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What Drives Salespeople's Performance? the Role of Organizational Attributes and the Moderating Effect of Experience

Mohitul Ameen Ahmed Mustafi [a*#], Md. Shah Ali Dolon [a#], Iftekhar Rashed [b†] and Fazle Rabbi [c‡]

[a] Logistic Engineering & Management, Chang'an University, China.
[b] Bloomberg under SEBPO, Bangladesh.
[c] Payra 1320 MW Tharmal Power Plant, Bangladesh-China Power Company (Pvt.) Limited, Bangladesh.

Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The mobile telecommunications services industry has a high level of instability as a result of shifting market conditions, persistent market problems, and changing market demand. As a result, marketers need to take their customers' preferences into account.

With these considerations in mind, the goal of this study is to determine how the characteristics associated with the mobile communication services industry are presented to salesperson performance and how this influences sales personnel. Primary and secondary data sources were used in the investigation. In this study, we used a structured questionnaire, with 1 indicating strongly disagree and 5 indicating strongly agree. The data was analysed using both inferential and descriptive statistics. In Bangladesh, where the characteristics of mobile service providers are well documented, speculative data on elements influencing salespeople's performance was used. Structural Equation Modeling was utilised to identify impact factors connected to

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[#] PhD. Research Fellow,
[†] Creative Designer and Shift Lead
[‡] Daputi Manager,
**Corresponding author: E-mail: mustafi559@gmail.com;*

salesperson performance. Data was collected from active salesmen using a convenient sampling method. According to this study, just two parameters, external motivation and salespeople's political abilities, have a significant effect on predicting salespeople's effectiveness in mobile telecommunications in Bangladesh. As a result, business executives should take more initiative to improve their enterprises' performance, as this would benefit both salespeople and their organisations.

Keywords: Salespeople performance; organizational commitment; motivation; political skill; job satisfaction; Bangladesh.

1. INTRODUCTION

With fierce competition and quick development, the mobile telecommunications market in Bangladesh is particularly unpredictable. Consumers' needs and desires are the focus of mobile firms' marketing efforts, and the companies' ultimate goal is to influence customers' purchase decisions. The study's purpose is to discover the elements that impact the performance of Bangladeshi mobile phone salesmen. According to Aziz, A., et al. [1], three influential characteristics that are key connectors with the performance of hand-loom workers: factory people's political skill, job happiness, and motivation. For businesses like the telecommunications sector, the performance of salespeople is critical, and their roles are receiving special focus. Much psychological research has been carried out as a result of this, in an attempt to determine the most significant influences on sales success [2].

Additionally, the telecommunications industry is dealing with the rising problem of attracting and motivating salespeople (Dutt, 2015). In addition, the telecommunications business is quickly increasing despite the economic slump and strong competition [3]. For this reason, a company's ability to provide mobile services is essential to its overall financial health. Effective salesperson performance is critical for the success of a business organization (Dutt, 2015). However, the performance of salespeople in Bangladesh's telecoms industry has never been thoroughly studied [3,4].

However, in addition to these claims, the purpose of this study is to analyze the elements that contribute to better sales performance in Bangladesh's telecommunications sector. In addition, scholars have given minimal attention to the telecommunications business, particularly in Bangladesh, where there is little empirical study in this field. So, the purpose of this study is to assist in addressing this vacuum by conducting an exploratory study on Bangladeshi telecom salespeople's performance.

1.1 Research Question

The research question of this exploratory study was been identified as below:

RQ. What characteristics are most important to the success of salesmen when it comes to mobile telecommunications service providers in Bangladesh?

2. OBJECTIVES OF THE STUDY

- ✓ The aim of the paper is to study the impact of organizational characteristics on salespeople's performance.
- ✓ To explain the role of moderating variables such as experience in influencing salespeople's performance.

3. REVIEW OF LITERATURE

3.1 Sales People’s Performance

For example, sales management methods and awareness are a key component of high-efficiency businesses [5]. To enhance sales management or administrative tasks and establish a company's competitive edge, it is necessary to identify the characteristics related to increased salesperson performance [6]. Other than salespeople's effectiveness, a prior investigation looked at elements connected to hierarchy and administration in exhibiting an awareness of the suitability of sales organizations [7-9]. In addition, salespeople's effectiveness has a major impact in determining sales volume, productivity, client loyalty, and unexpected costs [7]. Business businesses rely heavily on their salespeople since they deal with crucial financial, product, and customer data that can be readily transferred between

organizations. As a result, the long-term success of businesses is dependent on the inspiration and responsibility of business people to their enterprises. This study will also assist in identifying the remuneration, work satisfaction, intrinsic and external motivation of salespeople, as well as the organizational commitment of salespeople [10,11]. As a result, it is vital for firms to have a high level of salesperson effectiveness since they deal with critical financial, product or item, and customer information. Since salespeople are directly accountable for an organization's long-term success, their performance and the organization's sense of responsibility go hand in hand [7].

3.2 Job Satisfaction

Work environment, workload, compensation, organizational culture, and job security are all factors that contribute to job satisfaction. However, the confirmation of salespeople's job satisfaction is a stumbling point in the overall style of management. An investigation into work satisfaction in Bangladesh has been conducted. Experimentation on salespeople's performance in India as assessed by sales specialists and their overall happiness with sales force automation equipment is the focus of the empirical study by Mittal, Gera, and Singhvi [12]. There are many things that can affect a salesperson's performance, such as recognition of effort and results, personal growth and ability, feedback from leadership and supervisors, financial compensation and incentives, employee freedom, and working as a team.

