Impact of Motivational Factors of Channel Members on Channel Performance:

A study of Telecom Service Providers

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By

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Thesis Completion Certificate

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<u>ABSTRACT</u>

Organizations are a physical entity and people of organizations are its lives. Robbins (2003), defines the organization as "A consciously coordinated social unit, composed of two or more people, which functions on a relatively continuous basis to achieve a common goal or set of Goals" is clearly showing that people are the lives of organizations.

The size of organizations does not matter, what matters for the world is how an organization is running and the secrets of all types what drives in productivity of people or groups of people who work for the organizations. There are a lot of research works and studies done by researchers and academicians to find out how people can be more productive and every day new secrets or findings of human productivity are getting added to it.

Studies have shown that productivity is resultant of motivation and happiness of employees working in an organization. Hence organizations are implementing new practices, policies and finding other ways to make their employees happy and motivated to work.

This research study is focussed on behavioural aspect of telecom industry to enhance our knowledge of performance or productivity in the area of channel sales management. This study helped to find the factors of motivation of people working at different levels in Channel Sales, specifically, Retailers, DSE and Distributors who are external to the organization and finding the impact of factors of motivation on their productivity or performance.

Various studies have been done on motivation, productivity and performance of people or employees working in an organization but limited attention is given to study channel partners of sales channel who contributes a large role in the productivity of organizations in meeting sales objectives.

Channel sales are common now-a-days as organizations want to expand across geographies for selling or distributing their products. Channel sales also help in building distribution efficiencies and productivity.

OBJECTIVES AND SCOPE

The objectives of this research study are as follows:

- ➢ To identify and analyze the factors of Motivation of Channel Members (Retailers, DSEs, Distributors, Managers)
- ➢ To study the impact of factors of motivation of channel members (Retailers, DSEs, Distributors, Managers) on channel performance
- ➢ To study the impact of working factors of channel members (Retailers, DSEs, Distributors, Managers) on channel performance

Scope of the research:

- ➢ This study covers 11 top towns of Jharkhand- Jamshedpur, Dhanbad, Ranchi, Bokaro, Deoghar, Phusro, Hazaribagh, Giridih, Ramgarh, Medininagar, Chirkunda covering population of 52Lacs
- ➢ This study covers three Telecom Service Providers

- The study covers four stratums of channel sales-Retailers, DSEs, distributors and managers.

HYPOTHESES

Hypotheses: Based on the objectives the following hypotheses were tested:

Retailers Level:

H1: Factors of motivation do not influence productivity at retailers level

- H01a: Channel policy does not influence productivity at retailers level
- H01b: Channel engagement and process do not influence productivity at retailers level
- H01c: Channel support does not influence productivity at retailers level

H02: Working factors do not influence productivity at retailers level

- H02a: Time given does not influence productivity at retailers level
- H02b: Distributors market visit does not influence productivity at retailers level
- H02c: Sales managers market visit does not influence productivity at retailers level
- H02d: DSEs market visit does not influence productivity at retailers level

DSEs (Distributors Sales Executive) Level:

H03: Factors of motivation do not influence productivity at DSEs level

- H03a: Working conditions does not influence productivity at DSEs level

- H03b: Monetary benefit and channel policy do not influence productivity at DSEs level

- H03c: Organization association does not influence productivity at DSEs level

H04: Working factors do not influence productivity at DSEs level

- H04a: Frequency of gate meeting does not influence productivity at DSEs level

- H04b: Frequency of DSEs review does not influence productivity at DSEs level

- H04c: Distributors market visit does not influence productivity at DSEs level

- H04d: Sales managers' market visit does not influence productivity at DSEs level

Distributors Level:

H5: Factors of motivation do not influence productivity at distributors level

- H05a: Channel profitability and process do not influence productivity at distributors level

- H05b: Channel engagement and growth do not influence productivity at distributors level

- H05c: Nature of business does not influence productivity at distributors level

H6: Working factors do not influence productivity at distributors level

- H06a: Time given by distributors on his business does not influence productivity at distributors level

- H06b: Frequency of gate meeting does not influence productivity at distributors level

- H06c: Frequency of DSEs review does not influence productivity at distributors level

- H06d: Frequency of distributors market visit does not influence productivity at distributors level

Managers level:

