# Impact of Motivation on Productivity of Retailers: A Study of Telecom Service Providers

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**Abstract:**
Motivation & productivity are among the most discussed topic in corporate world. There are large number of studies done on motivation & productivity and this is also true in context of telecom industry. Research work on workplace performance and motivation has been initiated by Elton Mayo at the Western Electric Hawthorne plant and Maslow's need hierarchy theory. Post this there are various studies done in the area of motivation and productivity. But literatures covering motivational theory for channel sales, which is a separate entity working for the organization, is not much prevalent and they mostly covered on the people working in an organization. In channel sales, retailers are important link that connect customers with organizations. There are various innovations done by companies to connect directly with customers but in perspective of telecom industry, importance of channel & retailers are still very important. Customers are getting serviced through retailers and retailers act as advocator for company's brands or products. Hence, to get edge over competition companies give very high focus on retailer management and keep on innovating various programs and schemes to motivate them. If retailers are motivated they will be more productive for organizations. But is this true for retailers of telecom industry also? By keeping this background in mind, this research study is focussed on behavioural aspect of telecom industry to enhance our knowledge on performance or productivity in the area of channel sales management. It tries to identify that how productivity gets impacted with the factors of motivation of telecom retailers using multivariate analysis. Total 600 retailers across various towns of Jharkhand were studied. The research findings of this study will be of immense use for telecom operators and other channel led organizations in linking their motivational initiatives with retailers' productivity effectively.

## 1. INTRODUCTION

In the present competitive environment, sales are considered as driver for organizations. There is cut throat competition among companies and a brand to get customer share. Competitive scenario in telecom industry is not much different from other Industry. Channel sales plays significant role for organizations to get edge over other. In channel sales retailers are the connection between organization & customers. Hence, understanding them and keeping them motivated is important for organizations.

Channel motivation is a challenging task for organizations. Every organization fights to get larger customer shares and as customers is getting serviced through distribution chain of retailers. Hence, to keep them motivated is essential for success of any products or services. Actually, retailers play the role of advocator of companies for customers and they communicate the customer offering, product advantages, and work as service centre for customers.

Presently, Telecom organizations in India run monthly trade schemes, product specific trade

scheme, high retailer margin, lucrative tour programmes, credit support, provide manpower support, R&R program, retailer meet, long term retailer engagement program, provide separate retailer helpline numbers etc. to keep retailers motivated.

As per market estimates around 70% of total sales of organizations in telecom and many other similar industry are done through channel sales hence it is critical for success of any organization. To extract maximum productivity of retailers we need to keep them high on motivation, as productivity is directly linked with motivation of people.

There is no specific study done which has measured the impact of Factors of Motivation on productivity of telecom retailers. This study is an attempt to address this issue. This study has been done for retailers of top 11 towns of Jharkhand state.

## MATERIALS AND METHODS

### 2. REVIEW OF LITERATURE
As literature review provides the foundation and framework of research work done on the research topic hence extensive literature review has been done on topic and its keywords to find the details of various works done in the area.

There is limited research work found in the context of Channel Management which measures Impact of Motivation on Performance or Productivity of Channels. Various research works were studied and captured and those relevance for this research work has been identified which build the foundation of my research work to add knowledge and learning to the field.

The article "Improving productivity: Do human relations theories provide the answers?" (Rastogi, 1987) has linked productivity with proper social conditions and individual motivation and can be improved only improving these factors. Organizations have to pursue goals of efficient producers of goods and services, generate surplus and creator of skill and job for the society.

The article "The effect of vertical exchange relationships on the performance attributions and subsequent actions of Sales Managers" (Swift and Campbell, 1995) examines different types of relationship between the sales manager and sub-ordinates and also find its impact on the sales manager's attributions about the sub-ordinates performance.

The article "The Role of Trustworthiness in reducing transaction cost and Improving performance: Empirical evidence from The United States, Japan and Korea"(Dyer,2003) find the relationship between supplier trust with buyer and transaction cost. From empirical evidence is has been found that trustworthiness reduces transaction costs and can be an important source of competitive advantage. Correlation matrix and regression analysis method was used for data analysis and findings.

