce intrinsic motivation among salespersons. With an increase in autonomy, individuals tend to feel a greater personal responsibility for success and failure of the outcomes resulting from their performance. (Wortman and Brehm, 1975). This, in turn, leads to feeling and being creative on the job.

TABLE - 2.I

DEFINITION OF KEY JOB DIMENSIONS

JOB DIMENSION	DEFINITION
1. **SKILL & VARIETY- (SV)**	The extent to which a job offers the salesperson a chance to use his/her skills and abilities and calls for the individual to engage in a wide range of behaviour.
2. **AUTONOMY-(JA)**	The ability of a person in a given job determine the nature of the tasks or problems and to arrive at a course of action.
3. **IMPORTANCE-(JI)**	The extent to which the person feels the job makes a meaningful contribution and is important to the organisation.
4. **TASK IDENTITY-(TI)**	The degree to which the job requires completion of a whole and identifiable piece of work that is, doing a job from beginning to end, with a visible outcome.
5. **FEEDBACK-(JF)**	The degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his/her job performance.
6. **AGENT'S FEEDBACK-(AF)**	The degree to which fellow salespeople provide direct and clear information about the effectiveness of the job performance.

Source : "Relative Importance of key job dimension and leadership behaviors in motivating salesperson work performance" P. K.Tyagi, Journal of Marketing, Vol. 49 (Summer 1985), P. 76 - 86.

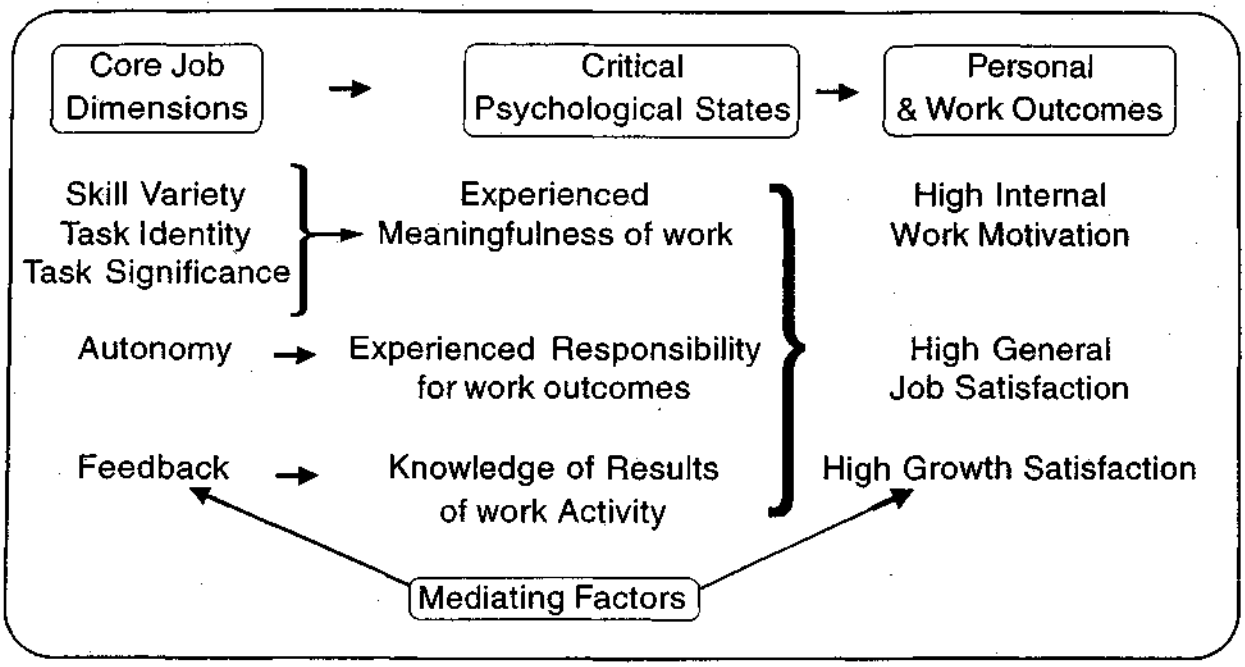

Figure - 2.1

JOB CHARACTERISTICS MODEL OF SALES MOTIVATION

Source : "Employee Reactions to job characteristics"- Hackman and Lawler (1971) Journal of Applied psychology, 55 (June) - Page 259 - 286.

The job characteristic model (JCM) illustrated in Fig - 2.1 originated in the works of Hackman and Lawler (1971) and Hackman and Oldham (1974), which in turn were based on the research efforts and conclusions of earlier scholars studying job characteristics (Hulin and Blood 1968, Turner and Lawrence (1965). The JCM has been reviewed validated by others (Brief and Aldag 1975, Dunham 1976) and has been the focus of recent research aimed at extending and refining the initial model (Champoux 1980, O'. Relly, Parlette and Bloom 1980, Pokorney, Gilmore and Beehr 1980).

The basic thrust of the job characteristics approach is that motivation, satisfaction and job performance are viewed primarily as functions of task design. More specifically, the model identifies five core job dimensions that lead to psychological states which in turn are hypothesised to be related to personal and work outcomes. This process may be moderated by factors that determine individual differences in how an employee reacts to a work situation. Based on Hackman and Oldham (1974) the major classes of variables in the model are presented and discussed in the following sections.

2.3 PSYCHOLOGICAL STATES AND SALESPERSONS WORK MOTIVATION

The psychological states depicted in Figure-2.1 are considered the causal core of the model because experienced meaningfulness, experienced responsibility and knowledge of results all are the causal core of psychological states create positive reaction to internal work motivation, general job satisfaction and growth satisfaction. The model postulates that "an individual experiences positive affect to the extent that he learns (knowledge of results) that he personally (experienced responsibility) has performed well on a task that he cares about (experienced meaningfulness)". (Hackman and Oldham - 1974, P-8).

These psychological states should contribute equally to the described outcomes. The level of self- generated motivation will be greatest when all three states are present. As an example, when a salesperson feels fully responsible for work-related outcomes associated with a task perceived to be meaningful but receives little or no feedback regarding performance, it is doubtful that he/she would experience the internal rewards that would prompt self-generated motivation. On the other hand, if the salesperson had full knowledge of the result of the work but thought the task to be trivial or felt no personal responsibility for the work, internal motivation would not be expected to be high.

2.4 JOB DIMENSIONS

The job dimensions shown in figure-2.1 initiated the emergence of the psychological states. Of the five job dimensions, three are hypothesised to contribute to the experienced meaningfulness of work, i.e. skill variety, task identity and task significance.

Skill variety is the degree to which a job requires a variety of different activities and/or skills in carrying out the work assignment. Thus, the more varied are the job activities and skill requirements as perceived by the sales person, the higher the perceived level of skill variety.

The second dimension, *task identity,* is the degree to which a job requires the completion of a whole and identifiable piece of work. In the sales setting, when an individual salesperson is fully responsible for the sales task from prospecting through post sale service, one would expect a higher task identity than in the situation where sales personnel are phased out early in the sales process in favour of more technically qualified experts.

The remaining job dimension that influences meaningfulness of work is *task significance,* the degree to which the job has a substantial impact on the lives or activities of others, either internal or external to the immediate work environment. To the extent that a salesperson sees his/her work as impacting beneficially on the work of others or even in a border sense on the overall well being of a client, the work should be perceived as highly task significant.

The above three dimensions contribute equally to the worker's psychological experience of meaningfulness of work. The greater the level of skill variety, task identity and task significance of the sales job, the more the salesperson experience psychological meaningfulness of the sales job [Evens, Kiggundu and House 1979, Page-356].

The job dimension posited to generate feelings of personal responsibility for work outcomes in *autonomy*, the degree to which a job produces freedom, independence and discreation to the individual in scheduling and determining the procedures for carrying out the work assignment. To the extent that a sales position has high perceived autonomy where the work outcomes increasingly depend on the sales person's own efforts, initiatives and decisions, the job will tend to generate higher levels of individual experienced responsibility.

The fifth job dimension, *feedback* refers to the degree to which carrying out work activities results in the individual obtaining direct and clear information about the effectiveness of his/her performance. Feedback can be intrinsic to the sales job itself or can come from other sources such as clients, sales management or other salespersons.

Hackman and Oldham (1971 & 1974, Page-) combine the five core job dimensions into a single index, called the **Motivating Potential Score (MPS).** This index indicates the overall potential of a job to incite internal work motivation in these holding the job. The MPS is operationalised as follows:

$$\text{MPS} = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} + \text{Autonomy} + \text{Feedback}$$

So far in the discussion of the JCM, the core job dimensions, associated psychological states, and the resultant personal and work outcomes represent a

relatively straight forward motivational sequence. In their exhaustive model, however, Hackman and Oldham recognise the existence of potential moderating factors that add substantial complexity to the study of worker motivation and output. Most typically the moderating factors represent variables reflecting individual dispositional differences or distinctly different situational characteristics.

The fundamental moderating factor recognised by Hackman and Oldham (1974) is **GROWTH NEED STRENGTH** (GNS) High GNS individuals are postulated to be more likely than low GNS persons to experience positive psychological states when the work situation is good and to experience positive work outcomes when their psychological states are positive. Hackman and Oldham found little support for the moderating effect of GNS and their results are confirmed in the present study.

Several outcomes are shown in figure-2.1. These variables will be affected, according to the JCM, by the level of self-generated motivation experienced by the people at work (Hackman and Oldham, 1974b. P-12.) The specific causal priorities among the outcome variables are not covered explicitly by the model (Oldham 1976, page-569).

Internal work motivation is described as the degree to which the employee is self-motivated to perform effectively on the job (Hackman and Oldham 1974a. P-6). Job satisfaction is hypothesised to be composed of two variables, i.e, general job satisfaction and growth satisfaction. The former is an overall measure of how satisfied and happy the individual is with the job (Hackman and Oldham 1974a. P-6). Growth satisfaction relates to the opportunity for the growth and development on the job and is deemed by Hackman and Oldham to be most important job-related measure of satisfaction.

The instrument devised by Hackman and Oldham to measure the variables in the JCM is the **Job Diagnostic Survey (JDS).** The JDS is designed to be job independent so it can be used in any job setting. The JDS measures relative levels of the components of the JCM shown in Figure -2.1 by requiring respondents to react to a series of statements/questions that are relevant in any job situation.

The JDS comprises seven major sections, with the eighth section covering biographical and miscellaneous information. Sample items from each of the seven sections (as well as scale development and scoring procedures) for core job dimensions, psychological states and outcomes are described in the Appendix.

The JDS has been subjected to considerable reliability and validity testing across by 62 jobs by its originators i.e, Hackman and Oldham (1974) and additionally by the subsequent investigator, i.e., Dunham, Aldag and Brief (1977), Pokorney, Gilmore and Beehr (1980). Internal consistency reliabilities for job dimensions, psychological states and outcomes variables range form 0.59 to 0.78, 0.72 to 0.76 and 0.56 to 0.84 respectively. These reliability co-efficients are the median inter-item correlations for all JDS items used to score a given variables. (Hackman and Oldham 1974a. P-18)

To provide a measure of the discriminant validity of the items, Hackman and Oldham computed median "off-diagonal" correlations relating to all the items composing a given scale with all other items scored on different scales of the same general category. The range for these off-diagonal correlations across all variables was 0.12 to 0.28. The internal consistency and reliability of the scales and the discriminant validity of the item were, therefore, both determined to be satisfactory.

The substantive validity of the JDS has been addressed in detail by Hackman and Oldham (1974_b p-22-26). They concluded that the variables measured by the JDS generally related to one another according to the theory on which the instrument is based (in Fig-2.1). The job dimensions and the associated motivating potential score related positively to the three critical psychological states. i.e. Experienced meaningfulness of work, Experienced responsibility for work outcomes and knowledge of results of work activity.

2.5 LEADERSHIP BEHAVIOUR AND SALESPERSON WORK MOTIVATION

Like job dimensions, leadership characteristics may vary considerably in the same job situation. For example, a supervisor may adapt democratic orientation when interacting with senior salespersons but follow autocratic policies in disciplining new or young salespersons. Leadership characteristics that influence salesperson behaviour may largely be perceptual. For example, by raising performance standards, a supervisor may be perceived as challenging by salespersons who believe such standards can be accomplished with hard work. However, many other salespersons may view such a supervisory act as threatening and less supportive if they are experiencing difficulties in their territories. This view has been supported in leadership studies where the same supervisors were

perceived as possessing different leadership characteristics by different employees (Locke, Cartledge and Knerr - 1970, Podsakoff - 1882).

Leadership behaviour plays a vary important role in enhancing salesperson work motivation. The major types of supervisory behaviour that have been identified as influencing work motivation and productivity include leader trust and support, goal emphasis, group interaction, psychological influence and hierarchical influence (Table-2.2).

TABLE - 2.2

DEFINITION OF LEADERSHIP BEHAVIOUR

LEADERSHIP BEHAVIOUR	DEFINITION
1. Trust and support (TS)	The extent to which an individual has feeling of trust and confidence in a supervisor and to which the supervisor is aware of and responsive to the needs of subordinates.
2. Goal emphasis and work facilitation (G.E)	The leader's emphasis on high standards of performance and his/her behaviour which helps goal attainment.
3. Interaction facilitation (I.F)	The leaders behaviour which encourages the development of close, mutually satisfying relationships within the group.
4. Psychological influence (PI)	The extent to which subordinates feel that their ideas and opinion are sought by the supervisor and taken into consideration when designing jobs evaluating their performance.
5. Hierarchical influence (HI)	The degree to which subordinates feel that their supervisor is successful in getting management to recognise their problems and success.

Source : "Relative Importance of key job dimension and leadership behavior in motivating salesperson work performance" P. K. Tyagi, Journal of Marketing, Vol. 49 (Summer 1985), P. 76 - 86.

Information from different leadership theories [Cadler (1977) Evans (1974), Fiedler (1971), House and Mitchall (1974)] indicate that leadership behaviour can motivate subordinates to the extent that they see that the leader behaviour is instrumental in obtaining desirable rewards provided by the organisation. Thus, leadership behaviour such as support, facilitation and interaction can be used to strengthen salesperson's beliefs that good performance would lead to attainment of extrinsic rewards (e.g rewards provided by the organisation and the supervisor, such as bonus, respect, promotion). A leadership behaviour that encourages salesperson participation in sales operations and decision making is likely to provide salespersons with a greater understanding of ways to receive various extrinsic rewards. The participation process also allows them to select rewards they value most. Thus, such a supervisory behaviour will induce motivation because of salesperson's beliefs that good performances lead to desirable outcomes. A leader with psychological and hierarchical influence characteristics is perceived to be successful in getting management to recognise the various aspects of a salesperson's accomplishments and provide appropriate organisational rewards.

This discussion of the effectiveness of job dimensions and leadership behaviour indicates that while job characteristics are relatively more instrumental in including intrinsic motivation, leadership style can be more effective in enhancing extrinsic motivation of salesperson, primarily because key job dimensions and leadership characteristics influence salesperson's beliefs about obtaining intrinsic and extrinsic rewards, respectively.

2.6 INTRINSIC / EXTRINSIC MOTIVATION AND WORK PERFORMANCE

The expectancy-valance theory has obtained substantial recognition in salesforce management of several competing work motivation theories according to Churchill, Ford and Walker (1979), Oliver (1979), Teas (1981), P. K. Tyagi (1982), Walker, Churchill and Ford (1977). It is important mainly because of the ability to predict motivation, performance and satisfaction successfully. Expectancy theory explain that motivation to perform is a function of:

(a) Expectancy Belief (E_j) : It is salespersons belief that his/her efforts would lead to a given level of performance.

(b) Instrumentality Belief (I_{jk}) : It explain that a given level of performance j would lead to an outcome k.

(c) Valence (V_k) : It explain the importance of outcome k to the salesperson.

Following the expectancy theory formulation, salesperson motivation is generally expressed as:

$$M=f\,[E_j \cdot \sum_{K=1}^{n} (V_k \cdot I_{jk})] \text{ ---------- } (1)\ [\,M = \text{Motivation}]$$

Where indicates the number of rewards available in the job situation.

This model can also be used to measure intrinsic and extrinsic motivation of salespersons as follows:

$$\text{Intrinsic motivation } (M_i) = [E_j \cdot (\sum_{K=1}^{n_i} V_{ki} \cdot I_{jki})] \text{ ---------- } (2)$$

$$\text{Extrinsic motivation } (M_e) = [E_j \cdot (\sum_{K=1}^{n_e} V_{ke} \cdot I_{jke})] \text{ ---------- } (3)$$

All symbol in equation 2 and 3 are the same in equation 1 except that subscript i and e denote variables related to intrinsic and extrinsic outcomes respectively.

Both intrinsic and extrinsic motivation plays an important role in influencing salesperson work performance. This is because in general salesperson value both intrinsic and extrinsic rewards available in organisational settings. To the extent such rewards are important to salespersons, they are motivated to perform on jobs so that such rewards can be achieved (Galbraith and cummings 1967, Walker, Churchill and Ford - 1977).

2.7 OBJECTIVE AND HYPOTHESIS OF THE STUDY

Of several competing work motivation theories, the expectancy-valance theory has obtained substantial recognition in sales force management, mainly because of its ability to predict motivation, performance and satisfaction successfully.

The salesperson work performance is likely to be significantly influenced by intrinsic and extrinsic motivation. This is because, in general , salesperson value both intrinsic and extrinsic rewards available in organisational settings. To the extent such rewards are creating some importance to sales persons. For achieving such rewards they are motivated to perform better job. Externally mediated rewards are

those controlled and bestowed by people other than the salesman, such as mangers or customers. These rewards generally are related to lower order human needs. They include such things as pay, financial incentives, security, recognition and promotion. Internally mediated rewards are those which the salesman largely attains for himself and they relate to higher order human needs. They include fillings of accomplishment, personal growth, career development, and self-worth. As the model suggests, the salesman's perceptions of the kind and amounts of rewards he will obtain in return for various types of job performance, together with the value he places on those rewards, strongly influence his motivation to perform.

The rewards received by the salesman have a major impact on his satisfaction with his job and his work environment. Satisfaction is divided into two broad dimensions, intrinsic and extrinsic. Intrinsic satisfaction is related to the internally mediated rewards the salesman obtains from his job-satisfaction with the work itself and with the opportunities for personal growth and accomplishment. These psychological states shall contribute equally to the described out comes. The level of self generated or internal motivation will be greatest when all three states are present.

Extrinsic satisfaction is related to the externally mediated rewards bestowed upon salesman-satisfaction with pay, company policies and support, supervision, fellow workers, chances for promotion and customers.

The amount of satisfaction a salesman obtains from his job is also influenced by his role perceptions. So the salesman's level of job satisfaction is likely to have an impact on his motivation to perform. Keeping in view the issues discussed above, the objective of the present study can be summarised as below ,

I. *The relative influence of key job dimensions and leadership behaviours on salespersons work motivation, satisfaction and performance.*

II. *The comparative assessment of motivational factors on salespersons of L.I.C.I. (public sector undertaking) with sales representatives of E.I.P.W.L (private sector company).*

III. *The roles of job and leadership characteristic in influencing intrinsic versus extrinsic motivation and examined the job performance for gaining a deeper insight into the exact nature of such influence.*

IV. *The managerial implications of the findings and action that may lead to improvements in salespersons work motivation.*

The study in restricted to identify antecedents of motivational component and measurement of motivational profiles of salespersons drawn from two groups of salespeople. The issue salespersons motivation is selected for investigation since it has been and continuous to be a controversial topic among academicians and practitioners. To find appropriate explanations to the issues raised above, it becomes important to test the following hypotheses.

H_1: *The greater the extent to which key job dimension-skill and variety, autonomy, importance, task identity, feedback, agent's feedback-are perceived to exist in the organisation, (a) the greater will be the salespersons intrinsic motivation and (b) the greater will be the salesperson's work performance.*

H_2: *The greater the extent to which key leadership characteristics-trust and support, goal emphasis and work facilitation Interaction facilitation, psychological influence, hierarchical influence-are perceived to exist in the organisation, (a) the greater will be the salesperson's extrinsic motivation and (b) the greater will be the salespersons work performance.*

H_3: *the greater the intrinsic and extrinsic motivation of a salesperson, the greater will be his/her work performance.*

H_4: *Internal work motivation is described as the degree to which the employee is self-motivated perform effectively on the job. Job satisfaction is hypothesised to be composed of two variables (i) general job satisfaction and (ii) Grown satisfaction. It is hypothesised that the greater the salespersons internal motivation the greater will be the salesperson's general and growth satisfaction.*

2.8 METHODOLOGY

Keeping in view the objectives of the study and research hypothesis, we conducted a two phase study to obtain the data from two groups of salespeople of two different sector. The study is basically an empirical study involving use of different statistical tools. Various univariate and multivariate statistical techniques have been employed. In this section we present a brief discussion on the methodological issues relevant for our study.

PROCEDURE

Phase - 1

The objective of phase 1 was to test the relative influence of key job dimensions and leadership behaviour of salespersons work motivation and performance. And also are examined the roles of job and leadership characteristics in influencing intrinsic versus extrinsic motivation and job performance. The internal consistency of the scales was calculated for each predictor independent variables by Cronbech Alpha reliability coefficients. The face validity and predictive validity of predictor scales were examined. In view of that only salient items were selected after pretesting the questionnaire and extensive interview was done with salespersons and supervisor of two company i,e Medical Representative and Area Manager of East India Pharmaceutical works Ltd., Agents and Development Officer of Life Insurance Corporation Of India. Twelve facets were developed to measure valence, expectancy and instrumentality components of intrinsic and extrinsic motivation of salespeople valence and corresponding instrumentality.