H_1: Salespeople's performance is closely linked to their level of job satisfaction.

3.3 Organizational Commitment

When it comes to making decisions about their workforce, business owners and executives usually find themselves in the dark. Management's ability to make effective judgments is greatly aided by employee dedication and engagement (Einolander & Jarno, 2015). When people are committed to their jobs and their organizations, they are more likely to be committed to their jobs and their organizations as a whole (Cohen, 2007).

H_2: Commitment to the organization has a positive effect on salespeople's performance.

3.4 Compensation

In exchange for the work, they do for the company, employees receive a combination of monetary and non-monetary compensation. For most companies, this is a major outlay for their workforce. The term "compensation" refers to more than simply a person's hourly wage. Some additional pay is also included [13-16]. In spite of the importance of a well-motivated and well-managed sales force to many goods' advertising and marketing success, little attention is paid to one component of this management arsenal: salespeople's remuneration in the firm. According to Rouziès [17], sales force remuneration is substantially in line with estimates in the quantitative analytical literature, which is based on greatly aggregated observational information. However, it is impossible to draw conclusions from the data since it is excessively skewed. Salespeople's success in the quick sales compensation plan is rewarded by taking into account the short transactions they have completed, and so the plan can encourage the salespeople to provide a certain product that is beneficial to the company [18,19,13]. It has been suggested that a salesperson's desire for remuneration as well as the importance of a sale may cause them to concentrate their efforts on promoting a single type of product. Businesses might solve this problem by providing long-term rewards to salespeople rather than high immediate income (Ryals and Rogers, 2005). Some organizations only pay a portion of a salesperson's income each pay period in a long-term pay plan. These sales remuneration practices have the advantage of making sales operators more enduring by requiring them to provide service to customers at all times [20].

H_3: Salespeople's performance improves as a result of increased compensation.

3.5 Intrinsic Motivation

Managers use motivation to urge their staff to be more productive and effective. Intrinsic and extrinsic motivation are the two main forms. Intrinsic motivation impacts salespeople's performance, and this link is mediated by occupational dedication [21]. As a result of several experiments and field research, it has become clear that those who are intrinsically motivated and those who are extrinsically motivated may be distinguished. Haines, Saba,

and Choquette [22] say that the difference between intrinsic and extrinsic motivation is important for making human asset management a reality.

H_4: Salespeople perform better when they are internally motivated.

3.6 Extrinsic Motivation

Organizational commitment mediates the link between salespeople's and situational performance and extrinsic motivation [21]. According to Haines et al. [22], extrinsic motivation is the desire for particular goals or prizes, which motivates one's actions. The term "extrinsic motivation" refers to the idea that people are motivated to do something because it will help them achieve a specific goal, such as better work performance or a promotion [23]. Performance expectation refers to the degree to which a user expects that utilizing the system will increase his or her ability to complete a task or piece of work [24]. In this way, this variable is similar to ideas like internal drive and performance expectations. In our study, we only looked at motive, and we won't talk about how important past and present research is.

H5: Extrinsic motivation has a positive impact on sales people's performance.

3.7 Sales Peoples' Political Skill

Social effectiveness components include political skill and the capacity to adjust behavior to situational demands that inspire trust, confidence, and support, look genuine, and influence people in a way that appears authentic [25,26]. The strongest developing predictor of management job success was found to be political skills when compared to other social effectiveness components such as self-monitoring, leadership self-efficacy, and emotional intelligence [27]. According to research [28], politics can influence early workers' future wage level as well as their place in the hierarchy and career happiness. Treadway et al. [26] opined that enhancing the efficacy of influence has an influence on performance results, while Perrewé et al. [29] found that political skill functions as an intermediary between specialized connections, alleviating stress reactions. A sign of political savvy is the ability to read and influence people at work.

H6: Political skill has a positive effect on sales people's performance.

3.8 Moderation of Experience

According to Franke and Park (2006), sales experience has no statistically meaningful correlation with work happiness. In the study, unsatisfied salespeople become less satisfied with promotions or financial recognition over time and may eventually abandon the sales profession, allowing the remaining salespeople to have a greater sense of contentment with their work. Some of us, however, believe that as salespeople gain experience, they become less likely to be unhappy and more likely to exhibit a stronger link between work happiness and sales effectiveness [30-32]. Even contented salespeople may be on the lookout for better chances, and so even contented salespeople may be motivated to quit even when they are satisfied with their current position (Purani and Sahadev, 2008). Our belief is that salespeople who are more content with their jobs are more likely to perform successfully. As a consequence, here is what we recommend: A large body of research has been done on the commitment-performance link and its moderators such as experience (Wright & Bonett, 2002), in contrast to a paucity of studies on the moderators of the impact of stress on workplace performance. For two reasons, we felt the need to momentarily deviate from our emphasis on attention theory to examine the relationship between job experience and commitment. The data on how work experience and commitment affect performance combined is still inconsistent, even after a lot of research.

H7: Experience can moderate between salespeople political skill and sales people's performance.

4. CONCEPTUAL MODEL

This research has two main goals: to identify the most important factors influencing the performance of telecom companies' salespeople in Bangladesh and to justify moderate variables like experience, which have been shown to be significantly associated with the performance of telecom companies' employees within the country's domestic market. Below is a picture of the model.