H7: Factors of motivation do not influence productivity at managers level

- H07a: Working environment does not influence activations at managers level

- H07b: Benefits does not influence activations at managers level

- H07c: Working environment does not influence recharges at managers level

- H07d: Benefits does not influence recharges at managers level

H8: Working factors do not influence productivity at Managers level

- H08a: Time given by managers does not influence activations at managers level

- H08b: Frequency of gate meeting does not influence activations at managers level

- H08c: Frequency of DSEs review does not influence activations at managers level

- H08d: Frequency of distributors review does not influence on activations at managers level

- H08e: Time given by managers does not influence recharges at managers level

- ➢ H08f: Frequency of gate meeting does not influence recharges at managers level

- ➢ H08g: Frequency of DSEs review does not influence recharges at managers level

- ➢ H08h: Frequency of distributors review does not influence recharges at managers level

RESEARCH METHODOLOGY

The research design is descriptive and causal by nature.

Descriptive research is a pre planned and structure research (Malhotra & Dash, 2010). It has a clear statement of the problem, specific hypothesis and detailed information needed. This research is a descriptive research as this tries to find out factors of motivation of channel people at different stratum level of channel sales.

A causal research is also a conclusive research where the major objective is to obtain evidence regarding cause-and-effect (causal) relationship (Malhotra & Dash, 2010). This research is a causal research as this tries to find the impact of factors of motivation and impact of various working factors on productivity KPIs (Activations and recharges).

DATA ANALYSIS

Research Data Analysis Framework		
Step-1	**Identification of Factors of motivation**	**Statistical Tools or Method Used**
1a	Basis Feedback from channel Members- Retailers, Distributors, DSEs, managers	Principal Component Analysis(PCA) was used to find Factors of Motivation, Coefficient score with Factor score was find for prioritizing the factors
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 used to measure overall Impact on Productivity. Also ANOVA test was used to measure impact of individual factors on productivity
2b	Identification of Factors Motivation-From PCA as above	
Step-3	**Measuring Impact of key working factors on Productivity**	**Statistical Tools or Method Used**
	Identification of key working factors which has impact on productivity	Multivariate Analysis (MANOVA) was used to measure overall Impact on Productivity. Also ANOVA test was used to measure impact of individual factors on productivity

FINDINGS

<u>Hypotheses answered</u>

<u>Finding factors of motivation</u>: For retailers level channel policy, channel engagement process and channel support are derived as factors of motivation. For DSEs level working conditions, monetary benefits and channel policy and association with organization are derived as factors of motivation. For distributors level channel profitability and processes, channel engagement and growth, nature of business are derived as factors of motivation. For managers level working environment and benefits are derived as factors of motivation.

<u>Measuring impact of factors of motivation on productivity</u>: At Retailers level-channel policy, channel engagement process and combined impact of channel policy & channel engagement process has direct impact on productivity KPIs of activation & recharges. At DSEs level-organization association, combination of two factors working conditions with monetary benefit & channel policy, combination of working condition with organization association have direct impact on productivity KPIs of activation & recharges. At distributors level-Channel engagement & growth, combination of all three factors channel profitability & process, channel engagement & growth, nature of business has direct impact on productivity KPIs of activation & recharges. At managers level-working environment and benefits do not have direct impact on productivity KPIs of activations & recharges. For managers due to small universe and sample size MANOVA is not giving desired output also ANOVA analysis which also got applied is not giving desired output probable due to as managers are part of organization and they also drive many other productivity KPIs

(like setting up distribution infra, retailers business participations, distribution hygiene, driving productivity, training of team etc.) organization in addition to activations & recharges.

Measuring impact of other factors on productivity:

At Retailers level- distributors market visit, sales managers' market visit, combination of time given by retailers with distributors' market visit and combination of retailers market visit with sales managers' market visit has direct impact on productivity KPIs of activations & recharges for retailers. At DSEs level-frequency of gate meeting, distributors market visit, sales managers' market visit and combination of distributors market visit with sales managers' market visit has direct impact on productivity KPIs of activations & recharges. At distributors level-time given by distributors, frequency of gate meeting has direct impact on productivity KPIs of activations & recharges. At managers level none of the four working KPIs-time given by managers, frequency of gate meeting, frequency of DSEs review, frequency of distributors review do not have direct impact on productivity KPIs of activations & recharges. At managers level-working environment and benefits do not have direct impact on productivity KPIs of activations & recharges.