(1) the questionnaire has been developed in the format of 5 & 7 point Likert Scale. Items were subjected to a factor analysis using a varimax rotations. The factor analysis validated the appropriateness of initial selection of intrinsic and extrinsic outcomes tap the variance corresponding to intrinsic/extrinsic valences of instrumentalities. Multicollinearity analysis was conducted with the construction of pairwise correlation matrix of all predictor and criterion variables in search of overlap between predictor variables. Regression analysis was performed to test the impact of key job dimensions on salespeoples intrinsic and extrinsic motivation and performance.

Phase - II.

In this section, the job characteristics model (JCM), originated in the work of Hackman and Lawler (1971) and Hackman and Oldham (1974a, 1974b), of salesperson motivation has been applied. An empirical application of this model to the sales position of E.I.P.W.L (East India Pharmaceutical Work Limited) and L.I.C.I. (Life Insurance Corporation of India) is presented in this research work. To measure the relationship of job outcomes i,e internal motivation, general satisfaction and growth satisfaction with both the job dimensions and psychological states of two groups of salesperson product moment correlations have been

computed in our study. The outcomes were regressed against job dimension, both before and after the appropriate psychological states were statistically controlled by partial correlation. If the JCM is correctly formulated, the partial correlation should be close to zero and should be considerably smaller in magnitude than the direct (zero-order) correlations. Every outcome variables are regressed and also standardized regression weights have been computed against three variables of psychological states and eight variables (of both job dimension and psychological states) to determine the incremental impact of control outcomes variance of the five job dimensions. To compare the pattern of motivational facets of two groups of salespeople from private and public sector a few parametric and non-parametric statistical techniques have employed.

2.9 DATA AND BIOGRAPHICAL BACKGROUND OF THE SAMPLE

The relevant data are collected from the salesperson of two enterprises. Life Insurance Corporation of India- a public sector company and the East India Pharmaceut n covered/drawn from East India Pharmaceutical work Ltd. (E.I.P.W.L.).

The agents and development officers of L.I.C.I. are working under the same organisational setup i.e., Branch Office. There are two types of agents. One is working under development officer and other is directly under branch manager. It is covered salespersons of different category from Branch Manager Club members rank to chairman club members rank. The total member of salespersons of that categories in the Jalpaiguri Division are 958. Out of that covered 12%, i.e., 115 salespersons selected at random.

E.I.P.W.L. is a financially sound company producing medicine with annual turnover nearly 81 cores. There are 300 salespersons working in that company all over India. Out of that it covered 60 salespersons selected randomly as a sample, i.e., 20% specially who is working in the Eastern Region of the country.

TABLE - 2.3

BIOGRAPHICAL BACKGROUND OF THE SAMPLE (i.e., SALESPERSONS)

1. Sex Distribution

TABLE - A

(A) For L.I.C.I Salespersons

Male	Female
110	5

(B) For E.I.P.W.L's Salespersons

Male	Female
60	Nil

TABLE - B

2. Age Distribution

Sl.No.	Age(Years)	No. of Salespersons (L.I.C.I)	No. of Salespersons (E.I.P.W.L)
1	Under 20	Nil	Nil
2	20-29	10	12
3	30-39	36	28
4	40-49	55	18
5	50-59	12	2
6	above 60	2	Nil

* Average Age of L.I.C.I's Salespersons ($\bar{X}$) = 41 Years (approx.)

* Average Age of E.I.P.W.L. Salespersons ($\bar{X}$) = 36 Years (approx)

3. EDUCATIONAL QUALIFICATION

TABLE - C

Sl.No	Degree	No. of Salespersons (L.I.C.I)	No. of Salespersons (E.I.P.W.L)
1.	Higher Secondary	12	Nil
2.	Under Graduate	88	36
3.	Post Graduate	11	24
4.	Business College Or Technical College	4	Nil

4. DESCRIPTION OF JOB POSITION

TABLE - D

Sl.No.	Club Member	No. Of Salespersons (L.I.C.I)
1.	Branch Manager (B.M)	62
2.	Divisional Manager (D.M)	38
3.	Zonal Manager (Z.M)	12
4.	Chairman (C.M)	03

" All sales person belong to the same category in E.I.P.W.L.

5. EXPERIENCE

TABLE - E

Sl.No	Age(Years)	No. of Salespersons (L.I.C.I.)	No. of Salespersons (E.I.P.W.L.)
1.	Below 2 years	Nil	Nil
2.	2-4	Nil	Nil
3.	4-6	Nil	2
4.	6-8	17	9
5.	8-10	42	19
6.	above 10	56	30

6. PAY OR COMMISSION (TOTAL IN RS. PER MONTH)

TABLE - F

Sl.No	Earning (Rs.) Per month	No. of Salespersons (L.I.C.I)	No. of Salespersons (E.I.P.W.L)
1.	3,000 - 5,000	5	Nil
2.	5,000 - 7,000	7	Nil
3.	7,000 - 9,000	11	Nil
4.	9,000 - 11,000	16	8
5.	11,000 - 13,000	28	21
6.	13,000 - above	48	31

Researchers like Oliver -1973, Teas-1981, P. K. Tyagi-1982 who worked in this field covering 100 to 200 sales persons for collecting data. Both the enterprises use almost similar salary/commission and compensation system. The average respondent were 30 to 40 years old being with the enterprises at lest 5 years and has 2 years education at the college level. The salespersons were working in the same geographical territories.

The data were collected from salespersons (i.e. Agents and development officer) of Life Insurance Corporation of India (a public sector organisation) and salespersons (i.e. Sales representative and supervisor) of E.I.P.W.L. (a private concern) through questionnaire. As a first step 20 questionnaire were send to randomly selected salesperson for the purpose of protesting questionnaires contents. A final questionnaire incorporating appropriate modification was then prepared and send to the 350 salespersons of both the enterprises. As a result of an initial attempt and one follow-up, 190 completed questionnaires were returned, for a response rate of 55% (approx.). Of these 25 questionnaires had to be discarded due to incomplete or unusable responses, thus resulting in a final response rate about 50%. It is important here the percentage of respondent from E.I.P.W.L. was not at the satisfactory level because I consider the salespersons who are staying at the eastern part of the country. A 7 point Likert scale format ranging from "Very little to very much", "very inaccurate to very accurate", "Disagree strongly to Agree strongly" and "Extremely Dissatisfied to Extremely satisfied" and a 5 point Likert scale format ranging from "strongly disagree "was used for each item. Numerical scores for negatively stated items was reversed so that a higher numerical values on any item always indicated more satisfaction.

The study is basically an empirical study involving use of statistical tools. Relation among variables concerned was estimated with the method of Regression. To assess the internal consistency of the scales was used in the research, Cronback Alpha reliability coefficient was calculated for each predictor item.

ANNEXURE

COMPANY PROFILE - I

East India pharmaceutical works Limited : (E.I.P.W.L.)

(**Source :** Annual Report & Accounts 2000 - 2001 and information from http://www.eastindia.pharma.com/about.html.)

On April 27,1936, East India Pharmaceutical Works Limited, one of the oldest Pharmaceutical Companies in India, was born. It started with the extraordinary vision of an extraordinary man, Late. Ashoke Kumar Sen. Few years later, another visionary and also an extraordinary man, Late Hirendranath Dutta Gupta joined Late Ashoke Kumar Sen and led the Company towards its present heights. The object of the company was simple to develop, through private entrepreneurship, an organization to synthesize modern drugs from basic chemicals and cater to the needs of the millions.

Depending solely on national resources and talents East India Pharmaceutical works limited (E.I.P.W.L.) now has emerged as a large Pharmaceutical company with three manufacturing units, work force of 1500 employees and an annual turnover of Rs. 8131.74 Lacks (Previous year it was Rs. 7902.32 Lacks). In the year 2000-2001 Company earned a profit after tax (Previous year it was Rs. 287.07 Lacks) an amounting to Rs. 306.74 Lacks, and also dividend had been declared on ordinary Share @27% (25% in the previous year).

Right from the inception, E.I.P.W.L., concentrated in building up an effective marketing network to attend to the common man. At present, the company has 300 well trained field personnel, 18 sales offices and a large number of approved wholesalers to ensure the presence of its products everywhere from metro cities to remote villages.

With forward looking ideas, R&D orientation, quality consciousness and a strong financial fundamental, East India Pharmaceutical works limited is determined to open up new horizons.

COMPANY PROFILE : II

Life Insurance Corporation of India (L.I.C.I.) Profile of Jalpaiguri Division

(**Source :** Socio-Economic Profile and statistical year Book - 2000-2001 Prepared by Planing Department L.I.C.I., Jalpaiguri Division).

Life Insurance Corporation of India was established as a state undertaking on 01.09.1956 by amalgamation of 245 existing Indian and foreign companies. And also Jalpaiguri Division started its journey on 1st September, 1956 since inception of Life Insurance Corporation of India. This Division emerged with five Branches namely Jalpaiguri, Siliguri, Malda, Darjeeling and Coochbehar. At present this division Comprises of 23 branchs.

TABLE - A

ORGANISATIONAL STRUCTURE OF L.I.C.I. (ALL INDIA POSITION)

Central Office	
7 (Seven) Zonal Office	
100 (Hundred) Divisional Office	
790 City Branches	2048 Branches in 1363 Centres.
1258 Mofussli Branches	

TABLE - B

HUMAN RESOURCES (EMPLOYEES STRUCTURE IN L.I.C.I.)

	All India Position	Jalpaiguri Division
Class I Officers	16222	178
Development Officers	19474	228
Supervisory Clerical & Subordinate Staff	87171	963
TOTAL	122867	1369
Agent (approx.) as on 31.03.2001	815000	9793

TABLE - C

AGENTS BREAK UP FOR JALPAIGURI DIVISION (ON 31.03.2001)

1. No of C.M. Club Members	60
2. No. of Z.M. Club Member	62
3. No. of D.M. Club Member	194
4. No. of B.M. Club Member	642
5. No. of Ordinary Agents	8835
	TOTAL = 9793

L.I.C.I. Functions through 100 Divisions and 2048 Branches in 1363 Centres. (Table - A). Out of the 1,22,867 employees are working throughout the country a small number i.e. 1369 employees are serving under the different branch and divisional office of Jalpaiguri Division. (Table - B). There 8,15,000 (eight lacks fifteen thousand) agents are working all over the country, inclusive of 9,793 (Nine Thousand Seven Hundred and Ninety Three) agents from Jalpaiguri Division (Table - B & C).

The performance highlights of amount of L.I.C.I. (Jalpaiguri Division) revealed that the total sum assured was Rs. 1319.14 (Lacks) which was 27.10% increase over the previous year. The total amount of Premium income was Rs. 29553.08 (Lacks). Which was 25.60% increase over the previous year. And also for the year 2000 - 2001 a surplus funds were transferred to the general funds of L.I.C.I. of Rs. 13342.38 (Lacks).

SOCIO - ECONOMIC ENVIRONMENT OF THE JALPAIGURI DIVISION

To understand the background and composition of Jalpaiguri Division it would be worthwhile to analyse the divergent geo- economic socio-cultural environment of the region. This division comprises of Jalpaiguri, Malda, Coochbehar, Uttar and Dakshin Dinajpur and Darjeeling Districts of West Bengal and the state of Sikkim. Of these Sikkim is a hilly area in totally. Darjeeling consists mostly plain area with forests, Arable Land, Tea-estates etc. In heterogeneous composition apart from distinctive topographic formation, the demographic structure is also diverse in a sense that the same comprises of hilly tribes, Rajbanshi, displaced persons from Bangladesh, Tribals of Bihar areas etc. The agricultural produce and industrial developments area also varied. This region forms part of Historical Kingdoms of Gendu, Kamtapur, Bhutan and Sikkim. It can reasonably be said that this region provides distinctive feature almost from district to district in terms of demography, soil and climatic condition.

In this basically rural division, Industrial growth has not been noteworthy. Agricultural being the mainstay, that sector engages nearly 70% of the working population. Regional economy being bases on agriculture and agro-industries of small stature the saving of the agriculturists vis-a-vis rural population assume great significance in the growth of Insurance Industry. The reasons for sluggish spread of industrial atmosphere in the region can be attributed to lack of diversification of traditional agro-based industries. Inadequate infrastructural facilities, Inadequacy and high prices of raw materials, lack of local entrepreneurship, technological obselescence in the industries whatever the reason has, somewhat fondle heritage, uneven development programme etc.

This region backward in terms of level of industrialisation and per capita income is not completely devoid of potentiality for growth. Although marketed progress of Insurance has been witnessed during the recent years yet there are ample unexplored and underexplored areas and segments. It is purely a rural division endowed with rich forest wealth. The regional economy has been specialised with "FIVE, "T"s - TEA, TIMBER, TOBACCO, TRADE AND TOURISM. These Industries employing a sizeable number of workers provide potential market from the view point of Insurance selling.

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CHAPTER - III

KEY JOB DIMENSION, LEADERSHIP BEHAVIOUR AND SATISFACTION IN MOTIVATION - A MULTIVARIATE ANALYSIS

3.1. INTRODUCTION

Walker, Churchill and Ford (1977) outline a model of the motivation and performance of salespersons. The motivation component of the model, which is based on the expectancy theory of motivation developed by Vroom (1964) and others (Lewin 1938, Tolman 1932) has considerable empirical support with respect to the motivation of nonselling employees (Campbell et al 1970); Lawler 1968, Mitchell-1974, etc.). In addition, results of research by Oliver (1974) indicate the expectancy model is applicable to sales personnel also.

Several modifications (Hackman 1977, Hackman and Oldham 1980, Churchill, Ford and Walker -1979, P. K. Tyagi - 1982, 1985 etc.) of the original expectancy model have been proposed in recent years. Job and task characteristics of the expectancy model plays an important role of motivating persons. So, considerable research has been focused on task characteristics that may be related to job satisfaction, motivation and performance. For example, results of research by Hackman and Lawler (1971) and by Hackman and Oldham (1976) indicate nonselling employees will be intrinsically motivated if they perceive their jobs to be characterised by high skill variety, task significance, task identity, autonomy and feedback. Sims et al (1976) found expectancy-I (effort/performance linkage) perceptions to be related negatively to their perceptions of job pressure and the degree to which the job requires the employee to deal with others to complete task requirements, and to be related positively to employees' perceptions of task identity. In research on managerial employees, James. et. al (1977) found employees' perceptions of job variety, autonomy, importance and challenge to be related positively to their expectancy estimates. Further he found leadership facilitation and support to be related positively to the employee's instrumentality and expectancy estimates.

In addition to the empirical evidence linking supervisory behaviour to employee motivation, these variables are selected because of their wide acceptance and usage as descriptions of leadership styles, and because reliable measures of the variables develop. In addition, evidence of discriminant validity between these supervisory variables and other variables in the model is desired.

The job perceptions and leadership behaviour examine in the present study are the six core job dimensions and are five leadership characteristic variables identified and defined by Hackman and Oldham (1976) and Jones et al. (1977) respectively.

This chapter will try to show that the expanded expectancy model is meaningful because it allows for a micro examination of the salesperson's motivation. And also the influence of organisational climate on both the extrinsic and intrinsic dimensions of salespersons motivation can be examined.

3.2. OBJECTIVE OF THE CHAPTER

The objective of this chapter is to examine relative influence of key job dimensions and leadership behaviours on salespersons work motivation and performance. To gain a deeper insight into exact nature of such influence, the roles of job and leadership characteristics in influencing intrinsic versus extrinsic motivation and job performance are examined. Finally, the managerial implications of the findings are explored, and actions that might lead to improvements in salesperson work motivation are discussed.

3.3. TOOLS, TECHNIQUES AND PSYCHOMETRIC PERFORMANCE OF THE SCALE

Keeping in view the objectives of the study and research hypothesis , we conducted a detail study to obtain the data from sales persons of Life Insurance Corporation Of India (a Govt.. Sector Undertaking) and East India pharmaceutical works Ltd. (a private organisation). For this, various univariate and multivariate statistical techniques have been employed . A 7. Point "Likert" scale formate ranging from " very little to very much", "very inaccurate to very accurate", "disagree strongly to agree strongly", and "extremely dissatisfied to extremely satisfied" and a 5-Point "Likert" scale format ranging from "strongly disagree "to" strongly agree" was used for each item. Numerical scores for negatively stated items was reversed so that a higher numerical value on any item always indicated more satisfaction.

The study was basically an empirical involving use of different statistical tools. Relation among variable concerned was estimated with method of regression. To assess the internal consistency of the scale was use in the research, Cronbeach Alpha reliability Co- efficient was calculated for each predictor item. To assess the

predictive validity of regression models cross-validated squared multiple correlations will be estimated by using Srinivason's (1977) formula (Discuss in section 3.4, Page- 64). Multicollinearity will be examined by constructing a pairwise correlation matrix including all predictor and criterion variables. Four different measurement scales will be utilized to measure key job dimensions, leadership behaviour, general satisfactory, and intrinsic / extrinsic motivation . To measure job dimensions or job characteristics model, the instrument developed by Hackman and Oldham (1975,1980) named Job Diagnostic Survey (JDS) will be utilised. Leadership behaviour will be measured by using an instrument developed by Jones et al (1977).

The eleven item involvement scale was initially administered to a sample of salespersons working in the life Insurance Corporation of India (Govt. Undertaking) and East India pharmaceuticals works Ltd. (private Enterprise) to assess the reliability and validity of the proposed measure in Job Diagnostic Survey salesperson performance was measured using a self report method. Such an approach to measure salesperson performance has been used in previous sales management studies (Churchill, Ford and Walker 1979 b; Oliver 1974,1979) under similar circumstances. Salespeople were first asked to recall performance goals set for previous years for various types of sales.

They were then asked to indicate whether they fell short by x %, met, or exceeded by x% their sales volume goals. Thus, this process provided ratio scale data for work performance. The data were collected about a month after the previous sales year had expired, and thus, the recall accuracy seems to be adequate.

3.4. RELIABILITY AND VALIDITY OF SCALES

To assess the internal consistency of the scales used in the study, Cronbeach Alpha reliability co-efficients were calculated for each predictor independent variables. Though a computer programme (S.P.S.S) is available in the marketing literature for calculating alpha, the calculation can be made easily from the covariance matrix of - A set of items.

TABLE- 3.1

RELIABILITY CO-EFFICIENTS (CRONBACH α) FOR SCALES USED IN THE RESEARCH

SCALE		
Job dimensions :	**No. of Items**	**Reliability Co-efficient (Cronbach α)**
Job skill variety (SV)	1	0.70
Task identity (TI)	2	0.71
Task significance (Ts).	3	0.62
Job autonomy (JA).	4	0.64
Job feedback (JF)	5	0.58
Agent feedback (AF).	6	0.54

TABLE-3.2

RELIABILITY CO-EFFICIENTS (CRONBACH α) FOR SCALES USED IN THE RESEARCH

SCALE		
Leadership characteristics:	**No. of Items**	**Reliability Co- efficient (cronbach α)**
Leaders trust and support (LT).	7	0.68
Leader goal emphasis (GE).	8	0.67
Interaction and facilitation (IF).	9	0.71
Psychological influence (PI).	10	0.72
Hierarchical influence (HI).	11	0.75

Here reliability estimates ranged from a low of 0.54 to a high of 0.75 (Table-3.1 to 3.2). Because reliability values between 0.6 and 0.8 are generally considered sufficient for research purpose (Nunnally -1967). Scales used in this study can be regarded reliable inspite of a small in number of items in each scale. And also the procedure used in previous research (Hackman and Oldham - 1947) is utilised here. The variable categories are each examined separately and the major conceptual issues in the model are identified and discussed in the Indian situation.

(A) FACE VALIDITY AND PREDICTIVE VALIDITY

All of the organisational climate dimensions in the study have been discussed thoroughly, tested for reliability, and have predicted expected results in previous empirical research (Jones et al. 1977). Moreover similar organisational climate dimensions have been used successfully in other similar studies situations (Hackman and Lawler 1971, Rizzo, House and Lirtzman 1970, Szilagyi 1977). Therefore, face validity and predictive validity of predictor scales seem to be good. The face validity of criterion variables in also satisfactory given that only salient items were selected after the questionnaire was pretested and several managers and senior sales persons in the company were extensively interviewed. Further more the design of criterion variables (i,e, valence, instrumentality and expectancy) is in line with the guidelines provided by both the originators of expectancy theory (Galbraith and Cummings 1967, Lawler 1973; Lawler and Suttle 1973; Vroom 1964) and its critics (Graen 1969, Heneman and Sehwab 1972; Mitchell 1974).

To assess the predictive validity of regression models, cross-validated squared multiple correlations was estimated by Srinivasn's (1977), formula.(Table 3.11 to 3.16).

$$\hat{P}_c^2 = \frac{N}{n-p-i} \left| \frac{N\,|P|}{N} \right| (1-R^2)$$

Where $\hat{P}_c^2$ = Cross - Validated squared multiple correlation

N = Number of observation

R^2 = Squared sample correlation, and

P = Number of predictor variable

This formula has been shown to produce precise and least biased measures of predictive validity. In general validity estimates seem to support the validity of regression models used in this study. Further predictive validity of the scales can be ascertained from the results described hereafter. Scales in this instrument have demonstrated an adequate internal consistency reliability- (coefficient alpha varying from 0.54 for agent's feedback to 0.71 for task identity) and discriminant validity leadership behaviour were measured by using an instrument developed Jones et al (1977) (see. appendix). This instrument has also demonstrated considerable reliability (alpha ranging from 0.67 for goal emphasis to 0.75 for hierarchical

influence) and predictive validity (Jones et al 1977). Correlation coefficients against various criterion variables are generally significant at the $p<0.01$ level or above.

The instrument devised by Hackman Oldham to measure the variables in the JCM is job diagnostic survey (JDS). The JDS is designed to be job independent so it can be used in any job setting. The JDS measures relative levels of the components of the JCM shown figure 2.1 (Sec-II) by requiring respondents to react to a series of statements/questions that are relevant in any job situation.

The jobs comprises seven major sections, with the eighth section covering biographical and miscellaneous information. Sample items from each of the seven sections (as well as scale development and scoring procedures) for core job dimensions, psychological states and outcomes are described in the appendix.