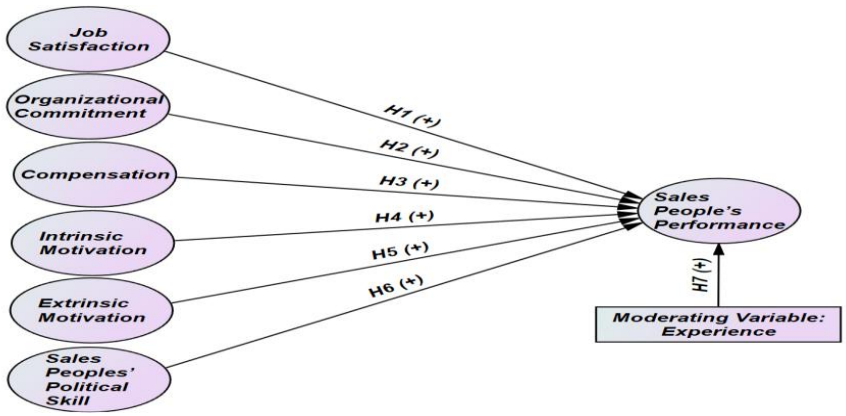

Fig. 1. Conceptual Framework of Salespeople Performance

5. RESEARCH METHODOLOGY

5.1 Sampling Technique & Data Collection Method

This study included both primary and secondary data. A total of 320 sales representatives from five different Dhaka-based mobile service providers were questioned in order to acquire preliminary data, which is 10 times the number of variables that can be scientifically validated. By filling out an online survey, the elements that affect sales effectiveness were discovered and studied. A five-point Likert scale was used to collect the data, with 1 denoting severe disagreement and 5 denoting strong agreement. After extensive training and tight supervision, a team of students was deployed to gather data. A standardized questionnaire with 31 items was utilized for data collection. Journals and yearly reports from the BTRC were used to acquire secondary data. For the purpose of selecting a representative sample, we employed the most expedient sampling strategy. Questions that had responses that were either incomplete or incorrect were removed after a thorough assessment.

5.2 Data Analysis Technique

For data preparation and descriptive analysis, we utilized SPSS 26.0. The performance of Bangladeshi mobile telecom service providers' salespeople was studied using AMOS version 24.0 to discover the most important elements impacting their performance. As established by Nunnally, the Alpha Coefficient was used to explain the acceptance limit of a questionnaire's reliability, which was determined using SPSS software (1967 and 1978). Descriptive and inferential statistical analysis techniques were employed to examine the data set. Descriptive statistics such as mean and standard deviation have been used to explain the current situation of Bangladesh's mobile communications service providers. Study participants for Bangladeshi mobile telecommunications service providers were studied using statistical approaches including Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modelling (SEM).

5.3 Demographic Information

An array of Bangladeshi mobile service providers was used to choose the respondents for this survey. Table 1 shows how the sample respondents in each sector were split up by gender, level of education, and age based on the questionnaire.

Table 1 reveals that 76.3 percent of respondents were men ages 21 to 23, with 62.5 percent being between the ages of 21 and 23. Finally, the majority of those who completed the survey (50.3%) had completed the SSC and HSC levels.

5.4 Measurement Tool

A 5-point Likert scale was utilized to collect data from people who answered a structured questionnaire (Table 2). Table 2 shows the number of items before and after reliability and validity tests.

The respondents were properly guided and introduced to the constructs presented on the survey instrument for data compilation prior to sending the questionnaires.

Table 1. Demographic information of respondents on the basis of questionnaire

Name of variable		Frequency	Percent
Gender	Male	244	76.3
	Female	76	23.8
Education Level	SSC & HSC	161	50.3
	Honors	100	31.3
	Master's	59	18.4
Age of the Respondent	17-20 years	80	25.0
	21-23 years	200	62.5
	24 years & above	40	12.5

Table 2. Number of constructs before and after the reliability and validity tests

Latent variables	Number of items	
	Before	After
Job Satisfaction	4	4
Extrinsic Motivation	4	3
Intrinsic Motivation	4	3
Organizational Commitment	6	5
Compensation	5	5
Sales People Political Skill	4	4
Sales People Performance	5	5
Total	**32**	**29**

Source: Test of reliability and validity (SPSS 26)

5.5 Questionnaire Design

Table 3. Salespeople performance of telecommunication service providers in Bangladesh

Job satisfaction	Author's information
My sales manager is always looking out for our best interests. My job makes me proud of myself. My job is satisfactory to me. I am pleased with the management in my current position.	Mittal, Gera and Singhvi [12] Buciuniene and Skudiene, [33]
Extrinsic motivation	
My job gives me the satisfaction of knowing that I am making a significant contribution to my community. My job gives me a lot of leeway, which I appreciate. Participating in a sales position improves my self-esteem. I only stay with this company because I make more money here than anywhere else.	Yousaf et al. [21], Haines et al. [22], San Martín and Herrero, [23], Venkatesh et al. [24]
Intrinsic motivation	
My job provides me with a high sense of self-esteem. My current job gives me a sense of accomplishment. I believe that the pay here is higher than in other companies. My earnings cover all of my expenses	Yousaf, Yang and Sanders, [21], Haines, Saba and Choquette [22]
Organizational commitment	
Employee development is important to my company. My company is based on mutual trust. My company provides a lot of help to its employees. I am overjoyed to be a part of this organization. My organization's leadership and management style appeals to me. I would recommend my company to my friends.	Sikorska-Simmons [34], Akroush and Al-Mohammad, [35]; Rahman et al. [36]. Buciuniene and Skudiene [33] Cogliser et al. [37]; Boles et al. [38]