The article "The Sales force Technology-Performance Chain: The role of adaptive selling and effort" (Rapp et.al., 2008) has done research on Sales Force Automation(SFA) and customer relationship management(CRM).After technology adoption by a sales force it has been found that SFA has direct impact on effort. It reduces the working hour required also CRM usage has direct impact on adaptive selling behaviours. Co-variance based structural equation modelling, AMOS 5.0 was used for data analysis.

The article "Searing Sentiment or cold calculation? The effects of leader emotional displays on team performance depend on follower epistemic motivation" (Cleef et. al, 2009) has examined the affect of leader emotional displays on team performance.

From experimental data it was found that teams having high on epistemic motivation performed better when leaders displays anger whereas teams having low on epistemic motivation performed better when the leader expressed happiness. A hierarchical regression analysis was used.

The article "Relevance of Emotional Intelligence for effective Job performance: An empirical study" (Mishra and Mohapatra,2010) explore the relationship between emotional intelligence and workplace performance for corporate executives". ANOVA, T-test and Pearson correlation was used to find the relation between EI and performance. Emotional intelligence found to be predictor of work performance.

The article "Creating sustainable performance" (Spreitzer and Porath, 2012) finds that happy employees are more productive. The combination of Vitality and learning leads to delivering better results and finding ways to grow. There are 4 measures which help employee to thrive at work; $1^{st}$ is providing discretion for decision making; $2^{nd}$, to share information; $3^{rd}$ is to minimize the incivility and lastly $4^{th}$, is to provide performance feedback.

The article "Impact of employee motivation on performance (productivity) in private organization" (Choudhary & Sharma, 2012) has highlighted the importance of employee motivation.

As per them employee motivation results in high productivity in long run. Motivated employee is a valuable asset and delivers huge value to organization in maintaining and strengthening its business and revenue growth.

"The effect of team process and key compensation factors while motivating high performance in Pharmaceutical Sales Teams" (Kumar, 2012) has explored the challenges faced by Pharmaceutical industry in motivating sales team. By improving a few key team process and compensation elements pharmaceutical companies can have a significant impact on team performance.

Some of the key factors are communication processes, developing and implementing team training, creating group or team goals and developing a team based incentive plan. Team based interview method was used to derive the findings.

The article "Does motivation really count for sales force performance in pharmaceutical industry?" (Sahoo et. al, 2014), has analyzed the impact of sales force motivation on their selling performance. Exploratory factor analysis was used to identify the factors of motivation. Then these factors are put into ordinal regression with selling performance.

All basic theories of motivation validate the linkage between motivation and productivity. Higher the motivations level of people higher the productivity. For this research work also same theoretical premise has been taken.

Factors of motivation from various literature reviews have been identified. There are two productivity KPIs-activations and recharges which has been taken for this research work as these are two most critical and focussed KPIs for retailers in telecom industry (identified with the help of industry experts).

As there are large number of factors of motivation which got identified from literature study hence for identifying key motivation factors statistical method has been used.

Post identification of key factors linkage between key factors of motivation and two productivity KPIs(Activations & recharges) has been established with the help of different statistics analysis.

**Figure: 1 Conceptual theoretical model**
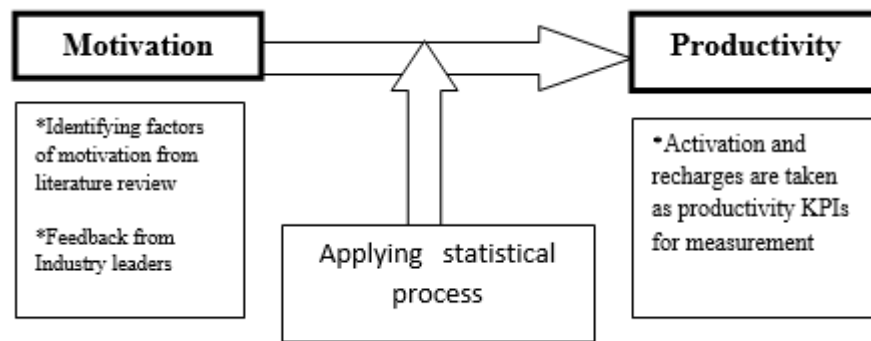


Source: Existing literatures

## 3. RESEARCH PROBLEM

In distribution channel management it is the team of people who deliver all desired results. Companies are putting lot of focus on channel people management. As per estimate around 70% of total sales in telecom and similar industries are done through channel sales hence they are critical for success of any organization. To extract maximum productivity or performance from channel we need to keep channel sales team motivated, as motivation is directly linked with productivity.