The JDS has been subjected to considerable reliability and validity testing across 62 jobs by its originators (i,e. Hackman and Oldham 1974) and additionally by subsequent investigator, (Dunham, Aldag and Brief 1977 Pokorney, Gilmore and Bechr 1980). Internal consistency reliabilities for job dimensions, psychological states and outcome variables range from 0.59 to 0.78, 0.72 to 0.76, 0.56 to 0.84 respectively. These reliability coefficient are the median inter item co-relations for all JDS items used to score a given variable.

To provide a measure of the discriminant validity of the items, Hackman and Oldham computed median "off-diagonal" correlations relating all the items composing a given scale with all other items scored on different scales of the same general category. The range for these off-diagonal correlations across all variables was 0.12 to 0.28. The internal consistency and reliability of the scales and the discriminant validity of the item were, therefore, both determined to be satisfactory.

The substantive validity of the JDS has been addressed in detail by Hackman and Oldham. They concluded that the variables measured by the JDS generally related to one another according to the theory on which the instrument is based. (Figure -2.1 Sec-II). The job dimensions and the associated motivating potential score related positively to the three critical psychological states.

3.5. MEASURING INSTRUMENTS

Motivation is viewed as the amount of effort the salesman desires to expend on each of the activities or tasks associated with his job, such as calling on potential

new accounts, planning sales presentations, and filling out reports. The model assumes that expending effort on each of these activities that expending effort on each of these activities will lead to some level of achievement on one or more dimensions of job performance. Such as total sales volume, profitability of sales, new account sales, or quota attainment. It is assumed further that the salesman's level of performance on at least some of these dimensions will be evaluated by his superiors and will be rewarded with one or more of a variety of rewards, such as increased pay, recognition, or advancement. Above mentioned factors have direct impact on intrinsic and extrinsic motivation of salespersons.

So, according to the general tenets of expectancy theory, three constructs were developed to measure valence, expectancy and instrumentality components of intrinsic and extrinsic motivation of salespersons. As suggested by Walker et al (1977), the average magnitude of the salesperson's instrumentality estimates is used to measure the instrumentality variable. The instrumentality is salesperson's estimate of the probability that achieving an improved level of performance on performance dimension will lead to increased attainment of a particular reward. The specific second level outcomes (i.e. results of good performance) were obtained from previous motivation research (Galbraith and Cummings 1967, Hackman and Porter 1968, James et al 1977, Pritchard and Sanders 1973 etc.), and from preliminary interviews with salesperson's. There is some question of whether instrumentality estimates should be measured as probabilities or correlations (Mitchel-1974). However, because Walker et al (1977) defined instrumentality in terms of probability estimates, and because preliminary interviews with salesperson's indicated that a question asking the salesperson to provide correlation estimates was confusing, instrumentalities are measured as probability estimates via a five - point Likert scale.

Here also measurement of expectancy is important for determination of motivation of salesperons. The expectancy is the salesman's estimate of the probability that expending a given amount of effort on task will lead to an improved level of performance on some performance dimensions.

Two measures of expectancy estimates are use here. One measure is the James et. al. (1977) expectancy-I scale. Factor analysis by sims et. al. (1977) indicated factor stability across different occupational groups and indicated the scale is independent of the subject's instrumentality perceptions. The second measure of expectancy consist of probability estimates concerning the productivity of a x%

increase in selling efforts, a x% increase in time devoted to obtaining new accounts, and a x% increase in time devoted to selling activities.

A modified version of the Hackman and Oldham (1976) feedback from agents scale was used to measure organisational Feedback. Preliminary interviews with salespersons indicated the domain of organisational feedback included feedback from the salesperson's immediate supervisor, company management other than the salesperson's immediate supervisor, and other salespersons. Consequently items were included in the feedback scale that pertained to these feedback sources. A participation scale designed by Hackman and Oldham (1976) was used to measure the salesperson's perception of the degree to which he or she is allowed to participate in organisational decisions. The original Hackman and Oldham scales have demonstrated high validity and reliability among nonselling employees (Hackman and Oldham 1974).

The Six core task variables (Skill variety, task identity, task significance, autonomy and feedback from the job and agents) of the Hackman and Oldham(1974). Job Diagnostic survey instrument were used to measure the salesperson's perceptions of the core task variables. The only modification of the measures consisted of slight changes in wording based on the results of pretests among salespersons. The scales have been shown to have validity and reliability for nonselling occupations (Hackman and Oldham 1974).

The results of research on motivation suggest that motivation has intrinsic and extrinsic dimensions (Deci. 1971-1972 james et al 1977; Lawler and suttle 1973). In addition, studies that have separated second level outcomes into intrinsic (Self or task mediated) and extrinsic (externally mediated) dimensions have indicated that models using intrinsic second level outcomes are more strongly related to job satisfaction and performance that models using extrinsic second level outcomes (Even et. al. 1966, Graen 1969; Mitchell and Albright 1972). Because of this evidence of multidimensional nature of the instrumentality construct, factor analysis was performed on the instrumentality items. This portion of the research, however, should be considered exploratory and caution is necessary in interpreting the factors. The reason for caution is that factor analysis performed on a group of items in the early stages of scale development tends to produce an excessive number of dimensions because of the inclusion of items that do not have a "Common Core" (Churchill - 1979).

The factor analysis, in which varimax rotation procedures were used, resulted in two factors with Eigen values greater than and equal to one. An Eigenvalue of one was used as a cutoff point because on a prior hypotheses about the expected number of factors could be developed on the basis of the theoretical or empirical study. These two factors accounted for more than 60% of the total variance and were relatively easy to interpret. Procedures for interpreting the factors and for retaining items for summated scales to represent the Instrumentality and valence dimensions consisted of retaining only those items which had a loading of at least 0.40 on one factor and low loading on all other factors. The resulting valence and instrumentality variables were named self-fulfilment, company relationship Co-workers relationships, direct performance recognition and job status and were formed via unweighted summation of the items selected for each factor. The valence and Instrumentality variables were formed in this manner, rather than by use of factor scores, because unweighted summation corresponds more closely to the a prior hypotheses which specify the prediction of average valence and instrumentalities.

All though the measures for the task and organisational variables were developed in previous research and have been shown to have considerable validity and reliability, many of the scale items were modified and new items were added. In addition, the items for the constraint variable were developed from the walker. et. al. (1977) discussion of performance constraints. Consequently the a priori specification of these measures was tested by factor analysing, using varimax rotation, the initial items comprising the variables.

The internal consistency of all the variables was analysed by calculating alpha Coefficient. Calculating alpha Coefficients after factor analysis tends to bias upwardly the estimates of the reliability Coefficients because the same date are used in both procedures. However, as the reliability Coefficients (Table - 3.1 & 3.2) range between 0.54 to 0.75 of the variables were considered to be appropriate for further analysis.

Least squares multiple regression analysis was used to test the hypotheses. The issue of possible interaction effects was examined by creating interaction term consisting of the cross-products of selected predictor variables, and using hierarchical multiple regression analysis to determine whether the set of interaction terms significantly increased the explained variance of the dependent variable beyond that explained by the original set of predictor variables.

In addition, these statistical test should be made only if the hierarchical F-test is statistically significant because the F-test is the best indicator of the significance of the incremental effect on the dependent variable of the group of variable added at the hierarchical level examined. Even when the hierarchical F-test is statistically insignificant, variable added to the equation often reduce the power of the statistical tests of higher priority variables by increasing the partial regression Coefficient standard error and reducing the error degrees of freedom. (Cohen and Cohen 1975, P-161). At the end procedures recommended by Johnston (1972) and Farrar and Glauber (1967) were used to examine the level of multicollinearity among the predictor variables by regressing each explanatory variable on the remaining explanatory variable specified in the models. Green and Tull (1978-, P-335) recommend cross-validation as the safest procedure for coping with a variety of problems in multiple regression, including multicollinearity. So the cross-validation procedures were used in this study.

Three constructs were developed to measure valance, expectancy and instrumentality components of intrinsic and extrinsic motivation of salespersons.

3.6 VALENCE

As the model outlined in Figure-1.11 Section-1 suggests, the valence or desirability in the salesman's mind of improved job performance on any dimension is a function of two other variables.

(i) Instrumentality (I_{jk})	The salesman's estimate of the probability that achieving an improved level of performance on performance dimension (j) will lead to increased attainment of a particular reward (k). Instrumentalities, in other words, are the salesman's perceptions of the linkages between performance and rewards.
(ii) Valence for rewards (vk)	The salesman's perception of the desirability of receiving increased amounts of each of the variety of rewards he might attain as a result of improved performance.

These two variables work to determine the valence of improved performance on dimension (i) as suggested in the following proposition.

So, Valence for performance (i) $= \sum_{k=1}^{n} V_k . I_{jk}$

3.7 REWARD VALENCES AND THEIR ANTECEDENTS

(i). Satisfaction and Valence

A salesman's perception of the desirability of attaining an increase in a particular rewards depends to a large degree on how satisfied he is with the amount of that reward he currently is receiving. Several psychologists have theorised, however, that the nature of his relationship between satisfaction and the valence of rewards is different for externally and internally mediated rewards. Maslow's theory of a need hierarchy, Herzberg's theory of motivation and Alderfer's "existence, relatedness, and growth" theory all suggest that lower-order, externally mediated rewards are valued most highly by workers who currently are dissatisfied with their attainment of those rewards. In other words, the more dissatisfied a salesman is with his current pay, job security, amount of recognition, and other such rewards related to his lower-order needs, the higher the valence he will attach to attaining increases in these rewards. In contrast, as the salesman becomes more satisfied with his attainment of externally mediated rewards, the value to him of further increases in those rewards will decline.

The theories of Maslow, Herzberg and Alderfer further suggest that internally mediated rewards will not be valued highly by a salesman until he is relatively satisfied with his externally mediated rewards. In other words, the greater the salesman's satisfaction with his externally mediated rewards, the higher the valence of increased attainment of internally mediated rewards.

Perhaps the most controversial aspect of Maslow's and Alderfer's theories is the proposition that internally mediated rewards - such as feeling of self-fulfilment, personal growth, career development, and the like- have increasing marginal utility. The more satisfied a salesman is with the internally mediated rewards he is receiving from his job, the higher the value he will place on further increases in those rewards.

(ii). Other personal and organisational antecedents of Valence.

A salesman's valence for various rewards is likely to be influenced by his personal characteristics and those of the company he works for. Many of these antecedent variables, however, may affect the salesman's valence largely bacause of their impact on his current satisfaction with his rewards. Some of the antecedent Variables of worker's Valence for pay have been identified empirically in the industrial psychological literature (Lawler E.E. III, 1971, Page 46-59). Unfortunately little empirical information is available concerning variables that might affect a salesman's valence for other kinds of rewards.

Research in other occupations does suggest that relatively highly paid workers tend to be more satisfied with their pay and therefore to have a lower valence for further increases in pay. Because pay is a major externally mediated reward, and because pay can be instrumental for attaining other external rewards such as feelings of security and recognition, it is reasonable to expect that salesperson who are relatively highly paid will have lower valences for externally mediated rewards than those receiving relatively low pay. Also because highly paid salesperson's are likely to be more satisfied with their externally mediated rewards, their valences for internally mediated rewards are likely to be higher. (Walker, Churchill & Ford - 1977).

Although it may not always be valid, the assumption often is made that Older, more experienced salesmen obtain higher levels of externally mediated rewards (e.g. higher pay, a better territory) than newer members of the salesforce. If this assumption is correct, more experienced salesman should be more satisfied with their external rewards. Consequently, they also should have lower valences for externally mediated rewards and higher Valence for externally mediated rewards than less experienced salesmen.

A salesman's satisfaction with his current level of externally mediated rewards is also likely to be influenced by the demands and responsibilities he must satisfy with those rewards. The salesman with a large family to support, for example, is less likely to be satisfied with any given level of external rewards than the unmarried salesman. Consequently, the larger the number of family members a salesman must support, the higher his valence for more externally mediated rewards and the lower his valence for internally mediated rewards.

Some research suggests that several organisational characteristics also have an impact on the salesman's satisfaction with the rewards he obtains from his job.

(Walker, Churchill and Ford - 1976). Therefore these organisational factors are also likely to affect his valence for rewards. Specifically salesman who are relatively closely supervised and who feel they have in determining the standards by which they are supervised and evaluated are more satisfied with both their externally and internally mediated rewards. Such salesmen consequently are likely to have lower valences for external rewards and higher valence for internal rewards.

So all the foregoing hypotheses concerning the antecedents of a salesman's valence for rewards are considered in the time of collection of data. The questionnaire was pretested and personal interviews were conducted with the sales persons of L.I.C.I. and E.I.P.W.L. to obtain a list of salient job outcomes. In all, twelve salient outcomes (rewards) were selected after interviewing salesperson's, of these, six were intrinsic outcomes and six were extrinsic outcomes. Table-3.3 and 3.4

A thermometer scale was used to measure valence in terms of the amount of additional satisfaction salespersons receive from a specific increase in a number of rewards. This scale has been recommended by Churchill. Ford and walker (1979a) for valence measurement, as it is able to provide valence scores that approximate interval scale data.

TABLE - 3.3
SALIENT OUTCOMES (INTRINSIC REWARDS)

JOB OUTCOMES		
Feeling of being respected by supervisor	I	M
Feeling of job security	N	O
Feeling of freedom	T	T
Feeling of being respected by fellow salespersons	R	I
Earning level	I	V
Special awards and recognition	N	A
	S	T
	I	I
	C	O
		N

TABLE- 3.4

SALIENT OUTCOMES (EXTRINSIC REWARDS)

JOB OUTCOMES		
	E	M
Feeling accomplishment	X	O
Personal growth and career development	T	T
Feeling of stimulation and challenging	R	I
Feeling of creation and imagination	I	V
Feeling of innovation	N	A
Loyalty to the organisation	S	T
	I	I
	C	O
		N

3.8 EXPECTANCY

Expectancies are the salesman's perceptions of the linkages between the effort he expends on various activities and the resulting level of performance he will achieve on various performance dimensions. The concept of expectancy can be illustrated by a statement such as : "If I increase my calls on potential new accounts by 10% (effort), then there is a 50% chance (Expectancy) that my volume of new account sales will increase by 10% during the next six months (performance level). From a managerial viewpoint, a salesperson's, expectancies can be evaluated on two dimensions their magnitude and their accuracy.

(i). Magnitude of expectancies

The magnitude of a salesman's expectancy estimates indicates the degree to which he believes that the effort he expends on job activities has an effect on his ultimate level of performance. In other words, these estimates reflect the salesman's perceptions of his ability to control or influence his own level of job performance.

The individual characteristic that may influence the size of a salesman's expectancies is his experience on the job. As a salesman gains experience he has the opportunity to improve both his skills and his confidence in his ability to perform his job successfully. The relationship between experience and the magnitude of expectancies, therefore, is hypothesised to be a positive one.

A salesman's perceptions of the linkages between effort and performance are

also likely to be influenced by characteristic of the market environment in which he works. His perceptions of general economic conditions, the potential of his territory, the strength of the competition from other firms, and restrictions on product availability due to raw material shortages are all likely to affect the salesman's feelings concerning how much his sales performance can be improved by simply increasing his efforts. All the environmental factors that might be relevant are not identified here; but the general relationship between environmental conditions and expectancies can be summarised by saying that the greater the environmental constraints a salesman sees as restricting his performance, the lower his expectancy estimates will be.

(ii). Accuracy of Expectancies

It is possible for a salesman to misjudge the true relationship between effort expended on a particular task and the resulting performance level achieved on some performance dimension. When this happens the salesman will misallocate his efforts. He will spend too much time and energy on activities that have relatively little impact on performance and not enough effort on activities with a greater impact.

Some of the salesman's perceptions of the relationship between effort and performance are learned as a result of his experiences on the job. As the salesman gains more experience, his expectancy estimates are likely to become more accurate.

A salesman's expectancies are influenced also by his perceptions of the role demands of his company superiors and his customers. When they communicate their role demands, these role partners are essentially telling the salesman that he should engage in certain activities in order to achieve a desired level of performance. If the salesman inaccurately perceives his role partners' demands, however, he may misjudge the relationships between effort and performance. Also, if the salesman feels, his role partners' demands are ambiguous or conflicting, he may be uncertain about the linkages between effort and performance and his expectancy estimates are more likely to be inaccurate.

In most of the industrial psychology study concerning work expectancies it is assumed that a worker's immediate superior is likely to perceive more accurately the linkages between effort and performance in the workers job than the workers

himself. Supervisors' expectancy estimates, in other words, are often used as the criteria for judging the accuracy of workers' expectancies.

Many industrial salesmen undoubtedly would argue with this assumption. Salesman frequently complain that their superiors have an unrealistic view of conditions in the field and that they do not realise what is necessary to make a sales. In the absence of any empirical evidence, however it is hypothesized that sales supervisors, by virtue of their experience, are likely to perceive accurately the linkages between sales effort and performance. Consequently, the more closely a sales manager supervises his salesmen and guides their efforts, the more likely it is that those salesmen will hold accurate expectancies.

So, all of the foregoing hypotheses concerning the variables that influence the magnitude and accuracy of salesmen's expectancies are considered in the time of collection of data. The expectancy measure is treated as a undimensional construct. That is, it is used as a probability with values ranging from 0.00 to 1.00 (Mitchell 1973 ; vroom 1964). Although Vroom has suggested that instrumentality may range from (+) 1.00 to (-)1.00, it can also be viewed as a probability ranging from 0.0 to 1.0 if the blocking of performance and performance attainment are seen as mutually exclusive outcomes and treated separately (Oliver 1973). Three items were used to measure expectancy in the hope of obtaining a more reliable measure than could be obtained by using only one item. These three items were in the chances in 10 format and asked salespersons to indicate the probability (chances in 10) for the statement : (detail in appendix)

If you worked hard → it will lead to → high productivity

If you worked hard → it will lead to → good job performance

If you worked hard → it will lead to → completing work on time.

Since the multiple correlation for these items was significantly high ($R^2 = 0.72$), all three items were combined to obtain an expectancy measure.

TABLE - 3.5

FACTOR ANALYSIS FOR THE VALENCE AND INSTRUMENTALITY ITEMS

(L.I.C.I'S Salespersons)

(n = 115)

JOB OUTCOMES	Intrinsic		Extrinsic	
	Valence F1	Instrumentality F2	Valence F3	Instrumentality F4
High respect and fair treatment	0.45	0.56	0.76	0.72
Great Job security	0.52	0.40	0.75	0.81
Chance to exercise independent thought and action	0.32	0.20	0.86	0.79
Very friendly co-worker	0.42	0.34	0.60	0.51
High salary and good fringed benefits	0.49	0.37	0.88	0.81
Quick Promotions and rewards	0.48	0.34	0.79	0.87
A sense of worthwhile accomplishment	0.86	0.73	0.40	0.28
Opportunities for personal growth and development	0.88	0.86	0.45	0.38
Stimulating and challenging work	0.84	0.73	0.51	0.59
Opportunities to be creative and Imaginative in Job	0.73	0.85	0.49	0.40
Opportunities to be Learn new things from work	0.83	0.73	0.50	0.48
Sense for loyalty to the organisation	0.75	0.79	0.54	0.49

TABLE - 3.6

FACTOR ANALYSIS FOR THE VALENCE AND INSTRUMENTALITY ITEMS

(E.I.P.W.L. Salespersons)

(n = 60)

JOB OUTCOMES	Intrinsic		Extrinsic	
	Valence F1	Instrumentality F2	Valence F3	Instrumentality F4
High respect and fair treatment	0.52	0.61	0.74	0.87
Great job security	0.58	0.49	0.86	0.81
Chance to exercise independent thought and action	0.38	0.34	0.88	0.87
Very friendly co-workers	0.54	0.39	0.67	0.62
High salary and good fringed benefits	0.48	0.52	0.92	0.86
Quick promotion and rewards	0.49	0.46	0.90	0.87
A sense of worthwhile accomplishment	0.87	0.79	0.45	0.40
Opportunities for personal growth and development	0.94	0.88	0.52	0.49
Stimulating and challenging work	0.88	0.76	0.66	0.59
Opportunities to be creative and imaginative in job	0.80	0.86	0.49	0.55
Opportunities to be learn new things from my work	0.86	0.79	0.53	0.59
Sense for loyalty to the organisation	0.79	0.84	0.55	0.60

3.9 INSTRUMENTALITY

Like expectancies, instrumentalities are probability estimates made by the salesman. An instrumentality is the salesman's estimate of the probability that a given improvement in performance on some performance dimension will lead to his attainment of a specific increase in the amount of a particular reward. These probability estimates can be evaluated on two dimensions, their magnitude and their accuracy.

(i). MAGNITUDE OF INSTRUMENTALITIES

One organisational variable that obviously has an impact on the magnitude of at least some of a salesman's instrumentality estimates is the compensation plan of his firm. A salesman who is compensated largely or entirely by commission is likely to perceive a greater probability of attaining more pay if he improves performance on those dimensions directly related to total sales volume than the salesman who is compensated by straight salary. In contrast, the salaried salesman is more likely to perceive a greater probability of receiving increased pay for improving his performance on dimensions not directly related to short - term sales volume (e.g. new account generation, reduction of selling expenses etc.) than the salesman on straight commission.

It must be noted, however, that the salesman may be rewarded with many things other than pay, such as promotion, recognition and feelings of accomplishment. The salesman may value these other rewards more highly than an increase in pay. In any case, the company's compensation plan is unlikely to have any effect on the salesman's perceptions concerning the linkages between performance and these nonfinancial rewards. Therefore, a compensation plan by itself is inadequate for explaining difference in motivation across salesman.