Job satisfaction	Author's information
Compensation	
I am happy with my pay in relation to my performance. The sales compensation plan rewards me for achieving results in areas over which I have direct control. I am pleased with the pay I receive for my work. My performance and pay are inextricably linked. In comparison to others, my salary and other benefits package are competitive.	Rouziès [17], Segalla, Rouziès, Besson and Weitz [39], Ryals and Rogers, 2005, Bomers, Cole and Reimink [20]
Salespeople political skill	
Those who work with me in the factory have a greater influence on me. I work faster because of my social intelligence. Product sales are aided by my networking skills. I believe that the issue of genuine sincerity in selling the product is critical.	Ferris, Treadway et al. [25], Semadar et al. [27] Ferris et al. [28] Perrewé et al. [29] Treadway et al. [26]
Salespeople performance	
I sell a lot of new products quickly. I am capable of meeting my manager's sales targets. My company benefits from my substantial market share. I am one of the highest achievers in my department.	Parvinen et al. [5], Román and Rodríguez, [6], Hossain et al. [8], Dey et al. [9], Miao and Evans [40], Zain and Dahari, [10]; Zain and Jan, [11], Zain and Dahari, [10]

6. DATA ANALYSIS

6.1 Normality of the Data

In terms of skewness, our latent factor indicators exhibited a reasonably typical distribution. A wide variety of kurtosis values were found, from as low as 1.061 to as high as 0.93. Sposito et al. [41], who advocate 3.3 as the upper normalcy criterion (Table 4), remark that this does not meet rigorous normality norms. Since the data were pretty evenly spread out, the researchers were able to keep going with their study.

6.2 Multivariate Normality

To continue their inquiry, the researchers needed data with a somewhat normal distribution. The Cook's distance analysis (Fig. 2) was performed by the authors to identify if there were any (multivariate) important outliers. A cook's distance larger than the one identified in this investigation has never been observed before. Many cases had p-values of less than 0.05, which is considered statistical significance. All of the things were dispersed in the usual fashion, based on this result.

6.3 Preliminary Analysis

Table 5 shows the descriptive statistics for the variables, including mean, standard deviation, and correlations. The predicted path connected all of the study's significant variables. It is shown in Table 5 that there are correlations between variables. In other words, utilizing two tail tests, SPP is highly linked with five independent constructs, such as SPPS, IN MOT, JS, COM, and OC. Gender has a strong negative connection with age at a 1% level of significance with two tail tests, while age has a strong positive correlation with the respondent's level of education. With two tail tests, a strong link was found between the respondent's level of education and how long they had been working.

6.4 Tests of Reliability and Validity

Data quality was assessed by looking at the average variance extracted (AVE) and composite reliability (CR), as shown in Table 6. Hair et al. [42], Fornell & Larcker [43], and Henseler, Ringle, & Sinkovics (1998) have all determined that the data in this table is appropriate (1998). Fornell and Larcker [43] used the Fornell-Larcker principle to compare the AVE value to analogous correlation values with other variables to evaluate discriminant validity. AVE's association with other variables was weaker than the square root of that connection. As can be shown in Table 6, the factors' discriminant validity may be judged.

Table 4. Descriptive statistics of salespeople performance of telecommunication service providers in Bangladesh

Descriptive statistics							
	N	Mean	Std. deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. error	Statistic	Std. error
JS1	320	2.77	1.15	0.28	0.14	-0.79	0.27
JS2	320	2.77	1.17	0.16	0.14	-0.92	0.27
JS3	320	2.66	1.19	0.38	0.14	-0.83	0.27
JS4	320	2.78	1.18	0.07	0.14	-1.07	0.27
OC1	320	2.45	0.95	0.41	0.14	-0.53	0.27
OC2	320	2.23	0.94	0.45	0.14	-0.64	0.27
OC3	320	2.14	0.94	0.72	0.14	0.04	0.27
OC4	320	2.06	0.96	0.93	0.14	0.46	0.27
OC5	320	2.02	0.91	0.87	0.14	0.58	0.27
OC6	320	2.33	1.06	0.46	0.14	-0.78	0.27
COM1	320	2.41	0.94	0.82	0.14	0.18	0.27
COM2	320	2.40	1.00	0.69	0.14	-0.20	0.27
COM3	320	2.22	0.83	0.84	0.14	0.62	0.27
COM4	320	2.26	0.92	0.73	0.14	0.03	0.27
COM5	320	2.25	0.87	0.83	0.14	0.45	0.27
SPPS1	320	2.66	0.97	0.27	0.14	-0.81	0.27
SPPS2	320	3.28	0.94	-0.44	0.14	-0.67	0.27
SPPS3	320	2.57	0.99	0.44	0.14	-0.38	0.27
SPPS4	320	2.68	1.01	0.27	0.14	-0.90	0.27
INT_MOT1	320	4.21	0.67	-0.72	0.14	1.08	0.27
INT_MOT2	320	3.98	0.82	-0.90	0.14	1.03	0.27
INT_MOT3	320	3.45	0.91	-0.13	0.14	-0.50	0.27
INT_MOT4	320	3.58	0.92	-0.48	0.14	-0.27	0.27
EXT_MOT1	320	3.80	0.68	-1.10	0.14	2.66	0.27
EXT_MOT2	320	3.78	0.70	-0.85	0.14	1.58	0.27
EXT_MOT3	320	4.03	0.56	-0.42	0.14	1.87	0.27
EXT_MOT4	320	3.91	0.61	-0.62	0.14	1.49	0.27
SPP1	320	3.63	0.86	-0.66	0.14	-0.03	0.27
SPP2	320	4.08	0.59	-0.76	0.14	2.83	0.27
SPP3	320	3.75	0.85	-0.85	0.14	0.75	0.27
SPP4	320	2.81	1.01	0.22	0.14	-0.80	0.27