There is limited focused work done to identify factors of motivation in the context of channel sales management. Also, only very few research study done to measure the impact (influence) of motivational factors on productivity in channel sales management.

## 4. RESEARCH OBJECTIVES

On basis of gap in literature survey following objectives has been finalised for this research study:
- ➢ To identify and analyze the factors of Motivation of Retailers
- ➢ To study the impact of factors of motivation of retailers on channel performance

## 5. HYPOTHESES

Hypotheses: Basis above objectives the following hypotheses was tested:

H1: Factors of motivation do not influence productivity for retailers

H01a: Channel policy does not influence productivity for retailers

H01b: Channel engagement and process do not influence productivity for retailers

H01c: Channel support does not influence productivity for retailers

## 6. RESEARCH METHODOLOGY

**Research design:** The research design is descriptive and causal, as this tries to find out factors of motivation of channel people at different stratum level of channel sales. And measure impact of factors of motivation on productivity KPIs.

**Data Collection method:**
Both primary and secondary data collection methods have been used. Structured closed ended questionnaire based on literature review and inputs from industry were prepared. It got piloted on thirty retailers to identify the problems.

Corrections were incorporated before the final survey. Primary data collection through personal interview method with the help of questionnaires has been done. Secondary data collection for the study

was done from TRAI website, journals, books, other websites, magazines and channel feedback.

## Population:
Research work covers geographical state of Jharkhand Only. There are eleven class I cities of Jharkhand covered for this research work.

## Sample Design:
Convenience sampling has been used for taking feedback from respondents.

Sampling elements for this research is service providers of telecom industry (Three Telecom Service Providers) and sampling units are retailers of Jharkhand.

**Sample size:** Total sample size of 600 retailers covering top eleven towns of Jharkhand (major class I & other class I town) has been taken.

### Table-1: Sample size

| Classification | Retailer |
|---|---|
| Major Class I Town | 300 |
| Other Class I town | 300 |
| Total | 600 |

Source: Survey work

## 7. DATA ANALYSIS FRAMEWORK

### Table-2: Conceptual theoretical model

### Research Data Analysis Framework

| Step-1 | Identification of Factors of motivation | Statistical Tools or Method Used |
|---|---|---|
| 1a | Basis Feedback from channel Members-Retailers | Principal Component Analysis(PCA) was used to find Factors of Motivation |
| 1b | Feedback from Company Persons | |
| 1c | Literature Review | |
| **Step-2** | **Measuring Impact of Factors of Motivation on Factors of Productivity** | **Statistical Tools or Method Used** |
| 2a | Identification of Productivity KPI-Activation & Recharges | Multivariate Analysis(MANOVA) was to used Measure Impact on Productivity |
| 2b | Identification of Factors Motivation-From PCA as above | |

## 8. ANALYSIS OF FINDINGS
Retailers' feedback on Factors of Motivation has been captured through the questionnaire and got compiled. **Principal Component Analysis (PCA)** and varimax rotation using SPSS was done to identify final factors of motivations.

Factors having Eigen Value more than one has been taken for analysis. Eigen value is the total variation explained by each factor. KMO test measures measure sample adequacy is an index to examine appropriateness of factor analysis (Malhotra, 2010)

### Table-3: Retailers KMO & Bartlett's Test

| | Retailers | | |
|---|---|---|---|
| **KMO and Bartlett's Test** | | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | **.958** |
| Bartlett's Test of Sphericity | Approx. Chi-Square | | **10448.447** |
| | Df | | **190** |
| | Sig. | | **.000** |

Source: SPSS analysis output (Dubey, 2019)[6]

In above table value of KMO is 0.958 which is much higher than 0.5 shows adequacy of samples taken for the survey. Also the population correlation matrix is rejected by Bartlett's test as its significance value 0 which is less than 0.05.