Several theorists in industrial psychology suggest that some personal characteristics of the salesman also may influence the magnitude of his instrumentality estimates. Both Rotter J. B. (1966) and lawler (1971) argue that one psychological characteristic which influences instrumentality is the individual's perception of whether he has internal control over the events in his life or whether those events are determined by external forces beyond his control. Specifically, the greater the degree to which a salesman believes he has internal control over his life, the more likely he is to feel that an improvement in his performance will

result in the attainment of more rewards.

Rotter's (1966) work also suggests that intelligence is related positively to feelings to internal control, although the relationship may not be a causal one. Therefore, more intelligent salesman may have larger average instrumentality estimates than less intelligent salesman.

(ii). ACCURACY OF INSTRUMENTALITIES

The true linkages between performance on various dimensions and the resulting attainment of rewards in a firm are determined by management practices and policies concerning how sales performance is evaluated and what types and amount of rewards are conferred for various level of performance. Obviously, these policies and practices may be misperceived by the salesman. As a result, he may concentrate on improving his performance in areas that are relatively unimportant to management, and he ultimately may become disillusioned with his ability to attain desired rewards from his company.

The salesman's job experience and several organisational characteristics are likely to have an impact on the accuracy of the salesman's instrumentalities. The longer a salesman is on the job, for example, the more opportunities he has to learn how performance is evaluated and rewarded in his firm and the more accurate his instrumentality estimates are likely to be.

The supervisory style of his superiors also will help to determine how accurately the salesman perceives the linkage between performance and rewards. The more closely he is supervised and the more influence he has in determining the standards by which he is evaluated and rewarded, the more likely his instrumentality perceptions are to be correct.

So, all of the foregoing hypotheses concerning the antecedents of both the magnitude and accuracy of salesman's instrumentality estimates are considered in the time of collection of data.

Collected data items of instrumentality also were phrased in terms of subjective probabilities. Respondents were asked to estimate the chances in 10 that a "good job performance" would lead to attainment of each of the 12 job out comes listed in table -3.5 & 3.6.

All these measures are in line with the recent practices of measuring valence, instrumentality and expectancy components [Arvey (1972) Dachler and Mobley (1973) Holstrong and Beach (1973), Lawler and Suttle 1981; Leon 1981; Mitchell and Pollard 1973; Oliver 1973; Peters 977; Pritchard and Sanders 1973, Turney 1974] and have been shown to demonstrate criteria of both reliability and validity.

Valence and corresponding instrumentality items were subjected to a factor analysis using a varimax rotation. Components with EIGEN values ≥ 1.0 were rotated. Two major factors, including intrinsic and extrinsic job outcomes, emerged for both valence and instrumentality. These factors were named "intrinsic instrumentality"; "extrinsic instrumentality", "intrinsic valence" and "extrinsic valence". The factor analysis validated the appropriateness of initial selection of intrinsic and extrinsic outcomes to tap the variance corresponding to intrinsic/ extrinsic valences of instrumentalities. A high degree of similarity was found between the valence and instrumentality components. That is, each of the 12 outcomes had a strong tendency to load on similarly designated factors for both valence and instrumentality items (Table-3.5 and 3.6). And also these measurement techniques are consistent with recent practices of measuring valence, instrumentality and expectancy items (Churchill, Ford and Walker 1979, Oliver 1974 and P.K. Tyagi - 1982). While selecting a particular rotational method in similar studies, a varimax rotation is employed by the researchers to get a meaningful factor structure matrix. In the subsequent section, a brief note on the varimax rotation method is discussed.

3.10 VARIMAX ROTATION

Two major factors, including intrinsic and extrinsic job outcomes, emerged for both valence and instrumentality. These factors were name "intrinsic instrumentality" (I_{jki}), "extrinsic instrumentality" (I_{jke}) "intrinsic valence" (V_{ki}), and "extrinsic valence" (V_{ke}). A factor analysis using a varimax rotation was performed on valence and instrumentality product terms (V_k I_{jk}) to examine the appropriateness of intrinsic and extrinsic job outcomes selection and to compute intrinsic / extrinsic motivation. By and large, the factor analysis supported the initial selection of job outcomes and the appropriateness of intrinsic / extrinsic motivation dichotomy (table 3.7 & 3.8). Intrinsic and extrinsic valence and instrumentality product terms (V_{ki} I_{jki}), along with the expectancy measure, were substituted in equation i.e.

1. Intrinsic Motivation (M_i) = [E_j ($\sum_{k=1}^{n_i} V_{ki} I_{jki}$)]

2. Extrinsic, Motivation (M_e) = [E_j ($\sum_{k=1}^{n_e} V_{ke} I_{jke}$)]

to measure intrinsic and extrinsic motivation of salespersons.

To examine the appropriateness of intrinsic and extrinsic motivation dichotomy, a factor analysis using a varimax rotation was performed on $v_k I_{jk}$ product terms. As a result, two major factor emerged. One factor included six intrinsic product terms ($v_k I_{jk}$), and the included five extrinsic product terms ($v_{ke} I_{jke}$). The product term related to "very friendly to co-workers" did not load on any of the factors. It was not considered for the computation of intrinsic or extrinsic motivation. By and large, the factor analysis supported the initial selection of intrinsic and extrinsic out comes and the appropriateness of intrinsic and extrinsic motivation dichotomy. (Table- 3.7 and 3.8).

TABLE - 3.7

FACTOR ANALYSIS FOR INTRINSIC AND EXTRINSIC MOTIVATIONAL COMPONENTS (FOR L.I.C.I SALESPERSONS)

JOB OUT COMES	$V_{ki} I_{jki}$	$V_{ke} I_{jke}$
High respect and fair treatment from my supervisor	0.25	0.55
Great Job Security.	0.21	0.61
Chance to exercise independent thought and action in my job	0.06	0.68
Very friendly Co-work	0.14	0.31
High salary and good fringed benefits	0.18	0.71
Quick promotions and rewards	0.16	0.69
A sense of worthwhile accomplishment in my work	0.63	0.11
Opportunities for personal growth and development in my job	0.76	0.17
Stimulating and challenging work	0.61	0.30
Opportunities to be creative imaginative in my work	0.62	0.20
Opportunities to be learn new things from my work	0.61	0.24
Sense for loyalty to the organisation	0.59	0.26

TABLE - 3.8

FACTOR ANALYSIS FOR INTRINSIC AND EXTRINSIC MOTIVATIONAL COMPONENTS [FOR E.I.P.W.L'S SALESPERSON]

JOB OUT COMES	$V_{kl}\ l_{jkl}$	$V_{ke}\ l_{jke}$
High respect and treatment from my supervisor	0.32	0.64
Great job security	0.28	0.70
Chance to exercise independent thought and action in my job	0.13	0.77
Very friendly co-works	0.21	0.40
High salary and good fringed benefits	0.25	0.79
Quick promotions and rewards	0.23	0.78
A sense of worthwhile accomplishment in my work	0.69	0.18
Opportunities for personal growth and development in my job	0.83	0.25
Stimulating and challenging work	0.67	0.39
Opportunities to be creative and imaginative in my work	0.69	0.27
opportunities to be things from my work	0.68	0.31
sense for loyalty to the organisation	0.66	0.33

3.11 MULTICOLLINEARITY ANALYSIS

In order to ensure that there is no significant overlap between predictor variables multicollinearity was examined by constructing a pairwised co-relations matrix including all predictor and criterion variables [Table - 3.9 and 3.10]. Inter correlations indicate only a minor level of multi collinearity among job dimensions and leadership characteristics. In general, correlations in the matrix indicate a relative independence or little overlap among variables.

TABLE - 3.9

PAIRWISE CORRELATION MATRIX FOR PREDICTOR VARIABLE (L.I.C.I.)

Variables	SV	TI	TS	JA	JF	AF	LT	GE	IF	PI	HI	IM	EM	PF
JOB DIMENSION														
Job skill variety (SV)	1													
Task identity (TI)	0.2[a]c	1												
Task significant (TS)	0.35[a]	0.1	1											
Job autonomy (JA)	(-)0.15[a]	0.08	0.17[c]	1										
Job feedback (JF)	0.16	0.06	0.11	-0.12	1									
Agents feedback (AF)	0.12	-0.15	-0.05	0.02	0.18[c]	1								
LEADERSHIP CHARACTERISTICS														
Leader trust and support(LT)	0.13	0.08	0.13	0.06	0.16	0.12	1							
Leader goal emphasis (GE)	-0.08	-0.10	0.20[c]	0.03	0.24[b]	0.04	0.15	1						
Interaction and facilitation(IF)	0.10	0.06	-0.15	0.01	0.30[a]	0.10	0.12	0.17[c]	1					
Psychological influence (PI)	-0.14	-0.12	0.18[c]	0.08	0.17	0.04	0.19[c]	0.15	0.17	1				
Hierarchical influence (HI)	0.11	0.15	0.02	0.16	0.20[a]	0.11	0.16	0.07	0.20[c]	0.22[b]	1			
OUTCOMES VARIABLES														
Intrinsic motivation (IM)	0.51[a]	0.10	0.34[a]	0.39[a]	0.26[b]	0.17	0.17	0.13	0.18	0.25[b]	0.04	1		
Extrinsic motivation (EM)	0.15	0.18	0.09	0.16	0.28[b]	0.15	0.34[a]	0.12	0.47[a]	0.36[a]	0.44[a]	0.16	1	
Performance (pf)	0.47[a]	0.09	0.25[b]	0.45[a]	0.37[a]	0.13	0.24[b]	0.16	0.44[a]	0.32[a]	0.40[a]	0.55[a]	0.36[a]	1

ap<.001
bp<.01
cp<.05

TABLE - 3.10

PAIRWISE CORRELATION MATRIX FOR PREDICTOR VARIABLE (E.I.P.W.L)

Variables	SV	TI	TS	JA	JF	AF	LT	GE	IF	PI	HI	IM	EM	PF
JOB DIMENSION														
Job skill variety (SV)	1													
Task identity (TI)	0.23[c]	1												
Task significant (TS)	0.40[a]	0.14	1											
Job autonomy (JA)	-0.19[a]	0.12	0.21[c]	1										
Job feedback (JF)	0.20	0.10	0.15	-0.16	1									
Agents feedback (AF)	0.15	(-)0.13	-0.08	0.04	0.22[c]	1								
LEADERSHIP CHARACTERISTIC														
Leader trust and support (LT)	0.16	0.12	0.17	0.10	0.20	0.16	1							
Leader goal emphasis (GE)	0.11	(-)0.14	0.24[c]	0.05	0.28[b]	0.08	0.19	1						
Interaction and facilitation (IF)	0.14	0.10	0.19	-0.03	0.32[a]	0.14	0.16	0.21[a]	1					
Psychological influence (PI)	0.18	-0.16	0.22[c]	0.12	0.21	0.08	0.23[c]	0.15	0.21	1				
Hierarchical influence (HI)	0.15	0.21	0.06	0.20	0.25[c]	0.15	0.20	0.11	0.23[a]	0.24[b]	1			
OUTCOMES VARIABLES														
Intrinsic motivation (IM)	0.53a	0.14	0.37a	0.41[a]	0.30[b]	0.21	0.21	0.17	0.22	0.29[b]	0.06	1		
Extrinsic motivation (EM)	0.18	0.21	0.13	0.20	0.32[b]	0.19	0.38[a]	0.16	0.51[a]	0.40[a]	0.47[a]	0.20	1	
Performance (pf)	0.49[a]	0.12	0.30b	0.47[a]	0.41a	0.17	0.28[a]	0.20	0.36[a]	0.36[a]	0.45[a]	0.59[a]	0.40[a]	1

ap<.001
bp<.01
cp<.05

The highest intercorrelation among explanatory variables is between Job Autonomy and Job skill variety (i,e r of E:I:P.W.L = - 0.19, and r for L.I.C.I = -0.15 where P< 0.001). This finding is not surprising, because in a situation where management of both the organisation are not giving much freedom or Autonomy to the salespersons for taking decision about the sales policy , which created some adverse reaction on silk variety of the job dimensions. All other inter correlations among predictor variables and among criterion variables are of relatively small magnitude. Overall, the pairwise correlation matrix indicates relatively little multicollinearity among independent and dependent variables.

3.12 WORK PERFORMANCE

Salesperson performance was measured using a self report method. Such an approach to measure salesperson performance has been used in previous sales management studies (Churchill, Ford and Walker 1979, Oliver 1974, 1979). Under similar circumstances salespeople were first asked to recall performance goals set for previous years for various types of product. They were then asked to indicate whether they fell short by x% or exceeded by x% their sales volume goals. Thus, this process provided ratio scale data for work performance. The data were collected about a month after the previous sales year had expired. However, it would be desirable for future studies to employ both objectives and subjective measure of performance for validation purposes. Objective performance measure may include actual sales data or at a minimum, supervisor evaluations of each salespersons performance (Churchill, Ford and Walker 1979, Oliver 1979).

3.13 REGRESSION EQUATIONS

HYPOTHESIS 1-3 CAN BE SUMMARISED CONVENIENTLY IN TERMS OF THE FOLLOWING REGRESSION EQUATIONS

Intrinsic motivation (IM) = $\beta_{01} + \beta_{11}$ SV + β_{21} TI + β_{31} TS + β_{41} JA + β_{51} JF + β_{61} AF + ε_1 ---(4)

Extrinsic motivation (EM) = $\beta_{02} + \beta_{12}$ LT + β_{22} GE + β_{32} JF + β_{42} PI + β_{52} HI + ε_2------(5)

Work performance = $\beta_{03} + \beta_{13}$ IM + β_{23} EM + ε_3--------à (6)

N: B:- Equation 1,2 and 3 are discussed in the previous chapter i,e, chapter-II. Section 2.5

Where β_s are known parameters to be estimated.ε is a disturbance term. Equation -4 states that intrinsic motivation is a function of the key job dimensions identified in hypothesis - 1. Equation -5 suggests that extrinsic motivation is affected by the leadership characteristics identified in hypothesis- 2. Finally, equation- 6 posits that salespersons work performance is influenced by his/her intrinsic and extrinsic motivation.

3.14 JOB DIMENSIONS, MOTIVATION, AND PERFORMANCE

Regression analysis was performed to examine the influence of key job dimensions on salespersons intrinsic and extrinsic motivation and performance (Table - 3.11 and 3.12). Result were generally supportive of *Hypothesis-1. which* maintains that key job dimensions produce substantial influence on intrinsic motivation of sales persons of L.I.C.I. and E.I.PW.L. Variable skill variety showed the maximum influence on intrinsic motivation. While task identity showed at least, non significant impact. However, nonsignificant influence of task identity should be examined with some caution. Because the degree to which the job requires completion of a "whole" and identifiable piece of work. It may not have varied significantly among salespersons. Results indicate that job dimensions were relatively more instrumental in affecting intrinsic motivation of salespersons (for L.I.C.I., R^2 =0.45 and for E.I.P.W.L, R^2 = 0.49) as compared to their extrinsic motivation (for L.I.C.I, R^2=0.16 and for E.I.P.W.L, R^2 = 0.19). Job characteristics may be relatively more influential in affecting intrinsic motivation of salespersons. Result also show that job dimensions produced significant impact on salespersons performance of Life Insurance Corporation Of India (Govt. Sector) and East India Pharmaceutical works Ltd. (private Sector)- (for L.I.C.I., R^2 = 0.34 and for E.I.P.W.L, R^2 = 0.42). Autonomy and Feedback were quite instrumental affecting sales performance. This indicates that salespersons of both the company prefer and work more effectively in autonomous job environments and also use the feedback provided by the job to improve their performance. The feedback from salespersons did not seem to affect performance significantly. This may be due to the fact that salespersons usually do not operate in groups and consequently, receive little feedback from their peers.

TABLE- 3.11

REGRESSION RESULT FOR JOB DIMENSIONS AS PREDICTOR VARIABLES [FOR L.I.C.I SALESPERSONS].

JOB DIMENSIONS	INTRINSIC MOTIVATION			EXTRINSIC MOTIVATION			PERFORMANCE.		
	β	τ	Significance Level	β	τ	Significance Level	β	τ	Significance Level
Job skill variety	0.40	4.20	0.01	0.09	1.03	NS	0.37	4.12	0.01
Task identity	0.09	0.92	Ns	0.12	1.10	NS	0.04	0.51	Ns
Task significance	0.26	2.40	0.01	0.05	0.70	NS	0.18	2.81	0.05
Job autonomy	0.34	3.70	0.01	0.14	1.45	NS	0.36	4.03	0.01
Job feedback	0.20	2.32	0.05	0.24	2.25	0.01	0.33	3.48	0.01
Agents feedback	0.14	1.45	NS	0.13	1.30	NS	0.09	1.02	NS
Adjusted R^2=0.45			$\hat{P}_e^2$ =0.334 F-value=7.71	Adjusted R^2 =0.16.		$\hat{P}_e^2$ =0.120 F-value = 2.57	Adjusted R^2=0.34.		$\hat{P}_e^2$ =0.254 F-value =5.14

TABLE- 3.12

REGRESSION RESULTS FOR JOB DIMENSIONS AS PREDICTOR VARIABLE [FOR E.I.P.W.L 'S SALESPERSONS]

JOB DIMENSIONS	INTRINSIC MOTIVATION			EXTRINSIC MOTIVATION			PERFORMANCE.		
	β	τ	Significance Level	β	τ	Significance Level	β	τ	Significance Level
Job skill variety	0.48	4.86	0.01	0.17	1.19	NS	0.45	4.28	0.01
Task identity	0.15	1.01	Ns	0.20	1.26	NS	0.12	0.67	Ns
Task significance	0.34	2.58	0.01	0.13	0.80	NS	0.26	2.97	0.05
Job autonomy	0.42	3.88	0.01	0.22	1.60	NS	0.42	4.19	0.01
Job feedback	0.28	2.48	0.05	0.32	2.41	0.01	0.41	3.66	0.01
Agents feedback	0.22	1.60	NS	0.21	1.46	NS	0.17	1.18	NS
Adjusted R^2=0.49			$\hat{P}_e^2$ =0.493 F-value = 8.96	Adjusted R^2 =0.19.		$\hat{P}_e^2$ =0.144 F-value = 2.57	Adjusted R^2=0.42.		$\hat{P}_e^2$ =0.482 F-value =8.80

3.15 LEADERSHIP BEHAVIOUR, MOTIVATION AND PERFORMANCE

Again, regression analysis was performed to examine the influence of leadership behaviour on salesperson's intrinsic and extrinsic motivation and performance. Consistent with *hypothesis 2*, regression results (Table-3.13 & 3.14) indicate that leadership characteristics have significant influence on salesperson extrinsic motivation for both the cases of L.I.C.I. and E.I.P.W.L Salesperson. (For

L.I.C.I. R^2=0.32 and E.I.P.W.L, R^2 = 0.40). Hierarchical influence was shown to produce the greatest impact on extrinsic motivation (For L.I.C.I. it is 0.32 and for E.I.P.W.L, 0.39). This indicated salespersons beliefs that, to the extent their supervisors are able to get management to recognise their problems and successes, the greater the likelihood that extrinsic rewards (bonus, commission, promotion to a better territory) will be obtained. But it was not instrumental for creating influence on intrinsic motivation (For L.I.C.I.=0.02 and E.I.P.W.L =0.06) Leader goal emphasis did not significantly influence either extrinsic or intrinsic motivation. This may partly be explained by salespersons preference for job autonomy. When salespersons desire autonomy, they may not want their supervisors to set their goals or standards of performance. As is evident from the results, only psychological influence slightly affected intrinsic and extrinsic motivation, indicating that when salespeople feel their ideas are sought by their supervisors, perceived meaningfulness of the work increases.

The results, which is consistent with earlier discussion, also indicate that leadership characteristics are relatively more effective in influencing salespersons extrinsic motivation (R^2 for L.I.C.I.= 0.32 and R^2 for E.I.P.W.L = 0.40) as compared to their intrinsic motivation (R^2 for L.I.C.I.= 0.14 and R^2 for E.I.P.W.L = 0.18). Additionally, the impact of leadership characteristics on salesperson performance as only moderate (R^2 for L.I.C.I.= 0.25 and R^2 for E.I.P.W.L = 0.30 as compared to R^2 for L.I.C.I = 0.34 and R^2 for E.I.P.W.L = 0.42 for job dimensions respectively). Indicating the leadership behaviour in sales job environment may not be as effective as key job dimensions.

TABLE - 3.13

REGRESSION RESULTS FOR LEADERSHIP CHARACTERISTICS AS PREDICTOR VARIABLE [FOR L.I.C.I. SALESPERSONS].

LEADERSHIP CHARACTERISTICS	INTRINSIC MOTIVATION			EXTRINSIC MOTIVATION			PERFORMANCE.		
	β	τ	Significance Level	β	τ	Significance Level	β	τ	Significance Level
Leader trust and support	0.15	1.64	NS	0.23	2.25	0.01	0.19	2.9	0.05
Leader good emphasis	0.08	0.98	NS	0.04	0.45	NS	0.09	1.1	NS
Interaction and facilitation	0.13	1.35	NS	0.31	3.62	0.01	0.28	3.3	0.01
Psychological influence	0.20	2.43	0.05	0.21	2.28	0.05	0.21	2.32	0.05
Hierarchical influence	0.02	2.24	NS	0.32	3.50	0.01	0.30	3.12	0.01
Adjusted R^2=0.14	$\hat{P}_c^2$ =0.121 F-value = 1.96			Adjusted R^2 = 0.32 $\hat{P}_c^2$ = 0.242 F-value = 5.09			Adjusted R^2 = 0.25 $\hat{P}_c^2$ = 0.134 F-value = 4.13		

TABLE - 3.14

REGRESSION RESULTS FOR LEADERSHIP CHARACTERISTICS AS PREDICTOR VARIABLE [FOR E.I.P.W.L'S SALESPERSONS].