The data showed a fairly normal distribution, allowing the researchers to continue their investigation

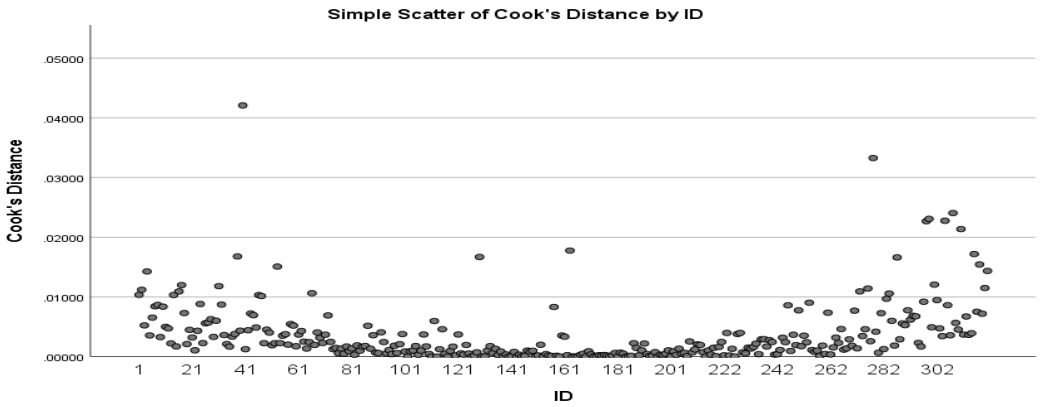

Fig. 2. Multivariate normality of salespeople performance

Table 5. Correlation

	Mean	SD	Gender	Age	Education	Experience	SPP	SPPS	EXT_MOT	INT_MOT	JS	COM	OC
Gender	1.24	0.43	1.00										
Age	1.88	0.60	-.325**	1.00									
Education	2.18	1.01	-0.09	.401**	1.00								
Experience	4.33	2.75	-0.02	0.10	.172**	1.00							
SPP	3.58	0.76	0.04	0.02	-.142*	0.00	1.00						
SPPS	2.95	0.61	-0.03	-0.07	-0.02	.157**	.427**	1.00					
EXT_MOT	3.23	0.47	0.01	0.04	0.00	0.07	.537**	.403**	1.00				
INT_MOT	2.47	0.58	-0.09	-0.03	0.03	.226**	.316**	.692**	.371**	1.00			
JS	2.41	1.01	-.252**	0.10	0.07	.196**	0.09	.268**	.130*	.442**	1.00		
COM	2.22	0.74	-0.02	-0.01	0.04	.249**	.216**	.254**	.206**	.402**	.260**	1.00	
OC	1.76	0.82	.146**	0.02	-0.05	-.170**	-.16**	-.38**	-.184**	-.472**	-.62**	-0.08	1.00

***. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed)*

Notes: N=320. SPPS, EXT_MOT, IN_MOT, JS, COM, and OC are factors of Sales People's Performance. Age group (years): 17-20 years=1, 21-23 years=2, 24 years and above=3

Table 6. Model validity measures

	CR	AVE	OC	COM	SPP	JS	SPPS	EX_MOT	IN_MOT
OC	0.94	0.71	**0.84**						
COM	0.93	0.71	-0.08	**0.84**					
SPP	0.91	0.68	-0.18**	0.19**	**0.83**				
JS	0.93	0.67	-0.60***	0.25***	0.10	**0.82**			
SPPS	0.83	0.56	-0.35***	0.29***	0.41***	0.24***	**0.75**		
EX_MOT	0.84	0.57	-0.16*	0.17**	0.49***	0.10	0.37***	**0.75**	
IN_MOT	0.80	0.50	0.14	0.34	0.29	0.39	0.58	0.29	**0.71**

6.5 Exploratory Factor Analysis

As Hair et al. [44] said, they used the following assumptions to test EFA in their exploratory factor analysis: [45]. As shown in Table 7, the KMO value is 0.892, which is supported by the KMO threshold, and the value of Bartlett's test is 1.383E4 (P<0.000), respectively. This study's data might be examined via the lens of factor analysis.