CONTRIBUTION

This research is an extensive study with focus on channel members-retailers, DSEs, distributors and managers. There are various factors of motivations for channels but out of those few factors are more important and other factors are sub-factors of those factors which got identified from this study. Managers or organizations can devise their employee engagement or motivation strategy accordingly to be more impactful.

This study also finds out various factors of motivations which are directly linked with productivity KPIs. Managers can focus themselves among those factors to be more productive. In addition to factors of motivations there are many working factors which are also important to drive productivity, those have been identified and their impact on productivity also got analysed. If telecom & other similar industry organization can design properly their channel policy, ensure execution of channel engagement process in market it will have great impact on motivation of retailers, DSEs, distributors which will results in giving more business to company hence, more market share for organization in comparison to their competitors.

Keywords: Motivation, Productivity, Channel Sales, Factors of Motivation, Factor Analysis, Multivariate analysis (MANOVA), ANOVA

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List of Abbreviations

Channel Members: Channel members are referred as Retailers, DSEs, Distributors, Managers

DSEs: Distributors Sales Executive

PCA: Principal Component Analysis

ANOVA: Analysis of variances

MANOVA: Multivariate Analysis of variances

KPIs: Key Performance Indicators

POP: Populations

R&R: Rewards and Recognition

TRAI: Telecom regulatory authority of India

Gross: Number of SIM Activations done or number of customer added

Recharges: Amount of EVD (Electronic voucher Denomination) sold

Gross/BTS: Activations done in every BTS (Base Terminal Stations)

URO: Unique Recharge Outlets (No of outlets who sells recharges)

MUAO: Monthly Unique Activating Outlets (No of outlets who do SIM activations)

DUAO: Daily Unique Activating Outlets (No of outlets who do SIM activations)

Bill Cut per DSE: No of Outlets whom DSE has sold recharges (DSE-Distributor Sales Executive)

Retailers: Telecom retailers or outlets doing direct service to customers

Distributors: Telecom channel partners who are responsible for selling and distributing company's product and services in the area

Managers: Sales managers of telecom

CMS: Customer market share

RMS: Revenue market share

ARPU: Average revenue per user

Stratum: Levels of distribution channels

CHAPTER 1: INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 Overview:

In the present competitive environment, Sales is considered as a driver for organizations. There is cut-throat competition among companies and brands to get customer share. The competitive scenario in Telecom Industry is not much different from other Industries. Rather Telecom Industry in India presently is in the intensely competitive scenario. The market is flooded with similar products and services and with multiple customer offers and communications.

Channel sales play a significant role for organizations to get an edge over others. In channel sales management role of people working in it is critical. Channel sales are again led by a team of people who work at a different level as a human chain for making products and services available at the doorsteps of retailers.

1.2 Human Resources Management :

Michael Porter (1985), in his book competitive advantage said, that there are two basic types of competitive advantage: cost leadership and differentiation. Companies win over their competitors by being cheaper or by being different—being perceived by the customer as better or more relevant. While Porter spoke about competition within business, the same can be applied to the competition with regards to talent we are experiencing today. Companies have two ways to gain an advantage over other companies looking for the same talent: pay the most or be so different from other companies it's easy to draw in and keep top talent.

Companies must reflect on how their people strategy is better and different from other companies. To accomplish this, think like Porter and create a "value chain" within your employee lifecycle. This value chain should focus on five stages of your employee lifecycle as a series of activities that link together. With it, you'll be better able to show talent how you stand out from the rest (Bensi, 2017)

People are strategic resources for organizations and the motivation of people is directly linked with productivity. Human Resource Management (HRM) can be defined as the effective selection and utilization of employees to achieve the goals and strategies of an organization as well as to fulfil the goals and needs of employees (Lenka, 2017). The development of HRM is very much dependent on changes in the market, social movements, and public policies. Initially, the role of HRM was limited to maintaining rolls and managing manpower but now this has become strategic due to present competitive scenarios.

There are a lot of HR Interventions and practices like performance appraisal, job rotation, In-house training, flexible work timing, no dress code policy, Open workspace, fun at work, reward and recognition, etc. has been implemented to keep their employee motivated, happy and productive.