LEADERSHIP CHARACTERISTICS	INTRINSIC MOTIVATION			EXTRINSIC MOTIVATION			PERFORMANCE.		
	β	τ	Significance Level	β	τ	Significance Level	β	τ	Significance Level
Leader trust and support	0.2	1.86	ns	0.28	2.39	0.01	0.23	3.03	0.05
Leader good emphasis	0.12	1.1	Ns	0.09	0.53	NS	0.14	1.26	Ns
Interaction and facilitation	0.18	1.62	ns	0.37	3.74	0.01	0.34	3.57	0.01
Psychological influence	0.25	2.74	0.05	0.26	2.4	0.05	0.26	2.40	0.05
Hierarchical influence	0.06	0.38	ns	0.39	3.82	0.01	0.35	3.28	0.01
Adjusted R^2 = 0.18	$\hat{P}_e^2$ = 0.132 F-value = 2.38			Adjusted R^2 = 0.40 $\hat{P}_e^2$ = 0.384 F-value = 8.38			Adjusted R^2 = 0.30 $\hat{P}_e^2$ = 0.235 F-value = 4.89		

3.16 INTRINSIC / EXTRINSIC MOTIVATION AND PERFORMANCE

Consistent of the *hypothesis 3* regression results indicate that both intrinsic and extrinsic motivation had strong influence on salesperson work performance for L.I.C.I. R^2 = 0.45 and for E.I.P.W.L. R^2 = 0.49. Intrinsic motivation, as compared to extrinsic motivation, was shown to produce a relatively greater impact on work performance (Table - 3.15 & 3.16).

Since key job dimensions are more effective in enhancing intrinsic motivation, redesigning jobs along these job characteristics may be viewed as an important strategy to improve salespersons performance. Unknowingly Indian salespersons react similar to the *salespersons of United State of America.* These results are consistent with a number of previous studies in U.S.A (Hackman 1977, Hackman and Oldham 1975). Where intrinsic motivation was shown to be a more important factor than extrinsic motivation in increasing employee performance.

TABLE - 3.15

REGRESSION RESULTS FOR RELATIONSHIPS BETWEEN INTRINSIC / EXTRINSIC MOTIVATION AND WORK PERFORMANCE

[For L.I.C.I. Salesperson's].

MOTIVATION	PERFORMANCE		
	β	τ	Significance Level.
Intrinsic motivation	0.48	5.28	0.01
Extrinsic motivation	0.32	3.72	0.01
Adjusted R^2= 0.45 $\hat{P}_c^2$ = 0.334 F- Value = 7.71 P<.001			

TABLE - 3.16

REGRESSION RESULTS FOR RELATIONSHIPS BETWEEN INTRINSIC / EXTRINSIC MOTIVATION AND WORK PERFORMANCE

[For E.I.P.W.L'S Salesperson's].

MOTIVATION	PERFORMANCE		
	β	τ	Significance Level.
Intrinsic motivation	0.52	5.32	0.01
Extrinsic motivation	0.36	3.77	0.01
Adjusted R^2= 0.49 $\hat{P}_c^2$ = 0.493 F- Value = 8.96 P<.001			

3.17 INTERNAL WORK MOTIVATION, GENERAL JOB AND GROWTH SATISFACTION

Consistent with *hypothesis - 4* the highly significant correlation between work out comes and both job characteristics and psychological states supply evidence to the concept that job related factor impact upon the satisfaction and motivation of salespersons of both the L.I.C.I and E.I.P.W.L.S. Salespersons. It would appear that the internal motivation, general satisfaction and growth satisfaction of salespersons are positively related to the ways they perceive the characteristics of their position and their psychological states. The basic configurations of the Job characteristics model [Figure -2.1 in the previous chapter] is supported by the data presented in the (Table-3.17 to 3.28).

3.18. RELATION OF OUTCOMES WITH JOB CHARACTERISTICS AND PSYCHOLOGICAL STATES

The correlation of each outcomes measure with both job dimensions and psychological states are presented in table- 3.17 to 3.20.

TABLE - 3.17

CORRELATIONS OF WORK OUTCOMES WITH JOB DIMENSIONS :-

[FOR L.I.C.I. SALESPERSON'S].

JOB CHARACTERISTICS	OUTCOMES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
Skill variety-	0.32	0.24	0.39
Task Identity-	0.19	0.14	0.24
Task significance-	0.27	0.22	0.34
Autonomy-	0.24	0.19	0.34
Feedback-	0.25	0.29	0.37
Motivating potential score (MPS)	**0.35**	**0.35**	**0.50**

All Co- efficient are significant at P<0.001.

TABLE- 3.18

CORRELATIONS OF WORK OUTCOMES WITH PSYCHOLOGICAL STATES

[FOR L.I.C.I. SALESPERSON'S].

PSYCHOLOGICAL STATES	OUTCOMES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
Experienced meaningfulness of work-	0.45	0.43	0.45
Experienced responsibility of work outcomes-	0.42	0.41	0.44
Knowledge of results-	0.25	0.35	0.37

All Co- efficient are significant at P<0.001.

TABLE - 3.19

CORRELATIONS OF WORK OUTCOMES WITH JOB DIMENSIONS

[FOR E.I.P.W.L.'S. SALESPERSON'S].

JOB CHARACTERISTICS	OUTCOMES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
Skill variety-	0.36	0.28	0.43
Task identity-	0.22	0.18	0.28
Task significance-	0.32	0.25	0.39
Autonomy-	0.29	0.36	0.40
Feedback-	0.27	0.39	0.41
Motivating potential score (MPS)	**0.40**	**0.42**	**0.54**

* Co- efficient are significant at P<0.001.

TABLE - 3.20

CORRELATIONS OF WORK OUTCOMES WITH PSYCHOLOGICAL STATES

[FOR E.I.P.W.L.'S. SALESPERSON'S].

PSYCHOLOGICAL STATES.	OUTCOMES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
Experienced meaningfulness of work-	0.52	0.62	0.61
Experienced responsibility of work outcomes-	0.57	0.52	0.55
Knowledge of results-	0.32	0.48	0.41

* Co- efficient are significant at P<0.001.

The result of the present study and of the original Hackman and Oldham (1974) research are quite similar. In general, most correlations between outcomes and both job characteristics and psychological states are highly significant. The correlation are also in the same direction predicted by the JMC (Job characteristics model). The personal and work outcomes are more highly correlated with the psychological states than with the job dimensions. The outcomes correlate more strongly with the **MPS (Motivating potential score)** than with any of its components, the core job dimensions.

3.19 MEDIATING EFFECT OF PSYCHOLOGICAL STATES

Many marketing researchers have recognised that psychological, non monetary incentives - such as recognition, opportunities for personal growth, and the like - are important in motivating salesperson. Many authors have identified a variety of psychological needs that salesmen may seek to satisfy on the job (Alexander. M. and E. Mazze-1965, Burton. W.L. 1960 and Leahy. J.I. -1973). Several case examples concerning firms that have instituted various kinds of recognition and job enlargement programmes for their salesforces also have been published in sales management and other trade journals. However, no empirical studies investigating the relative importance of psychological incentives to salesmen and their impact on salesperformance have been published.

So, here we try to examine the mediating effects of psychological factors on salespersons. To determine if the psychological states mediated the relationship between the outcomes and the job characteristics, three conceptual issues were explored.

1) What combination of psychological state relates most strongly to the outcome variables ? (Table- 3.21 and 3.22).
2) Do job dimensions predict outcome measures just as well if the psychological states are ignored ? (table -3.23 to 3.28)
3) Do specific job dimensions relate to specific psychological states ? (table- 3.29 to 3.31)

TABLE - 3.21

AVERAGE VARIANCE CONTROLLED IN REGRESSIONS PREDICTING OUTCOME MEASURES FROM ONE, TWO AND THREE PSYCHOLOGICAL STATES [For L.I.C.I. Salesperson's].

NUMBER OF PREDICTORS USED IN REGRESSION	MEAN R^2 FOR OUTCOMES MEASURES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
ONE(EM;ER;KR)	0.21	0.28	0.30
TWO (EM + ER; EM+KR; ER+KR)	0.32	0.32	0.34
THREE (EM + ER + KR).	0.34	0.45	0.48

EM = Experienced Meaningfulness of work.
ER = Experienced Responsibility for work outcomes.
KR = Knowledge of Results.
(All Co-efficient are significant at $p<0.01$).

TABLE - 3.22

AVERAGE VARIANCE CONTROLLED IN REGRESSIONS PREDICTING OUTCOME MEASURES FROM ONE, TWO AND THREE PSYCHOLOGICAL STATES [FOR E.I.P.W.L. 'S SALESPERSON'S].

NUMBER OF PREDICTORS USED IN REGRESSION	MEAN R^2 FOR OUTCOMES MEASURES		
	INTERNAL MOTIVATION	GENERAL SATISFACTION	GROWTH SATISFACTION
ONE(EM;ER;KR)	0.25	0.34	0.37
TWO (EM +ER; EM+KR; ER+KR)	0.39	0.44	0.45
THREE (EM+ER+KR).	0.39	0.54	0.52

EM = Experienced Meaningfulness of work.

ER = Experienced Responsibility for work outcomes.

KR = Knowledge of Results.

(All Co-efficient are significant at $p<0.01$).

The first question was examined by regressing each outcome against all combination of psychological states. The result of this analysis are shown in table-3.21 & 3.22. As is indicated, the proportion of controlled outcome variance increases as additional psychological states are added to the model for both the public and private sector. One cautionary note must be interjected, however, before concluding that optimal prediction requires the presence of all three psychological states; since the three psychological states are somewhat Intercorrelated [(for L.I.C.I. median = 0.38) (For E.I.P.W.L., median = 0.45)] the analysis must be interpreted tentatively.

The second question was analysed using two approaches. First, the outcomes were regressed against job dimension, both before and after the appropriate psychological states [as per Job characteristics Model (JCM) of sales Motivation. Figure-2.1, Chapter - 2, Section-2.2] were statistically controlled by partial correlation. If the JCM is correctly formulated, the partial correlations should be close to zero and should be considerably smaller in magnitude than the Direct (zero-order) correlations. The results are summarised in table (3.23 & 3.24). The partial correlations are consistently much smaller in magnitude than the zero-order correlations and are generally close to zero. The contrast between the two is evident in the difference column of table-3.23 & 3.24. Based on these results, one might

conclude that the relationship between job characteristics and outcomes are not highly inter-correlated with psychological states.

TABLE - 3.23

RELATIONSHIP BETWEEN JOB DIMENSIONS AND THE OUTCOME MEASURES CONTROLLING FOR THE EFFECTS OF THE PSYCHOLOGICAL STATES. [FOR L.I.C.I SALESPERSON'S].

JOB DIMENSION	ZERO - ORDER CORRELATION	PARTIAL* CORRELATION	DIFFERENCE
	INTERNAL MOTIVATION		
Skill-variety	0.32[a]	0.15[a]	0.17
Task identity-	0.19[a]	0.02	0.17
Task significance-	0.27[a]	0.10	0.17
Autonomy-	0.24[a]	0.09[b]	0.15
Feedback-	0.25[a]	0.14	0.11
	GENERAL SATISFACTION		
Skill-variety	0.24[a]	0.01	0.23
Task identity-	0.14[b]	0.02	0.12
Task significance-	0.22[a]	0.03	0.19
Autonomy-	0.19[a]	0.04	0.15
Feedback-	0.29[a]	0.09	0.20
	GROWTH SATISFACTION		
Skill-variety	0.39[a]	0.05	0.34
Task identity-	0.24[a]	0.03	0.27
Task significance-	0.34[a]	0.02	0.32
Autonomy-	0.34[a]	0.04	0.30
Feedback-	0.37[a]	0.05	0.32

a. significant at $P<0.01$,

b. significant at $P<0.05$.

TABLE- 3.24

RELATIONSHIP BETWEEN JOB DIMENSIONS AND THE OUTCOME MEASURES CONTROLLING FOR THE EFFECTS OF THE PSYCHOLOGICAL STATES [FOR E.I.P.W.L'S SALESPERSON'S].

JOB DIMENSION	ZERO - ORDER CORRELATION	PARTIAL* CORRELATION	DIFFERENCE
	INTERNAL MOTIVATION		
Skill-variety	0.36[a]	0.17[a]	0.19
Task identity-	0.22[a]	0.03	0.19
Task significance-	0.32[a]	0.11	0.21
Autonomy-	0.29[a]	0.12[b]	0.17
Feedback-	0.27[a]	0.15[a]	0.12
	GENERAL SATISFACTION		
Skill-variety	0.28[a]	0.02	0.26
Task identity-	0.18[b]	0.04	0.14
Task significance-	0.25[a]	0.05	0.20
Autonomy-	0.36[a]	0.08	0.32
Feedback-	0.39[a]	0.11	0.28
	GROWTH SATISFACTION		
Skill-variety	0.43[a]	0.06	0.37
Task identity-	0.28[a]	0.04	0.24
Task significance-	0.39[a]	0.04	0.35
Autonomy-	0.40[a]	0.08	0.32
Feedback-	0.41[a]	0.06	0.35

a. significant at $P<0.01$,

b. significant at $P<0.05$.

**For each job dimension the partial correlation reported controls only for the specific psychological state specified by the model to mediate the effects of the dimension. Thus, for relationships involving skill variety, task identity and task significance, experienced meaningfulness was controlled , for relationships involving autonomy, experience responsibility was controlled and for relationships involving feedback, knowledge for results was controlled.*

To investigate the second equation further, each outcome variable are regressed against three variables (psychological states) and eight variables (psychological states and job dimensions) to determine the incremental impact on controlled outcomes variance of the five job dimensions. It is clear that the addition of the job dimensions does not have a substantial effect on controlled variance in the multiple regression equations (Table - 3.25 to 3.28). This results supports the model sequence wherein critical psychological states bear directly upon job-related outcomes.

TABLE - 3.25

MULTIPLE REGRESSIONS PREDICTING THE OUTCOME MEASURES FROM ALL PRIOR VARIABLES COMPARED TO PREDICTIONS FROM THE PSYCHOLOGICAL STATES ONLY. [FOR L.I.C.I SALES PERSONS].

OUT COMES	SUMMARY STATISTICS			
	Multiple Correlation for the Full 8 - variable equation.	R^2 for The 3 variable equation. (Psychological states only)	R^2 for the full 8-variable equation	Increase In R^2 by adding the 5 job dimensions to the equation
Internal motivation	0.48[a]	0.32	0.34	0.02
General satisfaction	0.53[a]	0.43	0.44	0.01
Growth satisfaction	0.55[a]	0.42	0.46	0.04

a. significant $p < 0.01$;
b. significant $p<0.05$.

TABLE - 3.26

MULTIPLE REGRESSION PREDICTING THE OUTCOME MEASURES FROM ALL PRIOR VARIABLES COMPARED TO PREDICTIONS FROM THE PSYCHOLOGICAL STATES ONLY. [FOR E.I.P.W.L. SALES PERSONS].

OUT COMES	SUMMARY STATISTICS			
	Multiple Correlation for the Full 8 - variable equation.	R^2 for The 3 variable equation. (psychological states only)	R^2 for the full 8-variable equation	Increase In R^2 by adding the 5 job dimensions to the equation
Internal motivation	0.60[a]	0.35	0.38	0.03
General. satisfaction	62[a]	0.46	0.50	0.04
Growth satisfaction	0.64[a]	0.48	0.52	0.04

a. significant $p < 0.01$;
b. significant $p<0.05$.

TABLE - 3.27

STANDARDISED REGRESSION WEIGHTS

(FOR THE FULL EQUATION) [FOR L.I.C.I SALESPERSONS].

OUTCOMES	Experienced Meaningfulness	Experienced Responsibility	Knowledge of results	Skill Variety	Task Identity	Task significance	Autonomy	Feedback
Internal motivation	0.15[a]	0.32[a]	0.01	0.07[b]	-0.03	0.01	0.03	0.01
General satisfaction	0.51[a]	0.10[a]	0.14[a]	-0.04	-0.02	-0.03	0.01	-0.02
Growth satisfaction	0.42	0.08[a]	-0.03	0.07[a]	0.00	0.00	0.12[a]	0.09[a]

a. significant $p < 0.01$;
b. significant $p < 0.05$.

TABLE - 3.28

STANDARDISED REGRESSION WEIGHTS (FOR THE FULL EQUATION)

[FOR E.I.P.W.L. SALESPERSONS].

OUTCOMES	Experienced Meaningfulness	Experienced Responsibility	Knowledge of results	Skill Variety	Task Identity	Task significance	Autonomy	Feedback
Internal Motivation	0.18[a]	0.35[a]	0.03	0.09 b	-0.04	0.03	0.05	0.01
General Satisfaction	0.54[a]	0.12[a]	0.18[a]	-0.02	-0.07	-0.05	0.02	-0.01
Growth Satisfaction	0.45[a]	0.10[a]	-0.01	0.09[a]	0.00	0.00	0.15[a]	0.11[a]

a. significant at $P < 0.01$;
b. significant at $P < 0.05$

The third question was answered by regressing each outcomes variable against all five job dimensions and then against only the job dimensions specified in Figure-2.1 (Job characteristics Model as sales motivation, Chapter-2, Section -2.2.) The addition of job dimensions that were not predicted by the model to affect psychological states resulted in extremely small increases in predictive ability for equations involving experienced meaningfulness of work and knowledge of results (Table- 3.29 to 3.32). Also presented are the standardised regressions weights for each equation. The experienced - responsibility for work- outcomes equation is inconsistent with expected results. According to the model, only autonomy should be related to experienced responsibility, however, the standardised regression coefficients for other job dimensions are as large as, or larger than, the standardised regression coefficient for

autonomy . Task identity and feedback are also in variance with the posited relationships in the experienced - meaningfulness of work equation.

TABLE - 3.29

MULTIPLE REGRESSIONS PREDICTING THE PSYCHOLOGICAL STATES FROM ALL JOB DIMENSION COMPARED TO PREDICTIONS FROM THE MODEL SPECIFIED JOB DIMENSIONS ONLY [FOR L.I.C.I SALESPERSONS].

OUT COMES	SUMMARY STATISTICS			
	Multiple correlation (R) for the full equation (all 5 job dimension).	R^2 for model specified job dimensions only (@)	R^2 for the full equation (all 5 job dimensions).	Increase in R^2 by adding to the regression those job dimensions not specified by the model.
Experienced Meaningfulness	0.46[a]	0.18[b]	0.24[b]	0.06
Experienced Responsibility	0.42[b]	0.06[b]	0.19[b]	0.13
Knowledge of Results-	0.53[b]	0.19[b]	0.24[b]	0.05

a. significant $p < 0.01$;
b. significant $p < 0.05$.

TABLE - 3.30

MULTIPLE REGRESSIONS PREDICTING THE PSYCHOLOGICAL STATES FROM ALL JOB DIMENSION COMPARED TO PREDICTIONS FROM THE MODEL SPECIFIED JOB DIMENSIONS ONLY [FOR E.I.P.W.L ALESPERSONS].

OUT COMES	SUMMARY STATISTICS			
	Multiple correlation (R) for the full equation (all 5 job dimension).	R^2 for model specified job dimensions only (@)	R^2 for the full equation (all 5 job dimensions).	Increase in R^2 by adding to the regression those job dimensions not specified by the model.
Experienced Meaningfulness	0.58 [b]	0.26 [b]	0.33 [b]	0.07
Experienced Responsibility	0.51 [b]	0.11 [b]	0.26 [b]	0.15
Knowledge of Results-	0.61 [b]	0.34 [b]	0.37 [b]	0.03

b significant at $p < 0.01$.

@ The model specified job dimensions used in computing these regressions are: Skill variety, task identity and Task significance to predict experienced meaningfulness, autonomy to predict experienced responsibility, and feedback to predict knowledge of results.

TABLE - 3.31

STANDARDISED REGRESSION WEIGHT [FOR L.I.C.I. SALESPERSONS].

OUT COMES	Skill variety	Task Identity	Task Significance	Autonomy	Feedback
Experienced Meaningfulness	{0.18 [b]	-0.00	0.14 [b] }	0.04 [c]	0.18 [b]
Experienced Responsibility	0.16 [b]	0.12 [b]	0.01	{0.12 [b] }	0.12 [b]
Knowledge of Results	0.02	0.01	0.02	0.03	{0.44 [b] }

TABLE - 3.32

STANDARDISED REGRESSION WEIGHT [FOR E.I.P.W.L. SALESPERSONS].

OUT COMES	Skill variety	Task Identity	Task Significance	Autonomy	Feedback
Experienced Meaningfulness	{0.24 [b]	0.00	0.20 [b] }	0.10 [c]	0.25 [b]
Experienced Responsibility	0.21 [b]	0.15 [b]	0.04	{0.17 [b] }	0.18 [b]
Knowledge of Results-	0.08	0.04	0.07	0.07	{0.50 [b] }

b. significant at $p < 0.01$;
c. significant at $p < 0.05$

Note : Regression Co-efficient for the model specified job dimension are bracketed in the table.

The results of this study of sales personnel are generally consistent with results reported by Hackman and Oldham (1974 to 1980) in other job settings. While most of the relationships posited by the model were validated in this research, a few problem areas were also identified. The highly significant correlations between work outcomes and both job characteristics and psychological states supply credence to the concept that job-related factors impact upon the satisfaction and motivation of salespersons. It would appear that the internal motivation, general satisfaction and growth satisfaction of salespeople of L.I.C.I. and E.I.P.W.L. are positively related to the ways they perceive the characteristics of their positions and their psychological states. But salespersons of E.I.P.W.L are reacted more positively than the salespersons of L.I.C.I.

The basic configuration of the model (Figure 2.1) is supported by the data presented in Tables 3.23 to 3.32. While both perceived job characteristics and psychological states of the salespersons correlate significantly with outcome measures, it is clear that they each play a separate, independent role. Moreover, the sequence of this model is validated in that the job characteristics are demonstrably mediated by the psychological states. Again these data are similar to the original findings of Hackman and Oldham (1974a), and in many cases the correlation coefficients are very close to those cited in the validation efforts that precede this research.