A pattern matrix displaying the findings of the exploratory factor analysis revealed factor loadings of more than 0.50 for all items. With an Eigenvalue greater than one, a seven-factor model was found to explain 74.473 percent of the overall variance in the data set. Thirty-two items were broken down into seven distinct categories based on Eigenvalue, namely the following: (1) Job Satisfaction; (2) External Motivators; (3) Internal Motivators; (4) Organizational Commitment; (5) Compensation; (6) Salespeople Political Skill; and (7) Salespeople Performance of the Company's. Moreover, the exploratory factor analysis found that the variable had a factor loading range of 0.545 to 0.958. With six items, the first factor (Organizational Commitment) explains 27.37 percent of the total variance, the second factor (Compensation) accounts for 14.435 percent of the total variance, the third factor (Sales People Performance) accounts for 11.213 percent of total variance, and the fourth factor (Job Satisfaction) accounts for 7.071 percent. The last 4.156 percent of the difference can be explained by the seventh factor, which is "intrinsic motivation". The results of the factor analysis show that all of the parts need more research (Table 6).

6.6 Results of Measurement Model

Using CFA, one may confirm that a set of observed variables has a distinct factor structure. The CFA enables researchers to verify that the variables are linked to the relevant factor. Even though the relative Chi-Square was less than 5.0, as suggested by Marsh and Hocevar [46], other fit indices still indicated a satisfactory match for this measurement model. The model's GFI is 0.875, which is higher than the 0.85 suggested by Anderson & Gerbig [47]. An adjusted goodness of fit index (AGFI) (Fig. 3 and Table 8) was used in the current investigation. According to the fit indices, the model was well-suited to the data. The AGFI value is 0.86, which is higher than the 0.85 of Anderson and Gerbing]38]. Non-incremental fit indexes, such as the Comparative Fit Index (CFI), have a value of 0.957, which surpasses the suggested cut-off threshold of 0.90 [48]. The RMR (root mean residual) was determined to be 0.043 in the CFA, which is less than 0.08 and is generally considered to be satisfactory [48]. The root mean square error of approximation (RMSEA) is 0.046, which is less than the proposed excellent fit to the data [49]. Finally, the standardized mean square residual (SRMR) is 0.052, which is less than the 0.08 suggested by Browne and Cudeck [49]. The summary results of the analysis are shown in Fig. 3. The fit indices indicated that the model adequately fit the data.

6.7 Common Method Bias Test (HTMT Analysis)

We don't have a common method bias when the correlation between two variables is less than 0.85 [50]. Other factors have a negative correlation with it of less than 0.85, as seen in the findings of the research below. This means that we can rule out common approach bias based on correlation measures (Table 9).

6.8 Multicollinearity Test

Variance inflation factors (VIFs) range from one to ten or more. For each coefficient, the VIF tells you how much of the variance has been exaggerated. A correlation coefficient ranging from 1 to 5 suggests a moderate level of

correlation, whereas a correlation coefficient greater than 5 indicates a strong level of correlation. Multicollinearity among the variables was investigated by calculating VIFs and finding a maximum value of 2.372 (Table 10), which is within the allowable range indicated by Hair et al. [42] (Table 9).

6.9 Structural Model

It was found that the following seven constructs have significant relationships: job satisfaction (JS), extrinsic motivation (Ex MOT), intrinsic motivation (In MOT), organizational commitment (OC), compensation (COM), sales people's

Table 7. Exploratory factor analysis of salespeople performance of telecommunication service providers in Bangladesh

Pattern matrix							
	Factor						
	1	2	3	4	5	6	7
OC3	.958						
OC5	.926						
OC4	.906						
OC2	.826						
OC6	.737						
OC1	.559						
COM3		.903					
COM5		.876					
COM4		.876					
COM2		.847					
COM1		.790					
SPP2			.913				
SPP4			.878				
SPP3			.832				
SPP5			.775				
SPP1			.725				
JS2				.934			
JS4				.878			
JS3				.834			
JS1				.815			
SPPS2					.829		
SPPS3					.787		
SPPS4					.713		
SPPS1					.657		
Ext_MOT3						.867	
Ext_MOT2						.808	
Ext_MOT1						.704	
Ext_MOT4						.620	
Int_MOT4							.885
Int_MOT3							.677
Int_MOT2							.636
Int_MOT1							.545
Total	8.758	4.619	3.588	2.263	1.757	1.516	1.33
% of Variance	27.37	14.435	11.213	7.071	5.491	4.739	4.156
Cumulative %	27.37	41.804	53.017	60.088	65.579	70.317	74.473

KMO=0.892, Bartlett's Test of Sphericity is significance (Sig.=0.00). Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization. a. Rotation converged in 6 iterations