### Table-4: Retailers Total variance

| Component | Eigen values | | | Extraction- Sums of Squared Loadings | | | Rotation- Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 11.745 | 58.724 | 58.724 | 11.745 | 58.724 | 58.724 | 5.652 | 28.260 | 28.260 |
| 2 | 1.630 | 8.152 | 66.875 | 1.630 | 8.152 | 66.875 | 4.574 | 22.869 | 51.129 |
| 3 | 1.048 | 5.240 | 72.115 | 1.048 | 5.240 | 72.115 | 4.197 | 20.986 | 72.115 |
| 4 | .736 | 3.681 | 75.796 | | | | | | |
| 5 | .525 | 2.626 | 78.422 | | | | | | |
| 6 | .512 | 2.559 | 80.982 | | | | | | |
| 7 | .459 | 2.294 | 83.275 | | | | | | |
| 8 | .408 | 2.038 | 85.314 | | | | | | |
| 9 | .364 | 1.822 | 87.135 | | | | | | |
| 10 | .340 | 1.698 | 88.833 | | | | | | |
| 11 | .333 | 1.663 | 90.496 | | | | | | |
| 12 | .281 | 1.405 | 91.901 | | | | | | |
| 13 | .274 | 1.369 | 93.270 | | | | | | |
| 14 | .248 | 1.242 | 94.512 | | | | | | |
| 15 | .228 | 1.139 | 95.651 | | | | | | |
| 16 | .208 | 1.039 | 96.690 | | | | | | |
| 17 | .201 | 1.006 | 97.695 | | | | | | |
| 18 | .182 | .911 | 98.606 | | | | | | |
| 19 | .167 | .836 | 99.442 | | | | | | |
| 20 | .112 | .558 | 100.000 | | | | | | |

Source: SPSS analysis output(Dubey, 2019)[6]

Percentage of variance as shown in above table shows total variance attributed to each factor.

### Table-5: Retailers rotated component matrix

| Retailers | | | |
|---|---|---|---|
| Rotated Component Matrix[a] | | | |
| | Component | | |
| | 1 | 2 | 3 |
| Commission_Margin_Incentive | **.704** | **.039** | **.291** |
| Reward_Recognition | **.697** | **.468** | **.262** |

| | | | |
|---|---|---|---|
| Sales_Target | **.609** | .531 | .223 |
| Claim_Settlement | **.828** | .136 | .275 |
| NoConflict | **.730** | .304 | .292 |
| Expriy_Replacement_Policy | **.692** | .335 | .208 |
| Products_Services | **.662** | .253 | .464 |
| GoodNetwork | **.572** | .154 | .530 |
| Suggestions_Taken | .281 | **.728** | .242 |
| Service_oriented | .159 | **.878** | .097 |
| Performance_Feedback | .468 | **.667** | .256 |
| DSE_Dist_Support | .352 | .155 | **.743** |
| SM_CompanySupport | .285 | .343 | **.750** |
| Recognition_Distributor_Company | .159 | **.662** | .507 |
| Social_Recognition | .175 | **.847** | .250 |
| Relationship_DSEDist | .348 | .238 | **.755** |
| Relationship_SalesMgr | .343 | .290 | **.767** |
| Brand_Association | **.552** | .434 | .442 |
| Culture | **.619** | .440 | .420 |
| Proper_Communication | **.572** | .441 | .443 |
| Extraction Method used: Principal Component Analysis. | | | |
| Rotation Method: Varimax with Kaiser Normalization method has been used | | | |

Source: SPSS analysis output (Dubey, 2019)[6]

From the table above, it is found that variable v1,v2,v3,v4,v5,v6,v7,v8,v18,v19,v20 has more loadings on component1 which is named as <u>Channel Policy</u>.

Variable v9, v10, v11, v14, v15 has more loadings on component2 which is named as <u>Channel engagement process</u>.

Variables v12, v13, v16, v17 has more loadings on components 3 which is name as <u>channel Support</u>. Component wise factors are shown below in table 4.2.5.