Not fully validated in this study of salespersons are some of the relationships between job characteristics and psychological states. While the regression equation for the knowledge-of-results variable employs standardised regression weights as predicted, the regression equations for the other two psychological states show somewhat mixed results.

The regression weight for autonomy was slightly less than for feedback and skill variety in the experienced-responsibility equation in both the case of L.I.C.I. and E.I.P.W. A possible explanation for this finding is that sales personnel expect autonomy; it is the very nature of their job. For the same reason feedback is not strongly related to experienced responsibility; hence, the standardised regression weight may be less than anticipated and slightly less than two to the other variables in the equation.

Similarly, a low task identity regression weight and a high feedback weight may also be reflective of the unique qualities of the sales role. For salespeople in the field, regular and clear feedback may be an important source of meaningfulness in their jobs. The sales job is not one in which we would expect task identity to be as important.

Finally, from a conceptual perspective these results yield little insight regarding how job characteristics cause high levels of personal and work outcomes for salespersons. This same criticism has been raised by others who have studied the JCM (Steers and Mowday 1977, p. 652). Thus, though the JCM appears to be generally applicable in the industrial sales setting, it does not provide explanation about the exact nature of the demonstrated relationships.

3.20 CONCLUSIONS

The results of this research study are quite significant as most of the relationships hypothesised for the influence of both job (re) design and leadership behaviour on motivational components are supported. A major conclusion emerging from this study is that when the motivation construct is separated into its components, certain components are more strongly influenced by job dimensions and leadership characteristics variables than others. For examples, job dimensions variables are shown to produce relatively stronger influence on intrinsic than on extrinsic dimensions of instrumentality and motivation. Among job dimensions variables, skill variety, task identity task significance and job autonomy do not significantly influence the expectancy component of salespersons motivation.

On the other hand leadership characteristics variables have significant influence on salespersons extrinsic motivation as compared to their intrinsic motivation. The impact of leadership characteristics on salesperson performance may not be as effective as key job dimensions.

As a whole many of these findings are inconsistent with the "conventional wisdom" of sales executives who have traditionally relied on monetary rewards to motivate salespersons, assuming that motivation related to intrinsic rewards (e.g. feeling of accomplishment, interesting work) is derived from the inner self and the organisations has little power to influence it. From a managerial perspective, therefore, understanding the nature of different components of salesperson motivation and their organisational climate antecedents may be very useful.

The job characteristics model (JMC) of salesperson motivation has been applied in this study. An empirical application of this model to the sales position of E.I.P.W.L and L.I.C.I is presented in this research work. The model appears to have potential in the study of sales force motivation and satisfaction. The results of this study of sales personnel are generally consistent with results reported by Hackman and Oldham (1974a, 1974b, 1975 and 1980), Walker, Churchill and Ford (1976, 1979, 1981), and P.K. Tyagi (1982, 1985), in other job settings also. A few problem areas were also identified, while most of the relationships posited by the model were validated in this research.

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CHAPTER - IV

MOTIVATIONAL PROFILES : INTER COMPANY COMPARISON

4.1. INTRODUCTION

A comprehensive study has been made on different involvement scales, estimation of reliability and validity, different multivariate tools used in this study was presented in the previous chapter. But now we shall concentrate our study on measurement of salesperson's motivational profiles and investigating the relationship between different facets of motivation using mean scores in job dimensions, psychological states and leadership characteristics separately for the two groups of salespersons working in different two sectors namely private and public sector undertaking.

This chapter will particularly try to show whether it is possible to distinguish between the motivational profiles of the salespersons of two companies (i,e, E.I.P.W.L. Ltd. and L.I.C.I) on the basis of the average profiles of different components on the three facets i,e job dimensions, psychological states and leadership characteristics identified in the previous chapters. Moreover, the difference between the mean scores on other variables considered relevant for this study will also be presented along with mean motivational scores to unfold perceptual differences between the two category of salespersons. For this purpose, both parametric and nonparametric statistical tools will be applied to test the nature and extent of variations between the average characteristics of the two groups of salespersons.

4.2. MOTIVATIONAL PROFILES : A COMPARATIVE ASSESSMENT

In this chapter, different statistical tools have been used for comparing motivational components and other related variables of salespersons of two companies. In the first stage different parametric tests have been used and for reconciliation of the finding nonparametric tests have also been applied. We have taken basic assumption in computation that the probability distributions of the variables follow normal distribution and of same population.

(a) Test of difference of means

The results in tables (4.1 to 4.3) are self explanatory. It give us information about significant differences in various characteristics between the two groups of salespersons. So the problem here is to examine if two sample mean are equal or not under this test. It is hypothesised that there is no difference in the average scores of the characteristics of the two groups of salespersons. For most of the

variables considered in our study, significant differences have been observed. Almost considering all the variables of job dimensions, leadership characteristics and psychological states a peculiar picture evolved that the score of E.I.P.W.L. salespersons are higher than the corresponding mean-scores of the L.I.C.I'S salesperson. But out of that leadership character variables of E.I.P.W.L has a greater impact on motivation than that of variables of job dimension and psychological states. Similarly in the case of L.I.C.I, variables of psychological states has a greater influence on motivation rather than variables of job dimensions and leadership characteristics.

An intensive study of motivational components i,e, job dimensions, leadership characteristics and psychological states, reveal some interesting results. The significant differences have been observed for all the dimensions of the motivational facets. The mean are sufficiently large for both the group of salespersons which is most probably due to the involvement of professional attitude. In the previous chapter we have seen the impact of job dimension on different motivational component. Job dimension has got some positive reactions on motivation. So in this section study revealed that the mean score of job skill variety of salespersons of E.I.P.W.L is much higher than the corresponding mean scores of salespersons of L.I.C.I . The same type of reaction have seen in case of task identity, task significance and job feedback also. But almost reverse results have seen in job autonomy and agent feedback variable of E.I.P.W.L salespersons. Where mean score of job autonomy and agent feedback variable of L.I.C.I salespeople is higher than the corresponding mean scores of E.I.P.W.L salespeople. From this result we come to an inference that most probably salespeople of E.I.P.W.L enjoy more variety in their job dimensions than L.I.C.I salespeople. Task identity and task significance conception of salesperson of E.I.P.W.L is more clear than the salesperson of L.I.C.I. The sales representative of E.I.P.W.L is more dynamic and conceptual, rather to say more professional about their job situation than L.I.C.I agents. But medical representative are not enjoying higher autonomy for taking decision about their working strategy, where as L.I.C.I agents can move on his own and have the right to took decision about his working policy. As a whole we can say that all the variables of job dimensions for both the category of salespersons react positively on motivational component.

Similar analysis can be made for the leadership characteristics based on the average score on various facets of motivation and other related variables. It is also interesting to note that leadership characteristics has a greater influence on

motivation than job dimension and psychological states of medical representative (E.I.P.W.L). The mean score of leadership characteristics variables of medical representative (E.I.P.W.L) is higher than corresponding mean score of L.I.C.I. agents.

The study revealed that the area managers of E.I.P.W.L are more supportive and trustworthy person and also create higher motivation than the development offices of L.I.C.I. In that situation, interaction within the area manager and representative facilitated way to the attainment of sale target (i,e Goal) and also create positive psychological influence for higher motivation. Development officers as supervisor are not interacted and facilitated the L.I.C.I. agents for creating high psychological influence towards motivation as area managers of E.I.P.W.L. do. Only exception is that mean score of hierarchical influence of L.I.C.I agents more than the Medical Representative of E.I.P.W.L. Area manager means supervisor of E.I.P.W.L. the company as well as development officer of L.I.C.I.

TABLE - 4.1

COMPARISON OF MEAN MOTIVATIONAL FACETS AND OTHER RELATED VARIABLES [JOB DIMENSIONS]

VARIABLES	L.I.C.I (S)		E.L.P.W.L. (S)		Difference of mean
	MEAN	S.D.	MEAN	S.D.	
Job Skill Variety (x_1)	13.06	1.52	15.00	0.36	(-)1.94[a]
Task identity (X_2)	15.09	2.65	16.29	1.02	(-)1.20[a]
Task significance (X_3)	9.56	2.23	12.12	1.82	(-)2.56[b]
Job autonomy (X_4)	11.46	1.03	10.64	2.34	0.82[a]
Job feedback (X_5)	14.02	1.46	15.04	1.19	(-)1.02[b]
Agent feedback (X_6)	16.35	2.06	13.85	2.52	2.50[a]
S= salespersons, S.D= Standard deviation.					

a : $P<0.01$,
b : $P<0.05$,

TABLE - 4.2

COMPARISON OF MEAN MOTIVATIONAL FACETS AND OTHER RELATED VARIABLES [LEADERSHIP CHARACTERISTICS]

VARIABLES	L.I.C.I (S)		E.L.P.W.L. (S)		Difference of mean
	MEAN	S.D.	MEAN	S.D.	
Trust and support (X_{10})	13.28	0.92	14.75	0.78	(-)1.47[b]
Goal emphasis (X_{11})	9.92	1.15	11.52	1.21	(-)1.60[b]
Interaction and Facilitation (X_{12})	10.23	2.81	12.62	0.98	(-)2.39[a]
Psychological influence (X_{13})	11.08	1.34	15.02	1.24	(-)3.94[a]
Hierarchical influence (X_{14})	8.42	2.31	7.10	2.42	1.32[b]
S= Salespersons, S.D= Standard deviation.					

a : P<0.01,

b : P<0.05,

Similar analysis can be made for testing psychological states based on the average score on various facets of motivation and other related variables. It is also interesting to note that mean score of experienced meaningfulness of work and knowledge of results of L.I.C.I agents have been observed higher values than corresponding value of medical representative. It may reveal that agents of L.I.C.I get more motivation. If they have the conception about meaning of the work. What they have done for the customer. But on the other hand the mean-score of experienced responsibility of work outcomes of E.I.P.W.L salespersons slightly higher than corresponding mean-score of L.I.C.I agents. It indicate that responsibility of work have greater influence on motivation for both group of salespersons.

TABLE - 4.3

COMPARISON OF MEAN MOTIVATIONAL FACETS AND OTHER RELATED VARIABLES (PSYCHOLOGICAL STATES)

VARIABLES	L.I.C.I (S)		E.L.P.W.L. (S)		Difference of mean
	MEAN	S.D.	MEAN	S.D.	
Experienced meaningfulness of work (X_7)	13.24	2.42	11.07	1.13	2.17[a]
Experienced responsibility of work outcomes (X_8)	12.47	1.45	13.28	2.03	(-)0.81[b]
Knowledge of results (X_9)	15.06	1.08	14.21	0.98	0.85[a]
S= salespersons, S.D= Standard deviation.					

a: P<0.01,

b: P<0.05.

It is now clear to us from the above discussion that the scores on motivational facets differ considerably for the two group of salesperson for this study. The analysis will be more effective and accurate if we relate other variables to predict effects of these variables on the behaviour of salespersons. In the following section a simple statistical tools named "Distance Analysis "has been employed to identify variables than can discriminate between two groups of salespersons.

Moreover, to test scale sensitivity it is necessary to investigate the extent to which ratings provided by a scale are able to discriminate between respondents who differ with respect to the construct being measured. Since the sensitivity of a scale is tied to its reliability and focuses specifically on its ability to detect subtle differences in attitudes being measured, an univariate distance analysis would be quite useful to examine whether differences in attitudes in score reflect real differences and not random fluctuations.

(b). DISTANCE ANALYSIS

We have seen in the previous section 4.2 (a) of our study that the mean score of antecedents of motivation differ for the two groups of salespersons. As a sequel to this, it would be logical to investigate the extent of distinction achieved by these variables. In this juncture it is essential to measure the degree of overlap between the two groups of salesperson with respect to different variables. "Mahalnobis standardised distance analysis" (P.C. Mahalnobis, 1936) model can be used for obtaining the probability of misclassification of object. In this method, the distance between two groups is define as being equal to [d/s]. Where "d" is the difference between the means for certain variable of the two groups and "s" being an estimate of their common standard deviation. If the variables are normally distributed and have identical variances in both groups and the size of the two samples are equal, there exist a simple relationship between [d/s] and the chances of misclassification. Some values of this probability of misclassification for definite value of [d/s] are reproduced below .

TABLE - 4.4

STANDARDISED DISTANCE AND CORRESPONDING PROBABILITIES

d/s	Probability of misclassification (%)
0.00	50
0.25	45
0.50	40
0.77	35
1.05	30
1.35	25
1.68	20
2.07	15
2.56	11
3.29	5
4.65	1

Source : Cited in Bhattacharya, D., Unpublished Ph.D dissertation, N.B.U. - 2001

The above figures show that the two groups are indistinguishable when [d/s] 0.000. Under this situation the probability of misclassification is maximum. The general relationship is that, if the difference between the means increases and the estimates of their common standard deviation decrease, the chance of misclassification also decreases.

The mean differences, common standard deviation and standardised distance between the two groups of salespersons are classified their position for the three components of motivation. Which are represented in table 4.5 to 4.7.

TABLE - 4.5

STANDARD DISTANCE BETWEEN L.I.C.I AND E.I.P.W.L SALESPERSONS JOB DIMENSIONS ANALYSIS.

Variables	Difference (d)	Common standard deviation (s)	d/s
X_1	1.94	1.55	1.25
X_2	1.20	2.36	0.51
X_3	1.44	2.21	0.65
X_4	0.82	1.65	0.50
X_5	1.02	1.46	0.70
X_6	2.50	2.52	0.99

TABLE - 4.6

STANDARD DISTANCE BETWEEN L.I.C.I AND E.I.P.W.L SALESPERSONS PSYCHOLOGICAL STATES ANALYSIS.

Variables	Difference (d)	Common standard deviation (s)	d/s
X_7	2.17	2.31	0.94
X_8	0.81	1.80	0.45
X_9	0.85	1.22	0.70

TABLE - 4.7

STANDARD DISTANCE BETWEEN L.I.C.I AND E.I.P.W.L SALESPERSONS LEADERSHIP CHARACTERISTICS ANALYSIS.

Variables	Difference (d)	Common standard deviation(s)	d/s
X_{10}	1.47	1.12	1.31
X_{11}	1.60	1.40	1.41
X_{12}	2.39	2.61	0.92
X_{13}	3.94	2.28	1.73
X_{14}	1.32	2.43	0.54

The value of (d/s) presented in the above table clearly show that for a few variables, the distance between the two group of salespersons is quite significant. Most of all the variables have a (d/s) value greater than (0.50) indicating hereby nearly 35 % to 40% chance of misclassification. In some cases, the (d/s) ratio is greater than one which implies that the chances of misclassification would be 20% to 30%.

An analysis be can drawn on the discriminating power of some variables. For eleven, out of fourteen variable, studied in three motivational facets possess a fairly good degree of discriminating power. Among various motivational facets, job skill variety, leader trust and support and psychological influence is found to be very strong and consistent discriminator for different motivational component. Since the average probability of misclassification ranges between 20% to 25 % [Table-4.8].

TABLE - 4.8

STANDARDISED DISTANCE AND CORRESPONDING PROBABILITIES OF THREE INVOLVEMENT FACETS OF MOTIVATIONAL COMPONENTS

Variables	d/s	Probability Misclassification (%)
X_1	1.25	25
X_2	0.51	40
X_3	0.65	35
X_4	0.50	40
X_5	0.70	35
X_6	0.99	30
X_7	0.94	30
X_8	0.45	40
X_9	0.70	35
X_{10}	1.31	25
X_{11}	1.14	30
X_{12}	0.92	30
X_{13}	1.73	20
X_{14}	0.54	40

From table 4.5 we came to know that most of the variables have on an average of 30% to 40 % probability of misclassification for job dimension. For variable job skill variety (X_1), we find that it can well discriminate the two groups of salespersons and the probability of misclassification was 25 %. As a whole we can say that all the variable of job dimension component of motivation found to be a good discriminator and their chance of misclassification was very high. Similar results have been found in psychological state and leadership characteristics also.

For example, in leadership characteristics, psychological influence variable (X_{13}) and trust and support variable (X_{10}) have on an average of 20 % to 25% probability of misclassification. They found to be a good discriminator and chance of misclassification was very high.

From that section we can conclude that the univariate distances between different variables for the two groups are quite significant. In general it may be mentioned at this stage that the findings of the distance analysis and test of

difference of means do not contradict each other. The motivational profiles of two groups of salesperson along with other related perceptual variables do show significant variation. Another alternative to test whether salespersons do really show significant variation with regard to various score on different motivational facets, it would be useful to employ a few non-parametric tests which are frequently employed under similar circumstances.

4.3 NON - PARAMETRIC STATISTICAL ANALYSIS

The statistical test described in this section require an important assumption to be met if they are to be correctly applied. This assumption is that population of data from which a sample or samples are drawn is normally distributed. These statistical tests allow considerable latitude and deviations from normality. The central limit theorem, for instance, allows the normality assumption to be by passed for samples sufficiently large. If the distribution from which a sample is drawn is badly skewed or is otherwise grossly non-normal, however, for smaller samples these statistical tests will not yield meaningful result.

A second assumption upon which most of the tests is that meaningful sample statistics, such as the mean and standard deviation, can be derived from the sample (s) and used to estimate the corresponding population parameters. Data which are nominal in nature or ordinal (ranked) do not yield such meaningful results.

Statisticians have devised alternate procedures which can be used to test hypotheses about data which are non- normal or for which meaningful sample statistics cannot be calculated. Since these test do not depend on the shape of the distribution, they are called distribution free tests. These tests do not depend upon the population parameters, such as the mean and the variance, they are also called nonparametric tests. Particularly in psychological or in marketing research studies, where the basic assumptions underlying the parametric tests are not valid or one does not have the knowledge of the distribution of the population parameter being tested.

In our present study, the data received from different characteristics of two independent samples are unequal in size. Several nonparametric tests are there to study whether two independent groups differ in central tendencies. Here we have applied two very popular nonparametric methods viz. the Mann- Whitney - U test and the median test to support our earlier findings which have been based on parametric test.

(a). A rank sum test: the Mann - Whitney U- test

The Mann-Whitney-U test helps us to determine whether two samples have come from identical population. If it is true that the samples have come from the same population it is reasonable to assume that the means of the ranks assigned to the values of the two samples are more or less the same. It is a nonparametric substitute for the parametric "t" test. Two basic conditions must have to be secure for application of the U-test.

i,e, data have been obtained :

(1) On ordinal measurement.

(2) in terns of ranks.

The data which have been obtained in the form of score, should be converted into rank without loss of information for application of the Mann- Whitney U test. The sample of our study have been categories from two population namely:-

(a) Salespersons belonging to life insurance corporation of India (a Govt. sector)

(b) Salespersons belonging to East India Pharmaceutical (a Private. sector)

The sample observations of Mann - Whitney test for the three component of motivational facet are presented in table (4.9 to 4.14). It is interesting to observe that the result of these tests have a close resemblance with the results of parametric test carried out in the previous sections.

TABLE - 4.9

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF JOB DIMENSION VARIABLES FOR L.I.C.I. SALESPERSONS.

VARIABLES	U-STATISTIC	Z-VALUES
X_1	2749	(-)2.2035[a]
X_2	2154	(-)4.0739[a]
X_3	3106	(-)1.0814[b]
X_4	1556	(-)5.9537[a]
X_5	1923	(-)4.8001[a]
X_6	1626	(-)5.7337[a]

a : $p<0.001$;

b : $p<0.01$.

TABLE - 4.10

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF PSYCHOLOGICAL STATES VARIABLES FOR L.I.C.I. SALESPERSONS.

VARIABLES	U-STATISTIC	Z-VALUES
X_7	1023	(-)7.6292[a]
X_8	924	(-)7.9404[a]
X_9	1335	(-)6.6484[a]

TABLE - 4.11

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF LEADERSHIP CHARACTERISTICS VARIABLES FOR L.I.C.I. ALESPERSONS.

VARIABLES	U-STATISTIC	Z-VALUES
X_{10}	2550	(-)2.8291[b]
X_{11}	1870	(-)4.9667[a]
X_{12}	1642	(-)5.6834[a]
X_{13}	1126	(-)7.3054[b]
X_{14}	2722	(-)2.2884[b]

TABLE - 4.12

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF JOB DIMENSION VARIABLES FOR E.I.P.W.L. SALESPERSONS

VARIABLES	U-STATISTIC	Z-VALUES
X_1	2150	(-) 4.0865[a]
X_2	3056	(-)1.2385[b]
X_3	3142	(-)0.9682
X_4	1423	(-)6.3706[a]
X_5	1945	(-)4.7309[a]
X_6	1757	(-)5.3219[a]

a : $p<0.001$;
b : $p<0.01$

TABLE - 4.13

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF PSYCHOLOGICAL STATES VARIABLES FOR E.I.P.W.L. SALESPERSONS.

VARIABLES	U-STATISTIC	Z-VALUES
X_7	1678	(-) 5.5702[a]
X_8	2295	(-) 3.6307[a]
X_9	1756	(-) 5.3250[a]

TABLE - 4.14

A RANK SUM (MANN-WHITNEY STATISTIC) TEST OF LEADERSHIP CHARACTERISTICS VARIABLES FOR E.I.P.W.L. SALESPERSONS.

VARIABLES	U-STATISTIC	Z-VALUES
X_{10}	2230	(-)3.8350[a]
X_{11}	1607	(-)5.7934[a]
X_{12}	1424	(-)6.3687[a]
X_{13}	1275	(-)6.8370[a]
X_{14}	2532	(-)2.8876[b]

a : $p<0.001$;
b : $p<0.01$

In the sample observations, a large number of ties were encountered while converting scores on several variables into ranks. Another nonparametric test like the median test should be employ before giving any comment on the confirmation of the findings of Mann-Whitney tests with the results of parametric test.