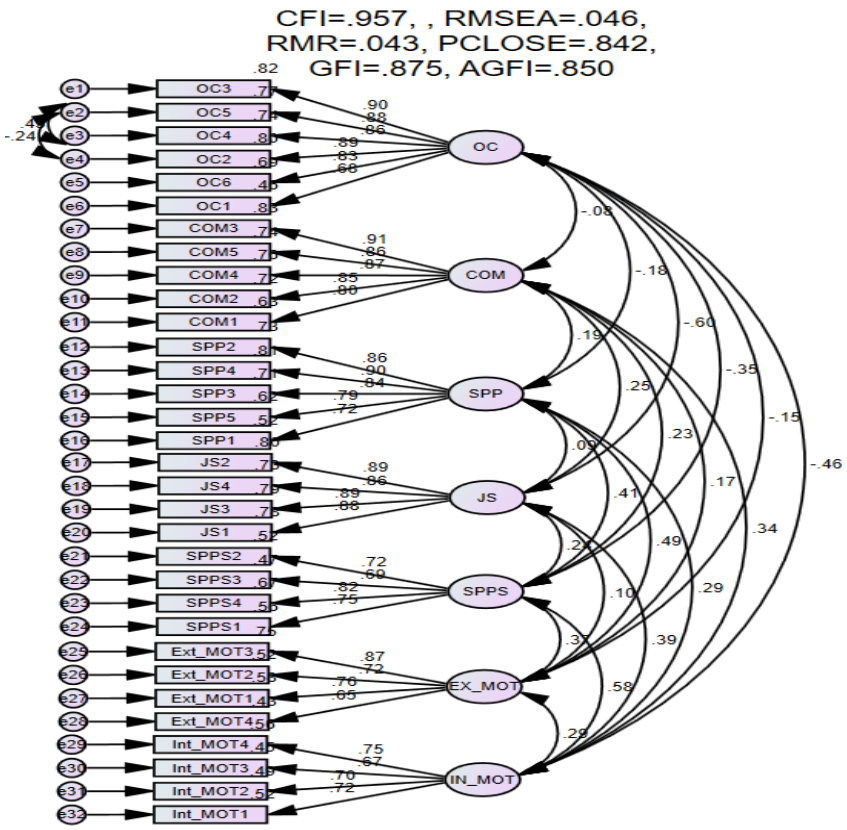

Fig. 3. Outcome of confirmatory factor analysis
Source: Confirmatory factor analysis

Table 8. Model fit indices and their acceptable thresholds

Goodness of fit index	Value	Level of acceptance	References
Chi-square/Df	1.689	<5.0	Marsh and Hocevar [46]
CFI	.957	>0.90	Bentler [48]
RMR	.043	<0.08	Hu & Bentler [51]
GFI	.875	>0.90	Joreskog & Sorbom [52]
AGFI	.850	>0.85	Anderson & Gerbig [47]
RMSEA	.046	<0.08	Browne & Cudeck [49]
SRMR	.052	<0.08	Browne & Cudeck, [49]

Df: degree of freedom; CFI: comparative fit index; RMR: root mean square residual; GFI: goodness of fit index; AGFI: adjusted goodness of fit index; RMSEA: root mean square error of approximation; SRMR: standardized mean square residual. Source: Literature review.

Table 9. HTMT analysis

	OC	COM	SPP	JS	SPPS	EX_MOT	IN_MOT
OC							
COM	0.108						
SPP	0.174	0.199					
JS	0.621	0.247	0.107				
SPPS	0.349	0.220	0.400	0.227			
EX_MOT	0.148	0.159	0.500	0.097	0.371		
IN_MOT	0.473	0.343	0.277	0.385	0.571	0.291	

Table 10. Variance inflation factor (VIF) and tolerance in multicollinearity

	IN_MOT	EX_MOT	SPPS	JS	COM	OC
Tolerance	0.422	0.807	0.503	0.53	0.798	0.472
VIF	2.372	1.24	1.986	1.886	1.254	2.118

Dependent Variable: SPP

political skills [SPPS], and sales performance] using a multivariate analysis technique (covariance-based structural equation modeling). Thus, two hypotheses were found to be highly significant (Table 11) due to t values over 1.96 and p values below 0.01. Extrinsic motivation and salespeople's performance (SPP) have a significant 1% relationship (β = 0.542, critical value = 8.269, p<0.01), supporting hypothesis H5. The correlation between salespeople's political abilities (β = 0.323, critical value = 4.183, p<0.01) and salespeople's performance (SPP) is strong. At a 10% level of significance, the SPP compensation-to-performance link was found to be marginally significant (β = 0.323; critical value was 4.183; P<0.01). H3 is supported to some extent. Conversely, there was no relationship between intrinsic drive and work satisfaction or organizational commitment. Because of these ideas, Bangladeshi mobile phone service providers have no effect on sales that can be seen. In terms of R^2 values, Cohen [53] stated that values between 0.02 and 0.12 were considered weak, 0.13 to 0.25 were deemed moderate, and 0.26 or more were deemed big. For endogenous variables, Chin [54] advocated R2 values as low as 0.19, as high as 0.33, and as low as 0.26 as significant. For the variation explained by a given endogenous latent concept, Falk and Miller [55] suggested that R2 values be larger than 0.10. More than 30 percent of the performance of Bangladesh's mobile telecommunications service providers can be attributed to six factors, such as job satisfaction; extrinsic motivating factors; intrinsic motivating factors; extrinsic motivating factors; organizational commitment; compensation; and political skills of salespeople. R^2 values of this magnitude are corroborated by Cohen [53], and Chin [54].

6.10 Moderating Effect

Hypothesis 7 proposes that salespeople's performance and salespeople political skill are moderated by their experience. Table 11 and Fig. 5 show a significant positive relationship between salespeople's political skill and experience and their performance (β = 0.064, p<0.05).As illustrated in the graph, we also looked at the association between salespeople's performance and the interplay between their experience and SPPS. When other independent factors like work satisfaction and external and internal motivation are combined with experience, there is no positive or negative impact on SPP.