**20 Motivational Factors of retailers** are studied but Post SPSS Analysis broadly they are **Categorized into 3 types of Factors only.** Other factors are identified as sub-factors of these 3 broader Factors which are following-

1. **Channel Policy:** Under this category there are 11 different factors of motivation-Margin of retailers, R&R for retailers, Target of retailers, claim settlement from company, conflict with company, expiry policy, Product & services, Network, Brand name, culture, Communication has been categorized as Channel policy of company. Under this category, there are 11 different factors of motivation-Margin of retailers, R&R for retailers, Target of retailers, claim settlement from company, conflict with the company, expiry policy, Product & Services, Network, Brand name, culture, Communication has been categorized as Channel policy of the company.

2. **Channel Engagement process:** Under this category, there are 5 different factors of motivation-

Feedback taken from retailers, Service-Oriented business, Performance feedback, Recognition from distributor & social recognition has been categorized as Channel engagement process.

3. **Channel Support:** Under this category, there are 4 different factors of motivation- DSE/Distributor

support, Support from Company Sales Manager, Relationship with DSE/Distributor & Relationship with company Sales Manager has been categorized as Channel Support.

**Table-6: Retailers composition of the factors**

| Factors of Motivation-Retailers | | |
|---|---|---|
| Category-1 | Category-2 | Category-3 |
| Channel Policy | Channel Engagement process | Channel Support |
| Commission_Margin_Incentive | Suggestions_Taken | DSE_Dist_Support |
| Reward_Recognition | Service_oriented | SM_CompanySupport |
| Sales_Target | Performance_Feedback | Relationship_DSEDist |
| Claim_Settlement | Recognition_Distributor_Company | Relationship_SalesMgr |
| NoConflict | Social_Recognition | |
| Expriy_Replacement_Policy | | |
| Products_Services | | |
| GoodNetwork | | |
| Brand_Association | | |
| Culture | | |
| Proper_Communication | | |

Source: SPSS analysis output (Dubey, 2019)[6]

## 9. MEASURING IMPACT OF FACTORS OF MOTIVATION ON PRODUCTIVITY

**Retailers- MANOVA test:** First descriptive statistics of independent variables **(Channel Policy, Channel engagement and Channel Support)** were found. After that Box's test of Equality of co-

variances matrices was done. Box's test was done to test covariances across dependent variables are same across groups.

For applying MANOVA test covariances should not be significant.

**Table-7: Retailers Box's Test for motivational factors**

| Result of Box's Test of Equality of Covariance Matrices[a] | |
|---|---|
| Box's M | **54.106** |
| F | **1.347** |

| df1 | **30** |
| df2 | **1175.698** |
| Sig. | **.101** |

Source: MANOVA output

As the significance level is 0.101 which is higher than 0.05 which shows the co-variances across groups is not very strong hence the null hypothesis has been rejected and MANOVA can be performed.

MANOVA F-value of independent variables i.e., three categories of motivations Channel Policy, Channel engagement and Channel Support were derived

(Giri,https://www.projectguru.in/publications/multiv ariate-analysis-dependent-variable/, 2017)

**Table-8: Retailers Multivariate Tests for motivational factors**

| **Multivariate Tests-Retailers** | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Effect** | | **Value** | **F** | **Hypothesis df** | **Error df** | **Sig.** | **Partial Eta Squared** |
| Intercept | Pillai's Trace | .970 | 2277.631[a] | 2.000 | 140.000 | .000 | .970 |
| ChannelPolicy | Pillai's Trace | .775 | 2.029 | 88.000 | 282.000 | .000 | .388 |
| ChannelEngagement | Pillai's Trace | .466 | 1.585 | 54.000 | 282.000 | .009 | .233 |
| ChannelSupport | Pillai's Trace | .284 | 1.459 | 32.000 | 282.000 | .058 | .142 |
| ChannelPolicy * ChannelEngagement | Pillai's Trace | .979 | 1.453 | 186.000 | 282.000 | .002 | .489 |
| ChannelPolicy * ChannelSupport | Pillai's Trace | .278 | .784 | 58.000 | 282.000 | .868 | .139 |
| ChannelEngagement * ChannelSupport | Pillai's Trace | .307 | 1.276 | 40.000 | 282.000 | .133 | .153 |
| ChannelPolicy * ChannelEngagement * ChannelSupport | Pillai's Trace | .103 | 1.524 | 10.000 | 282.000 | .130 | .051 |