In our study the primary benefit of employing the median test is that ties can be avoided. The researcher should very careful about the application of median test. Because several scores may fall right at the combined median. So in that situation we have two specific options.

(1) The scores may be divided into two group i.e. (a) scores that exceed the median and (b) scores that do not.

(2) If n is large, and only a few cases may be dropped. We preferred the first method while performing this test according to Sigeland Castellan, Jr (1988).

(b). THE MEDIAN TEST.

The information received from median test is likely that two independent group, not necessarily of the same size have been drawn from population with the same median. The median test also examines the null hypothesis like Mann-Whitney U test. The hypothesis are as follows.

(1) Two independent samples are from identical population against the alternative hypothesis.

(2) Independent samples have different locations parameters and a non-directional hypothesis.

Table 4.15 to 4.20 give us information about the findings of median test based on the value of computed χ^2 support. The outcome of the nonparametric Mann - Whitney test in the previous section may be consider with the findings of parametric test. It ravel that a significant variation have been observed between the median score for the different motivational facets and other perceptual variables of different motivational components.

TABLE - 4.15

MEDIAN TEST RESULTS OF

JOB DIMENSION VARIABLES FOR L.I.C.I. SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_1	14.00	16.17[a]
X_2	11.00	9.52[b]
X_3	12.00	10.67[c]
X_4	10.00	34.21[a]
X_5	9.50	19.24[a]
X_6	8.00	26.32[a]

TABLE - 4.16

MEDIAN TEST RESULTS OF

PSYCHOLOGICAL STATES L.I.C.I. SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_7	15.00	6.86[a]
X_8	12.00	6.25[a]
X_9	10.00	4.36[b]

a : $p<0.001$, b : $p<0.01$, c : $p<0.05$; d : $p<0.10$.

TABLE - 4.17

MEDIAN TEST RESULTS OF

LEADERSHIP CHARACTERISTICS L.I.C.I. SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_{10}	8.00	7.56[a]
X_{11}	10.00	12.29[b]
X_{12}	7.00	12.80[b]
X_{13}	4.00	0.66
X_{14}	6.00	3.74[d]

TABLE - 4.18

MEDIAN TEST RESULTS OF

JOB DIMENSION VARIABLES FOR E.I.P.W.L's SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_1	16.00	18.56[c]
X_2	14.00	42.12[a]
X_3	16.00	30.46[b]
X_4	18.00	24.04[b]
X_5	10.00	16.24[c]
X_6	12.00	10.67[a]

TABLE - 4.19

MEDIAN TEST RESULTS OF

PSYCHOLOGICAL STATES E.I.P.W.L's SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_7	16.00	38.02[a]
X_8	12.00	14.08[d]
X_9	10.00	7.46[a]

a:$p<0.001$, b: $p<0.01$, c:$p<0.05$, d:$p<0.01$.

TABLE - 4.20
MEDIAN TEST RESULTS OF
LEADERSHIP CHARACTERISTICS E.I.P.W.L'S SALESPERSONS

VARIABLES	COMBINED MEDIAN	χ^2 STATISTICS
X_{10}	12.00	14.67[a]
X_{11}	10.00	10.39[b]
X_{12}	9.00	12.38[a]
X_{13}	8.00	15.38[a]
X_{14}	8.00	7.56[a]

a : $p<0.001$,
b : $p<0.01$,

4.4. FINDINGS AND INTERPRETATION

The analysis provided in tables 4.1 to 4.3 [Section 4.2(a)] help to identify the variables that can statistically show significant differences in various characteristics between the two groups of salespersons. The results presented in different tables are self explanatory. Significant differences have been observed for most of the variables considered in our study.

A careful study of the variable wise score also reveal some peculiar results. For example, In case of job dimensions, skill variety (x_1) mean are sufficiently large for both the group of salespersons. Which is due to the eagerness of the salesperson not doing same type of work day by day . We think that it is overall sentiment of working people not doing monotonous type of work. The mean score of skill variety (x_1) of salespersons of E.I.P.W.L. is 15.00 higher than the mean score of L.I.C.I. salespersons i,e 13.06. It indicate that the professional attitude of salespersons of E.I.P.W.L. are more than that of L.I.C.I. salespersons. Similarly, mean score of task identify and task significance of salespersons of E.I.P.W.L. are 16.29 and 12.12 respectively. Which is higher than the corresponding results of L.I.C.I. salespersons i,e. 15.09 and 9.56 respectively. They are more reactive on motivational components of both the cases. The medical representative are smart and have the better knowledge about their selling products than the salespersons of L.I.C.I. But salespersons of L.I.C.I. enjoy more freedom than salespersons of E.I.P.W.L. which creat some negative reaction on motivational component of salesperson of E.I.P.W.L. than L.I.C.I. salesperson. The mean score of related variables of leadership

characteristics of E.I.P.W.L'S salespersons are higher than the mean score of same of L.I.C.I. salespersons. Which Communicate important dimensions that the leadership characteristics has greater impact on motivation of salespersons of E.I.P.W.L. than salespersons of L.I.C.I. One of the important reason is that the leader of the E.I.P.W.L. i.e, Area Manager, was a promoted person from salesrepresentative and have the knowledge about various problems of sales persons. So, he can put his best effort for overcoming the different problems of salespersons and get motivate them. But in case of L.I.C.I. the leader i.e. Development Officer is not a promoted people from L.I.C.I. Agents. He is directly recruited employee of the company. So, he is not conversant with the various problem faced by the agents of L.I.C.I. But by nature they cannot put their best efforts to the motivational component of L.I.C.I. salespersons.

As a whole we can conclude from section (4.2) in this chapter that all the relative variables i.e. job dimensions, leadership characteristics and psychological states are created more positive reaction of motivation. If we can rearrange and reconstruct both job setting and leadership style with the changing philosophy of the dynamic business world. The salespersons of both the companies can motivate better way.

In the section 4.2(a) we used to measure the degree of overlap between the two groups of salesperson with respect to different variables by "Mahalnobis standardised distance analysis". It is used for obtaining the probability of misclassification of object. From this section we can conclude that different motivational facets i,e. skill variety, task significance, leader trust & support and psychological influence etc. are found to be very strong and consistent discriminator for motivational component and the univariate distances between different variables for the two groups are quite significant. It is also important that the findings of the distance analysis and test of difference of means do not contradict each other. A few nonparametric tests viz. a rank sum-test, the Mann - Whitney- U-test and median test, have been employed for showing significant variation with regard to various score on different motivational facets (Section 4.3). With the Mann-Whitney U-test, we can test the null hypothesis $\mu_1 = \mu_2$ without assuming whether the population sampled have roughly the shape of normal distribution. This test helps us to determine whether two samples have come from identical population. If it is true that the samples have come from the same population, it is reasonable to assume that the means of the ranks assigned to the values of the two samples are more or less the same. The alternative hypothesis is that the means of the population are not equal and if this is the case, most of the smaller rank will go to the values of one

sample. While most of the higher ranks will go to those of the other sample. For small samples, if both the two sample sizes are less than 10 (some statisticians say 8) special tables must be used, and if U-is smaller than the critical value. Null hypothesis can be related to the standard normal curve by the Z-test.

In using this statistics, it is unimportant whether the larger or smaller value obtained from the formulae is used. The values of Z- is numerically equal, but opposite in sign. It is noted that tied observations are again given the mean of common ranks. The various statistical tests discussed in the previous section are based on the assumption that we are dealing with random sample. However, there are many situations in which it is difficult to decide this assumption is justifiable. This is particularly true when we have little or no control over the selection of the data.

However, while converting scores on several variables into ranks a large number of ties were encountered in the sample observations. When tied scores occur, we gave each of the tied observations the average of the ranks that would have been assigned had no ties occurred. As such, before commenting specifically on whether the findings of the Mann - Whitney tests confirm the results of the parametric test it would be prudent to employ other nonparametric test like the median test.

In the section 4-3(b) we deals with the two sample median test like the U-test. The median test is also meant for the null hypothesis that two independent samples are from identical distributions against the alternative that they have different location parameters (medians). The alternative may also be one-sided (meaning that the median of one distribution is greater than that of the other). The test may be used with data presented in at least an ordinal scale.

4.5. CONCLUSION

In this chapter we try empirically to carried out the possibility to discriminate between the two groups of salespersons of two company on the basis of motivational facets i,e, job dimension, psychological states and leadership characteristic.

It emerge clearly from the findings of this chapter that the average score of E.I.P.W.L.'S salespersons are higher than the corresponding mean-scores of L.I.C.I 'S salespeople. Among various motivational facets, job skill variety, leader trust and support and psychological influence is found to be very strong and consistent

discriminator for different motivational component.

From the findings of the univariate analysis in this chapter we can conclude that the distance between different variables for two group of salespersons are quite significant. And also identify the disparity between various antecedents of motivation and other perceptual variables of the two groups of salespersons.

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CHAPTER - V

CONCLUDING OBSERVATIONS

5.1 INTRODUCTION

The managerial and research implications of this study must be examined with prudent. *First,* the organisational, task, and constraint variables consist of measures of the salesperson's subjective beliefs. These subjective beliefs may differ from objective reality; consequently, managerial efforts to change these factors may not result in changes in the salesperson's beliefs. The managerial implications of the findings therefore are limited to the degree that the linkage between objective reality and subjective beliefs is uncertain. *Second,* only a limited sample of salespersons was examined and some of the findings may be unique to the sample. *Third,* some explanatory variables were redefined and the dimensions of the instrumentality variable were examined via factor analysis. A framework for understanding the work related motivation of salesperson has been described by the Job characteristics model. The results of these procedures may be unique to the sample. Although tempered by these limitations, the findings suggest several managerial and research implications that deserve attention in future studies.

The job characteristics model has been described and offered as a framework for understanding the work related motivation of salespeople. The JCM may be particularly well-suited for examining sales force motivation and performance. Hackman and Oldham (1974 a, p.20) have found that the job characteristics paradigm is especially applicable to jobs that are carried out more or less independently. In situations where employees are more independent of the total work environment, as are salespeople, the inherent characteristics of the jobs are most critical than for workers whose motivation and performance are more directly influenced by a range of other work related factors (e.g. Leadership or co- workers).

5.2 RESEARCH CONSIDERATION

The findings of the study should be particularly interesting to sales executives, because they have several important and potentially useful implications for practice.

1. Instead of attempting to view motivation as an aggregate concept, sales executives should focus on micro components of salesperson motivation (i.e., expectancy, intrinsic and extrinsic dimensions of instrumentality, and valence measures).

2. Attitude surveys should be conducted among salespersons on a frequent basis to measure components of motivation and their perceived organisational climate dimensions. Indices of the different levels of motivational components and organisation climate dimensions can be developed for the whole organisation and/or for the subsystems in the organisation. Current levels of motivational components and job dimensions then can be compared with such indices. This approach has not been used, as most attitude surveys in organisations focus only on satisfaction, and satisfaction levels tell little about motivation.

3. Sales executives should take steps to make appropriate adjustments in organisational climate (e.g., make jobs more challenging, offer more variety, avoid task conflict) to enhance the level of corresponding motivational components and organisational climate are regularly monitored over time, it should also be possible to measure and predict the changes in the motivational level among salespersons. Furthermore, it should be possible to gauge the impact of changes in organisational policies of supervision, pay, and promotion and the degree to which these rewards operate as motivators.

   Such implications should be viewed in the light of possible inaccuracies in perceptions of the organisational climate. Though the individual's perceptions are crucial in identifying the organisational climate, perceptions of climate may not accurately reflect realities. Consequently, managerial actions designed to change the climate may not produce the intended effect on salespersons perceptions of climate. Guion (1973) has suggested checking the accuracy of perceptions against external (objective) measures or at least validating against consensus of perceptions. It should be noted, however, that although accuracy would imply consensus, the obverse is not true because individuals may share inaccurate perceptions of a situation (James and Jones 1974).

4. Sales executives should attempt to determine how situation-specific job dimensions can influence perceived desirability of various intrinsic and extrinsic rewards. For example, an assessment can be made as to whether or not a certain type of challenging environment can increase the attractiveness of

intrinsic rewards, such as feelings of accomplishment and personal growth. Such an understanding can be useful for adjusting organisational climate dimensions to enhance that attractiveness of various intrinsic and extrinsic rewards which can be offered in a given job situation.

For the theorist, exploration of the Job characteristics model in a sales setting offers the opportunity to integrate into the marketing literature both a model and a validated method of measurement with substantial empirical support outside of the sales area. By defining the model's various concepts more precisely within the sales context, researchers will eventually be able to specify how such concepts interrelated. Definition and validation of the relational properties among the variable in the JCM would provide a needed theoretical base from which to launch a more complete understanding of sales force motivation and behaviour. As presented the model also provides the research framework to extend exploration into other sales related organisational and managerial issues. Several variables may moderate the relationship between job characteristics and individual responses to work. The JCM affords the opportunity to study the impact of such factors as need for achievement (Evans, Kiggundu and House 1979), organisational climate (Dunham 1977), leader-reward behaviour (Oldham-1976), or social structure of the work unit (Pierce, Dunham and Blackburn 1979) as they relate to job performance in setting.

5.3. IMPLICATIONS OF THE STUDY

One of the main messages that can be drawn from the findings of this study is that though job (re) design and leadership behaviour can be used to motivate salespersons to improve their performance, they affect different types of salesperson motivation to varied extents. While key job dimensions are more instrumental in affecting intrinsic motivation, leadership behaviour tends to be more effective in enhancing extrinsic motivation. Generally speaking, salesperson work motivation and performance can be more strongly influenced by redesigning work along key job dimension than by emphasising leadership behaviour. This may be partly true due to the unstructured nature of sales job, where salespersons prefer greater autonomy, and supervision may be effective only to a limited extent.

The following implications may be drawn on the basis of these results:

(a) *Determine salient rewards based on salesperson's perceptions.*

It is essential to find both intrinsic and extrinsic rewards that have valence for salespersons. It is important that salespersons perceptions of the desirability of rewards are measured. Thus, instead of attempting to change what salespersons want, managers should try to find out what they want.

(b) *Monitor salespersons perceptions of job characteristics, supervisor behaviour, and motivation regularly,*

Both intrinsic and extrinsic motivation of salespersons should be monitored regularly, along with the perceptions of key job dimensions and leadership behaviours. Such measures can be obtained by administering instruments such as those used in this study.

(c) *Develop specific guidelines for redesigning jobs.*

Management of East India Pharmaceutical Work Ltd. and Life Insurance Co. both should develop specific guidelines of change principles for redesigning jobs, that is indicating what types of changes in jobs are most likely to lead to improvements in key job dimensions. A number of guidelines that have been suggested and tested in organisational behaviour (Hackman and Oldham 1975, Nadler 1977, Walters and Associates 1975) include combining tasks to increase task identity and job skill variety and establishing sales person-client relationships to provide job feedback and skill variety. Skill variety may increase because of the need to develop and exercise one's interpersonal skill in managing and maintaining the relations with the client. Vertical loading strategies can be used to increase feeling of job autonomy. (i.e.. partially closing the gap between the "doing" and the "controlling " aspects of the job).

For example ; vertical loading can be accomplished by providing increased freedom to salespersons in time and territory management. It will be giving them an increased knowledge of the financial aspects of the job and increased control over budgetary matters affecting their work. Additionally, both formal and informal feedback channels can be established. Although there are various sources from which information about performance can come, it usually is advantageous for a salesperson to learn about his/her performance directly as the task is done (job feedback) - rather than from management on an occasional basis.

(d) *The role of the supervisor's :*

The supervisor has an important role in creating, monitoring, and maintaining the expectancies and extrinsic reward structures that will positively affect work

motivation. The supervisor should play the key role in defining goals, providing the right extrinsic rewards (i.e.. Job security, recognition from the company) for different salesperson, and clarifying the relationship of performance to reward expectancies to them. For the simplicity here in the case L.I.C.I., the development officer or branch manager who looks after the work of different agents denoted as supervisor. The supervisor should be made aware of the nature of motivation as well as the tools (control over organisational rewards, skill in administering those rewards) to enhance salesperson's extrinsic motivation.

Supervisory styles characterised by consideration can be expected to be related positively to the salespersons beliefs that good performance will be rewarded . However, the initiation of structure may have a mixed relationship with the salespersons perceptions of performance reward linkages. The salesperson's perceptions of the supervisor's initiation of structure are related negatively to his or her self-fulfilment instrumentality estimates and related positively to his or her customer relationships instrumentality estimates. The motivational impact of initiation of structure therefore may be contingent on other factors such as the salesperson's valences for alternative rewards.

Allowing the salesperson to participate in decision making appears to have strong motivational potential. Participation is likely to have a positive relationship with the salespersons belief that increased effort will result in improved performance and that performance will result in improved company relationships, increased direct recognition of performance, and enhanced job status. Caution is necessary in interpreting the results pertaining to the motivational implications of performance feedback. However, the conclusion can be made that the relationship is probably a complicated one. In addition, the finding indicate the type of feedback needs to be examined as well as the quantity because of the likelihood that the motivational implications of positive and negative performance feedback are different.

Sales managers may be able to increase the salespersons motivation through efforts directed toward increasing the salespersons beliefs that his or her job is significant and by providing the salesperson with autonomy. These factors appear to have this motivational potential because of a relationship with the salespersons perceptions of self-fulfilment, company relationships, customer relationships, and performance recognition instrumentalities. Designing the salespersons job so that it requires a variety of activities and allows him or her to be involved in the total

marketing function of serving customers appears to have strong motivational potential. This form of job enrichment can be expected to increase the salesperson's beliefs that he or she can increase productivity by increasing effort. In addition, salespersons who perceive their jobs to be characterised by variety and completeness can be expected to believe that improved performance will result in enhanced feelings of self-fulfilment, better company and customer relations, and greater performance recognition.

Caution is necessary in interpreting the results with respect to Skill Variety because the variable was measured with only one item and consequently has questionable measurement reliability. However, evidence is found that enriching the salespersons job so that he or she can use several sophisticated skills can increase motivation via an impact on both expectancy and instrumentality perceptions.

Salespersons' perceptions about job characteristics appear to be an important motivational factor via a relationship with expectancy perceptions. Clearly, sales managers cannot remove many perceived selling constraints. However, in certain instances the salespersons are unaware of company activities that are designed to reduce selling constraints - for example, lobbying marketing research, sales promotion, and advertising. Keeping the salesforce informed of these activities may have important motivational implications. In addition, providing salespersons with accurate information about potential selling constraints can be expected to reduce the likelihood of salespersons mistakenly perceiving constraints that do not exists.

The exploratory examination of possible interaction effects among the variables indicates some future research should be focused on this issue. The results of the estimate indicate the motivational impact of the initiation of structure may be greater if the salesperson perceives his or her job to be characterised by complexity. On the other hand, the results indicate the positive effect of salesforce participation on the salesperson's instrumentality perceptions may be reduced if the salesperson perceives the job to be complex.

The results of the study suggest several areas for future research. *First,* the motivational effects of feedback need to be studied in terms of both positive and negative feedback. *Second,* additional research is needed to examine the stability of the factor structures found for explanatory variables and for the instrumentality components. *Third,* tests of the valence-for-reward component of the Walker et al. (1977) model are needed. The findings would allow a more thorough interpretation

of this and future studies of salespersons' expectancy and instrumentality perceptions. *Fourth,* only the magnitude of the salesperson's expectancy and instrumentality estimates was examined in this study. The accuracy of these estimates can be expected to have important motivational and behavioural consequences. Therefore, the Walker et al. (1977) hypotheses about the accuracy of the salesperson's expectancy and instrumentality estimates should be tested in future studies. *Fifth,* this study should not be considered to be a test of the Porter et al. (1975) or the Pierce et al. (1979) congruence models. The fact that some significant interaction terms were found, however, indicates these models deserve attention in future studies examining salespersons' affective response to their jobs.

5.4. MANAGERIAL CONSIDERATION

The JCM (Job Characteristic Model) provides a validated method of measurement that can serve as a pragmatic framework for job diagnosis and subsequent redesign. By studying sales position motivating potential scores (MPS) both within and across sales jobs, supervisor or development officer will be in much better positions to increase the inherent motivating properties of a sales role.

The manager should follow three diagnostic steps before changing the characteristics of the salespersons job (Hackman et al. 1975, P. 61; Ivancevich and Etzel 1979; P.93). Even if sales managers do not explicitly operationalise these three steps via the JDS (Job Diagnostic Survey) when analysing salesperson's jobs, they should at least use the following sequence to guide their diagnosis :

(a) *Determine if satisfaction and motivation are problems.*

(b) *Determine MPS score. [motivating Potential Scores]*

(c) *Identify the specific job dimensions causing the difficulty.*

The first step is to determine if salespeople are experiencing motivation and satisfaction problem. This can be accomplished in two ways. On an informal basis the manager must make a judgement regarding the overall motivation and satisfaction levels of his/her salesperson subordinates. This evaluation requires considerable experience-based sensitivity on the part of the manager, however, other more tangible factors such as absenteeism and turnover may also signal such

problems. On a formal basis the sales manger should examine salesperson's JDS scores for internal work motivation, general satisfaction and growth satisfaction (Hackman and Oldham- 1980, p 110). If these scores are near or below the national averages for these scales then the manager should proceed to the next step. But due to lack of information about Indian National averages. Here I compel to calculate MPS of (Table - 3.17 to 3.18) E.I.P.W.L. and L.I.C.I. Which are 0.4, 0.42, 0.54 and 0.35, 0.35, 0.50 respectively. According to Hackman and Oldham (1980, page - 317), in U.S.A., the MPS were 0.57, 0.44 and 0.45 respectively, for the "sales job family". If these scores exceed the average the sales manager should review other factors, such as recruiting or training of sales personal, to isolate the sources of ineffective work.