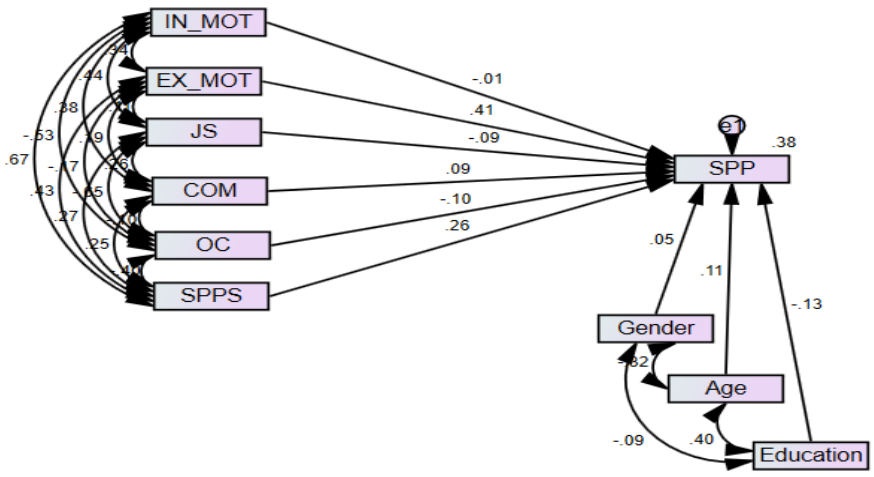

Fig. 4. Structural equation modelling of sales people performance

Table 11. Hypothesis testing

Hypothesis		Estimate	S.E.	C.R.	P	Comment
H_1	SPP<---JS	-.064	.045	-1.408	.159	Not Supported
H_2	SPP<---OC	-.093	.061	-1.534	.125	Not Supported
H_3	SPP<---COM	.091	.051	1.800	.072	Somewhat Supported
H_4	SPP<---IN_MOT	-.017	.080	-.215	.830	Not Supported
H_5	SPP<---EX_MOT	.542	.066	8.269	***	Supported
H_6	SPP<---SPPS	.323	.077	4.183	***	Supported
	SPP<---Gender	.081	.083	.974	.330	Not Supported
	SPP<---Age	.039	.018	2.145	.032	Supported
	SPP<---Education	-.099	.036	-2.719	.007	Supported
R^2 value		0.309				

Job Satisfaction=JS, Extrinsic Motivation= EX_MOT, Intrinsic Motivation= In_MOT, Organizational Commitment=OC, Compensation=COM, Sales People Political Skil=SPPS, and Sales People Performance=SPP

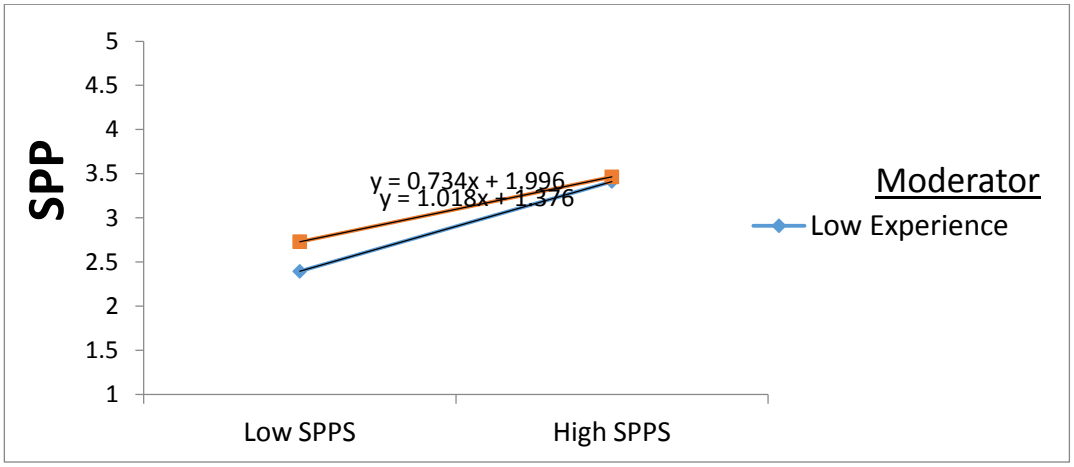

Fig. 5. Moderating effect (Interaction effect) of experience between salespeople performance and salespeople political skill

7. CONCLUSION AND RECOMMENDATIONS

According to Yusuf et al. (2015), external motivation is linked to salespeople's and relevant performance, and this connection is fueled by an organization's commitment. According to Haynes et al. (2008), external motivation is the desire to engage in a certain action in order to accomplish a specified goal or reward. External motivation, according to San Martin and Herrero [23], is the observation that this mobility provides customers with certain conditions for action that, in addition to improved work performance and promotion, contribute to the achievement of an established positive outcome. Herrero and San Martin [23]. How much a person thinks the system will help them finish a task or improve their performance is a good way to describe how they plan to use it. This research shows that they put in long hours and are becoming increasingly productive. When a firm's decision makers focus on external incentives, they will see a big boost in the productivity of its salesmen, who will in turn drive the company far beyond its boundaries. According to Ferris, Tradeway, and others, political skills are those that enable one to influence policy. (2006) (Semader and others). Integration of social awareness and flexibility in response to changing conditions, as well as trust-inspiring actions that gain the support of others as a symbol of status, has a strong impact on others. Mental intelligence and self-awareness were found to be superior development markers of managerial effectiveness when compared to political efficacy. According to the survey results, if only one salesperson has political skills, the rest of the salespeople will work harder, and their output will rise day by day. Because he is related, he has the authority to run the business as his own. For this reason, we can infer that everyone in the business world must focus on

political abilities that considerably boost the productivity of salesmen as they are the actual thing. With the help of these people, products can be sold, establishing ownership, boosting leadership, and making more money.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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