Source: MANOVA output

F value has been extracted from MANOVA and for **this research work, Pillai's trace** test have been chosen as this is the most preferred approach for the F-value as this is the least sensitive and highly robust to the violation of the assumption in the covariance of matrices (Warne, 2014)

## 10. SUMMARY OF RESULTS

**Table: 9 Summary of retailers MANOVA test**

| Retailers-MANOVA Analysis | | | | |
|---|---|---|---|---|
| **Factors of motivation** | **Pillia's Trace value** | **F Score** | **Sig(P Value)** | **Partial Eta Square** | **Summary of findings** |
| Channel Policy | 0.775 | 2.029 | 0.00 | 0.388 | p value of 0 is lower than 0.05 & eta square value of 0.388 shows **this factor is having high impact** on productivity KPIs |
| Channel Engagement process | 0.446 | 1.585 | 0.009 | 0.233 | p value of 0.009 is lower than 0.05 & eta square value of 0.233 shows **this factor is having high impact** on productivity KPIs |
| Channel Support | 0.284 | 1.459 | 0.058 | 0.142 | p value of 0.058 is higher than 0.05 hence **this factor do not having significant impact** on productivity KPIs |
| Channel policy & channel engagement | 0.979 | 1.453 | 0.002 | 0.489 | p value of 0.002 is lower than 0.05 & eta square value of 0.489 shows **combination of these factors have high impact** on productivity KPIs |
| Channel policy & Channel support | 0.278 | 0.784 | 0.868 | 0.139 | p value of 0.868 is higher than 0.05 hence **combination of these factors do not having significant impact** on productivity KPIs |
| Channel engagement & channel support | 0.307 | 1.276 | 0.133 | 0.153 | p value of 0.133 which is higher than 0.05 hence **combination of these factors do not having significant** |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | **impact** on productivity KPIs |
| Channel policy*Channel engagement*channel support -all three | 0.103 | 1.524 | 0.130 | 0.051 | p value of 0.130 which is higher than 0.05. hence **combination of these factors do not having significant impact** on productivity KPIs |

Source: MANOVA output

Above findings shows that **channel policy (factors1), channel engagement and process (factor2) and combination of channel policy and channel engagement** (as mentioned in point4) have influence on productivity KPIs(Activation & Recharges) of retailers. While **channel support** (factor3) does not influence productivity at retailers level.

Hence, it can be concluded that factors of motivation of retailers influence productivity of retailers at an overall level. The null hypothesis taken was rejected and **alternate hypothesis which says factors of Motivation have influence on productivity at retailers level as mentioned below got accepted.**

➢ H0: Factors of motivation do not influence productivity at retailers level

➢ H1: Factors of motivation influence productivity at retailers level

## 11. CONCLUSION

In context of Telecom retailers there are 20 different factors of motivation identified from various literature review and feedback from senior management of telecom Industry. But post statistical analysis it was found that broadly there are3 types of motivation factors of Telecom retailers-**Channel Policy, Channel Engagement Process and Channel Support** and all 3 types of factors have **high impact on productivity of retailers.**

If telecom organization can plan their channel policy well, ensure execution of channel engagement

process in market well and able to support their retailers on ground it will have great impact on **motivation and productivity** of retailers. If retailers will get highly motivated and then they **will give more business productivity** to company hence more market share for organization in comparison to their competitors.

In field it was found that many organizations has good channel policy but due to poor channel support on ground which is identified as 3rd factors of motivation, retailers get annoyed and not want to do business with that organization. Here, the role of Distributors, DSE& company sales managers are crucial as they are the representative of company interacting with retailers and giving service on day-to-day basis to these retailers. Also they ensure that all business hygiene's are maintained so that retailers' long term interests are protected.

The above study of telecom retailers are done for pre-paid business as in post-paid there is no retailer channel is involved. As telecom industry is distribution based business hence findings are also relevant for retailers of other sectors like FMCG, Paint, and lubricants etc. product also where retailers also play key role in customer sales and services.

Managers of telecom and other industry mentioned above can use the findings of this study in designing and developing their channel policy, can develop proper channel engagement process and ensure its

implementation at ground level so that can get desired level of **Productivity** from channel & sales team which will result in long term sustainable business, low employee and distributor turnover and getting more market share.

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