In step 2 the MPS for salespersons are compared with MPS values for other jobs within the organisation if the JDS has been administered to other employees. If the MPS is satisfactory, the manager must again search for other job-related causes of dissatisfaction. If MPS is low the manger examines the scores for the five job dimensions, again comparing them with national averages or with scores for other employees. By examining their "subordinates" jobs in this step by step fashion, managers are much more likely to be able to identify sources of dissatisfaction, thus leading to improved motivation and, ultimately, performance.

5.5. POSSIBLE LIMITATION AND FUTURE RESEARCH DIRECTIONS

Future studies should attempt to resolve certain present limitations. *First,* the issue related to the internal structure of the expectancy valence model has not yet been resolved. Arguments have been made with respect to the relative importance of incorporating valence, instrumentality and expectancy components in the expectancy model and the multiplicative relationships between them (Mitchell 1974: Porter and Lawler 1968; Staw 1977). Therefore, a shift from extension to testing of the expectancy-valence theory is needed.

As the sample used in the present study is by no means representative of the entire sales population in different industries, generalibility of results can be questioned. One must consider the results in the context of the specific recognition programs, compensation methods, and promotional opportunities used in the given job situation. Similar findings in other occupational contexts (Hackman and Oldham 1976; James. et. al. 1977; Lawler and Suttle 1973) do improve confidence in the

generalisability of present results. Nevertheless, more replicative studies in different personal selling settings are needed to examine whether the relationships between organisational climate and motivational components are situation-specific.

Though, the variance in motivational components explained by organisational climate is significantly high a considerable level of unexplained variance remains. Personal characteristics, situational factors, and other organisational variables may also influence motivation (Campbell and Pritchard 1976; Lawler 1973; Oliver. R 1974; Walker, Churchill, and Ford 1977). In given situations, climate-motivational components relationships may even be moderated by situational conditions and personality factors such as self-esteem (James et al. 1977; Porter and Lawler 1968). Therefore, future research studies should investigate the relative contribution of climate dimensions with other moderating factors in influencing salesperson's motivational components.

A limiting factor in this study may be the experimental dependence between criterion and predictor variables based on the same source of measurement. This might have contributed to the "response-response" problem in the data causing some degree of measurement confounding. However, the fact that results generally follow hypothesised patterns indicates that this limitation may not be a serious problem. Investigations of relationships between objective situational measures and perceived organisational climate would be a beneficial addition to studies such as this, because a major contention made here is that the perceived situation is more important than the objective situation in determining individual work attitudes and behaviour.

The classical issue of causality also should be addressed. It is difficult to draw definitive cause-effect conclusions from static design studies such as this. One is tempted to argue that salesperson's motivational states may have influenced perceptions of organisational climate. Though both theory and empirical findings suggest an unidirectional climate motivation relationship, many of the studies have been nonexperimental and thus do not demonstrate causality. Testing causal relationships in a nonexperimental field setting is more difficult than examining such relationships in a laboratory experiment, but a partial test is possible through the use of longitudinal data and cross lagged correlation panel designs (Blalock 1961, Kenny 1975) or structural equation procedure (Bagozzi 1980).

By and large the results of this study are encouraging, these findings may have some other possible limitations. *First,* the possibility of some conceptual or

measurement overlap between independent and dependent variables may be considered. It may seem that the content of job dimensions/ leadership characteristics and job outcomes overlaps. However, a careful examination of these variables reveals that job dimensions and leadership behaviour represent organisational characteristics. Whereas importance of job outcomes (valence) is a characteristic of the individual salesperson. Job challenge and variety is a characteristic that is perceived to be part of an organisational setting. On the other hand, job outcome such as feelings of worthwhile accomplishment is an individual's characteristic because it reflects the extent to which a salesperson values such a reward. Studies in job design, leadership behaviour, and reward outcomes support this contention (Churchill, Ford and Walker 1979 a. James et al 1977, Walker, Churchill and Ford 1977). Thus it seems that job dimension/ leadership characteristics and valence of job outcomes can be treated as conceptually different variables. *Second,* A limitation of the data in the present study may be due to the selection of a specific type of sales population. Since this population may not be truly representative of sales population in other organisation, it will be desirable to examine the current results in the context of other sales population.

In a true sense, causality can only be established through experimental research. Thus, it may be difficult to draw definitive cause and effect conclusions from cross-sectional research such as this. Future research efforts should focus more on establishing stronger casual relationship between key job dimensions and salesperson motivation / performance and leadership behaviour and motivation / performance.

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Appendix - I.

Measurement Scales.

A). Job Dimension Measures.

To measure job dimensions, a slighty modified version of the instrument developed by Hackman and Oldham (1980) was utilised. A veriety of Likert formats was used to obtain measurements for a given variable. For example, to measeure job skill and variety, the following items and formats were adopted.

A Sample Question is given below

A. To what extent does your job require you to work with mechanical equipment?

1	2	3	4	5	6	7
Very little	Mostly	Slighty	Uncertain	Slightly	Mostly	Very Much
The Job requires almost no contact with equipment of any kind						The Job requires almost constant work with equipment

You are to circle the number which is most accurate description of your job. If for example, your job requires you to work with mechanical equipment a good deal of the time-but also requires some paperwork-you might circle the number six, as was done in the example above.

Section - 1

1. To what extent does your job require you to work *closely with other people* (either "clients," or people in related jobs in your own organization)?

1	2	3	4	5	6	7
very little : dealing with other people is not at all necessary in doing the job.			Moderately ; some dealing with others is necessary.			Very much; dealing with other people is an absolutely essential and crucial part of doing the job.

2. How much *autonomy* is there in your job? That is, to what extent does your job permit you to decide *on your own* how to go about doing the work?

1	2	3	4	5	6	7
Very little : the job gives me almost no personal "say" about how and when the work is done.			Moderate autonomy : many things are standarised and not under my control, but I can make some decisions about the work.			Very much the job gives me almost complet responsibility for deciding how and when the work is done.

3. To what extent does your job involve doing a *"whole and identifiable piece of work?* That is, is the job a complete piece of work that has an obvious begining and end? Or is it only a small *part* of the overall piece of work, which is finished by other people or by automatic mabcines?

1	2	3	4	5	6	7
My job is only a tiny part of the overall piece of work; the results of my activities can not be seen in the final product or service.			My job is a moderate-sized "chunk" of the overall piece of work ; my own contribution can be seen in the final outcome.			My job involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final product of service.

4. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of your skills and talent?

1	2	3	4	5	6	7
Very little; the job requires me to do the same routine things, over and over again.			Moderate variety.			Very much; the job requires me to do many different things, using a number of different skills and talents.

5. In general, how significant or important is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

1	2	3	4	5	6	7
Not very significant; the outcomes of my work are not likely to have important effects on other people.			Moderately significant.			Highly significant; the outcomes of my work can affect other people in very important ways.

6. To what extent do managers or co-workers let you know how well you are doing on your job?

1	2	3	4	5	6	7
Very little; people almost never let me know how well I am doing.			Moderately; Sometimes people may give me "feedback";other times they may not.			Very much; managers or co- workers provide me with almost constant "feedback" about how well I am doing.

7. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how well you are doing-aside from any "feedback" co-workers or supervisors may provide?

1	2	3	4	5	6	7
Very little; the job itself is set up so I could work forever without finding out how well I am doing.			Moderately; Sometimes doing the job provides "feedback" to me; some times it does not.			Very much; the job is setup so that I get almost constant "feedback" as I work about how well I am doing.

Section - 2

Listed below are a number of statements which sould be used to describe a job.

You are to indicate whether each statement is an accurate of an inaccurate description of your job.

Once again, please try to be as objective as you can in deciding how accurately each statement describes your job regardless of whether you like or dislike your job.

<u>Write a number in the blank beside each statement, based on the following scale :</u>

How accurate is the statement in describing your job?

1	2	3	4	5	6	7
Very Inaccurate	Mostly Inaccurate	Slightly Inaccurate	Uncertain	Slightly Accurate	Mostly Accurate	Very Accurate

1. The job requires me to use a number of complex or high-level skills. [ ]
2. The job requires a lot of cooperative work with other people. [ ]
3. The job is arranged so that I do not have the chance to do an entire piece of work from begining to end. [ ]

4. Just doing the work required by the job provides many chances for me to figure out how well I am doing. [ ]

5. The job is quite simple and repetitive. [ ]

6. The job can be done adequately by a person working alone-without talking or checking with other people. [ ]

7. The supervisors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work. [ ]

8. This job is one where lot of other people can be affected by how well the work gets done. [ ]

9. The job denies me any chance to use my personal initiative or judgement in carrying out the work. [ ]

10. Supervisors often let me know how well they think I am performing the job. [ ]

11. The job provides me the chance to completely finish the pieces of work I begin. [ ]

12. The job itself provides very few clues about whether or not I am performing well. [ ]

13. The job gives me considerable opportunity for independence and freedom in how I do the work. [ ]

14. The job itself is not very significant or important in the broader scheme of things. [ ]

Section - 3

Now please indicate how you personally feel about your job.

Each of the statements below is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by marking how much you agree with each of the statements.

Write a number in the blank for each statement, based on scale :

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree Inaccurate	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

1. It's hard, on this job, for me to care very much about whether or not the work gets done right. [ ]
2. My opinion of myself goes up when I do this job well. [ ]
3. Generally speaking, I am very satisfied with this job. [ ]
4. Most of the things I have to do on this job seem useless or trivial. [ ]
5. I usually known whether or not my work is satisfactory on this job. [ ]
6. I feel a great sense of personal satisfaction when I do this job well. [ ]
7. The work I do on this job is very meaningful to me. [ ]
8. I feel a very high degree of personal responsibility for the work I do on this job. [ ]
9. I freequently think of quitting this job. [ ]
10. I feel bad and unhappy when I discover that I have performed poorly on this job. [ ]
11. I often have trouble figuring out whether I'm doing well or poorly on this job. [ ]
12. I feel I should personally take the credit or blame for the results of my work on this job. [ ]
13. I am generally satisfied with the kind of work I do in this job. [ ]

14. My own feelings generally are not affected much one way or the other by how well I do on this job. [ ]

15. Whether or not this job gets done right is clearly my responsibility. [ ]

Section - 4

Now please indicate how satisfied you are with each aspect of your job listed below.

Once again, write the appropriate number in the blank beside each statement.

How satisfied are you with this aspect of your job?

1	2	3	4	5	6	7
Extremely Dissatisfied	Dissatisfied	Slightly Dissatisfied	Neutral	Slightly Satisfied	Satisfied	Extremely Satisfied

1. The amount of job security I have. [ ]
2. The amount of pay and fringe benefits I receive. [ ]
3. The amount of personal growth and development I get in doing my job. [ ]
4. The people I talk to and work with on my job. [ ]
5. The degree of respect and fair treatment I receive from my boss. [ ]
6. The feeling of worthwhile accomplishment I get from doing my job. [ ]
7. The chance to get to know other people while on the job. [ ]
8. The amount of support and guidance I receive from my supervisor. [ ]
9. The degree to which I am fairly paid for what I contribute to this organisation. [ ]
10. The amount of independent thought and action I can exercise in my job. [ ]
11. How secure things look for me in the future in this organisation. [ ]
12. The chance to help other people while at work. [ ]
13. The amount of challenge in my job. [ ]
14. The overall quality of the supervision I receive in my work. [ ]

Section - 5

Now please think of the other people in your organisation who hold the same job you do. If no one has exactly the same job as you, think of the job which is most similar to yours.

Please think about how accurately each of the statements describes the feeling of those people about the job.

It is quite all right if your answers here are different from when you described your own reactions to the job. Often defferent people feel quite differently about the same job.

Once again, write a number in the blank for each statement, based on this scale :

How much do you agree with the statement?

1	2	3	4	5	6	7
Disagree Strongly	Disagree	Disagree Slightly	Neutral	Agree Slightly	Agree	Agree Strongly

1. Most people on this job feel a great sense of personal satisfaction when they do the job well. [ ]
2. Most people on this job are very satisfied with the job. [ ]
3. Most people on this job feel that the work is useless or trivial. [ ]
4. Most people on this job feel a great deal of personal responsibility for the work they do. [ ]
5. Most people on this job have a pretty good idea of how well they are performing their work. [ ]
6. Most people on this job find the work very meaningful. [ ]
7. Most people on this job feel that whether or not the job gets done right is clearly their own responsibility. [ ]
8. Most people on this job often think of quitting. [ ]
9. Most people on this job feel bad or unhappy when they find that they have performed the work poorly. [ ]
10. Most people on this job have throuble fiquiring out whether they are doing a good or a bad job. [ ]

Appendix - II.

Measurement Scales.

B). Leadership Behaviour Measures

a. Leader Trust and Support — Please circle the appropriate number, indicating your personal feelings from strongly disagree to strongly agree.

	Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
1. My immediate supervisor is eagar to recognise and to reward good performance					
2. My immendiate supervisor treats his/her sales persons with respect					
3. In my work situation, a salesperson is almost certain to hear about mistakes, but seldom hears about Successes.					
4. My iddediate supervisor acts a though everyone must be watched or they will slack off.					
5. Salespemrsons usually trust statements made by their supervisors.					
6. My immedicate supervisor is friendly and easy to aproach.					
7. My immediate supervisor is not willing to listen to my problems?					
8. My immediate supvisor is more attentive to what I say.					

b. Global Emphasis and work facilitation.

Please write a number in the Blank for each statement, based on this scale :

How much do you agree with the statement?

1	2	3	4	5
Strongly Disagree	Disagree	Neighter agree nor disagree	Agree	Strongly agree

1. My immediate supervisor helps me for high standards of performance. [ ]
2. My supervisor really takes the lead in stimulating sales efforts for attaining goal. [ ]
3. My supervisor has taught me a lot about sales. [ ]
4. My immediate supervisor is too interested in his own success to care about the needs of employees. [ ]
5. My supervisor is up-to-date. [ ]
6. My supervisor known very little about his job. [ ]

c. Interaction facilitation.

1. My supervisor allows the sales personnel to work to gether as a team. [ ]
2. My supervisor always tries to develop a close and helthy relationship among the fellow workers. [ ]
3. My supervisor works not in a systematic manner for developing helthy relationship among the fellow workers. [ ]
4. My supervisor tries to develop a competetive attitude among the sales person with mutually satisfying relationship. [ ]
5. My supervisor develops no friendly competetive attitude among the salesperson. [ ]

d. Psychological influence.

1. My supervisor always considers my ideas and opinions in the time of designing jobs. [ ]

2. My supervisor always tries to understand my problems. [ ]

3. While evaluating the performance of an individual, Problem are sought by the supervisor. [ ]

4. My supervisor always stands by on his won decision while designing jobs. [ ]

5. My boss does a good job of helping salesperson develop their own potential. [ ]

6. My supervisor in too interested in his own success to Care about the problems of salespersons. [ ]

e. Hierarchical Influence.

1. My supervisor is successful in getting management to recognise salespersons problems and success. [ ]

2. My supervisor doesn't seem to try too hard to get our problems across to management. [ ]

3. My supervisor always stands by salesperson while management taking any decision regarding sales performance. [ ]

Appendix - III.

Measurement Procedure.

The description that follows is based primarily on Hackman and Oldham (1974a), who can be referenced for more detailed explainations of questionnarie items and scoring procedures.

(a) JDS Sections : Section one of the JDS contains seven items, according to the following format.

(1) How much *variety* is there in your job? That is, to what extent does the job require
you to many different things at work, using a variety of your skills and talents?

1	2	3	4	5	6	7
Very little; the job requires me to do the same routine things over and over again.			Very much; the job requires me to do many different things, using a number of different skills and talents.			

Respondents are asked to circle the number that best describes their reaction to the question. Section Two includes 14 statements related to the job dimensions. Half of the questions are phrased in positive terms, while the remaining seven are stated negatively. A seven point scale, ranging from "very inaccurate" through "uncertain" to "very accurate" is utilised. The following statement related to skill variety examplifies this section :

---------- 1. The job is quite simple and repetitive.

In Section Three respondents indicate the extent to which they agree or disagree (along a seven point sacle) with 15 statements related to the three psychological states as well as two affective reactions, general satisfaction and internal work motivation. Eight of the statements are written positively and seven are stated negatively. One of the statements for experienced meaningfulness of the work is :

---------- 1. Most of the things I have to do on this job seem useless or trival.

Section Four contains 14 statements/questions used to tap aspects of five satisfaction subscales (outcome variables) of the JDS. Respondents react to the

question, "How satisfied are you with this aspect of your job?" across a seven point scale ranging from "extremely dissatisfied" through "neutral" to "extremely satisfied". For job satisfaction one of the items is :

---------- 1. The feeling of worthwhile accomplishment I get from doing my job.

Ten statements comprise Section Five, which focuses on the same fove variables (three psychological states and two outcomes) as Section Three. In this section a projective format is utilised in which respondents are asked to "Think of other people in your organisation who hold the same job as you do" and relate how accuratel, a number of statements describe these other persons' feelings. The same seven point agree-disagree scale used in Section Three is used here. The content of the 10 times is similar to those in Section Three, except that most statements are prefaced by the phrase, "Most people on this job ..... "The statement related to experienced meaningfulness of work is :

---------- 1. Most people on this job find the work very meaningful.

b) JDS Secoring Procedure. The items from the seven sections of the JDS are combined to yield measures of the variables included in the job characteristics model (Figure 2.1). The scales used to score items described in the previous sections are assumed to describe interval data.

Job Dimensions. Skill variety is scored as the average response for three JDS items: Section One, question 4 (item 1-4); Section Two, statement 1 (item 2-1); and Section Two, statement 5(item 2-5). **Item 2-5 is reverse scored (the number entered by the respondent is subracted from 8) because the item is stated negatively. As an exmaple, if a salesperson responded "3" to item 1-4, "4" to item 2-1, and "6" to item 2-5, his/her skill variety score would be computed as follows : (3 + 4 +(8-6)/3 = 3.** The remaining job dimensions are scored in the same manner across other items in the JDS according to the following scheme :

task identity	: 01-03, 02-11, 02-03
task significance	: 01-05, 02-08, 02-14
autonomy	: 02-03, 02-13, 02-19
feedback from the job itself	: 01-07, 02-04, 02-12
feedback from agents	: 01-06, 02-10, 02-07
dealing with others	: 01-01, 02-02, 02-06

The final two dimensions, feedback from agents and dealing with others, were not secord in this study because Hackman and Oldham (1974a,) determined that they were not job characteristics perse but could be used to provide supplementary in information relative to feedback from the job itself.

Psychological States. The three critical psychological state variables are scored in the same manner as the job dimensions :

experienced meaningfullness of the work:	03-07, 03-04, 05-06, 05-03
experienced responsibility for the work	: 03-08, 03-12, 03-15, 03-01, 05-04, 05-07
knowledge of results	: 03-05, 03-11, 05-05, 05-10

Outcomes. Once again the same scoring procedures apply :

general satisfaction	: 03-03, 03-13, 03-09, 05-02, 05-08
internal work motivation	: 03-02, 03-06, 03-10, 03-14, 05-01, 05-09
growth satisfaction	: 04-03, 04-06, 04-10, 04-13
pay satisfaction	: 04-02, 04-09
security satisfaction	: 04-01, 04-11
social satisfaction	: 04-04, 04-07, 04-12
supervisory satisfaction	: 04-05, 04-08, 04-14

In this study only general and growth satisfaction and internal work motivation were scored to facilitate a direct comparison with the results of Hackman and Oldham (1974a, 1974b).

Appendix - IV.

Job outcomes measures.

(a) Valence.

Now please indicate how you personally feel about your job. Each of the statements belong is something that a person might say about his or her job. You are to indicate your own personal feelings about your job by making how much you agree with each of the statements.

Write a number in for each statement, based on scale ;

NOTE : The numbers on these scale are different from those use in previous scales.

4	5	6	7	8	9	10
Would like Having this Only a moderate amount (or less)			Would like having this very much		Would like having this extremely much.	

_____1. High respect and fair treatment from my supervisor.

_____2. Great job security.

_____3. Chances to exercise independent thought and action in my job.

_____4. Very friendly co-workers.

_____5. High salary and good fringe benefits.

_____6. Quick promotions and rewards.

_____7. A sense of worthwhile accomplishment in my work.

_____8. Opportunities for personal growth and development in my job.

_____9. Stimulating and challenging look.

_____10. Opportunities to be creative and imaginative in my work.

_____11. Opportunities to learn new things from my work.

_____12. Sense of loyalty to the organisation.

(b). EXPECTANCY.

Please indicate the probability for the following statements put mark in the blank box that will give information about the chances of the statements from 0 to 9.

1. Wroking hard : Leads to high productivity.

0	1	2	3	4	5	6	7	8	9

2. Wroking hard : Leads to Good job performance.

0	1	2	3	4	5	6	7	8	9

3. Wroking hard : Leads to Completing work on time.

0	1	2	3	4	5	6	7	8	9

(c). INSTRUMENTALITY.

Good job performance lead to attainment of each of the 12 job outcomes.

1. High respect and fair treatment from my supervisor.

0	1	2	3	4	5	6	7	8	9

2. Great job security.

0	1	2	3	4	5	6	7	8	9

3. Chances to exercise independent thought and action in my job.

0	1	2	3	4	5	6	7	8	9

4. Very friendly co-workers.

0	1	2	3	4	5	6	7	8	9

5. High salary and good fringe benefits.

0	1	2	3	4	5	6	7	8	9

6. Quick promotions and rewards.

0	1	2	3	4	5	6	7	8	9

7. A sense of worthwhile accomplishment in my work .

0	1	2	3	4	5	6	7	8	9

8. Opportunities for personal growth and development in my job.

0	1	2	3	4	5	6	7	8	9

9. Stimulating and challenging look.

0	1	2	3	4	5	6	7	8	9

10. Opportunities to be creative and imaginative in my work.

0	1	2	3	4	5	6	7	8	9

11. Opportunities to learn new things from my work.

0	1	2	3	4	5	6	7	8	9

12. Sense of loyalty to the organisation.

0	1	2	3	4	5	6	7	8	9