In the context of channel sales, the role of HRM is quite challenging. Tasks of salespersons are very dynamic, they work for long working hours, they have large travel time, they keep on working and travelling to disturbed areas, channel sales in many organizations even do not have an office where salespersons can sit and work also they work in the most competitive market. Sales People have large opportunities

for jobs in the market in the area of channel sales as the current market is a buyer's markets, where there is intense competition to sell the products hence sales function now is a necessity for almost every organization today. Retention of salespeople is the most challenging task for HR function now in any organization.

There are various HR initiatives are taken by the sales organization today in India. Flexi working hours for salespeople,5days work week, training and development program, lucrative travel policy, high salary with incentive, regular R&R, foreign trips, etc are designed separately for a sales team.

The objectives of all such initiatives are to ensure the productivity and performance of the sales team. Ensuring daily, weekly, monthly, quarterly and annual targets are met. The shortfall in meeting sales targets has a direct impact on the productivity of other functions also as sales give immediate cash flow to the organization.

1.3 Telecom Industry at a glance:

1.3.1 Overview of Telecom Industry:

The Indian telecom industry is one of the biggest industries in the world. As per the last published Q3, TRAI report on there are 1198 Million Subscribers in India. TRAI is a government policy-making organization for the telecom industry and also published various reports indicating the health and key indicators of the telecom industry in India.

Telecom Industry at a Glance (2014 to 2019): **TRAI report till March2019**

Table 1.3.1 Telecom Industry at a glance

Telecom Industry At a Glance(2014 to 2019)						
Telecom Subscribers (Wireless +Wireline)	**Q4 2014**	**Q4 2015**	**Q4 2016**	**Q4 2017**	**Q4 2018**	**Q4 2019**
Total Subscribers(in Millions)	933.01	996.49	1058.86	1194.58	1206.22	1183.51
Urban Subscribers(in Millions)	555.28	577.18	609.69	692.97	681.61	669.16
Rural Subscribers(in Millions)	377.73	419.31	449.17	501.61	524.61	514.35
Teledensity	75.23	79.38	83.36	92.98	92.84	90.11
Wireless Subscribers(in Millions)	904.51	969.89	1033.63	1170.18	1183.41	1161.81
Wireline Subscribers (in Millions)	28.50	26.59	25.22	24.40	22.81	21.80
Gross Revenue(GR) during the quarter (in Crore)	` 60716	65227	68335	63315	62198	58141
Monthly ARPU	115.70	122.00	127.00	89.34	71.62	72.82
Monthly ARPU GSM Full Mobility Service	113	120	125	83	76	71.39
Monthly ARPU CDMA Full Mobility Service	105	108	104	131	79	
Minutes of Usage (MOU) per subscriber per month GSM Full Mobility Service	389	383	381	405	584	692
Minutes of Usage (MOU) per subscriber per month CDMA Full Mobility Service	275	265	260	250	61	
Total Outgoing Minutes of Usage for Internet Telephony(In Millions)	251	245	277	258	258	197
Data Usage per subscriber per month - GSM(in MB)	53.94	89.06	133.87	1006.00	2447.00	9.06 GB
Data Usage per subscriber per month - CDMA(in MB)	176.24	278.22	433.64	473.00	173.00	
Data Usage per subscriber per month – Total(GSM+CDMA)(in MB)	61.66	99.46	147.12	1000.00	2437.00	9.06 GB
OG Tariff in Rs /GB						7.95
Internet Services(in Millions)						
Total Internet Subscriber	251.59	302.35	342.65	422.19	493.96	636.76
Wireless Subscriber Base	233.09	283.29	322.21	400.62	472.72	615.05

Source: TRAI Reports

Operator wise customer base at a Glance (2014 to 2019): TRAI report till March2019

Table 1.3.2 Operator wise customer base

Operator wise Customer base At a Glance(2014 to 2019)						
Wireless Subscriber Base, Service Providers wise (in Millions)	**Q4 2014**	**Q4 2015**	**Q4 2016**	**Q4 2017**	**Q4 2018**	**Q4 2019**
Bharti	205.39	229.43	251.24	273.65	304.19	329.26
Voda	166.56	183.88	197.95	209.06	222.70	395.17
Idea	**135.79**	**157.81**	**175.07**	**195.37**	**211.21**	
Reliance	110.89	110.65	102.41	83.50	0.19	0.00
BSNL	94.65	93.64	86.35	100.99	111.68	126.91
Aircel	**70.15**	**81.40**	**87.09**	**90.90**	**74.15**	**0.00**
Tata	**63.00**	**67.99**	**60.10**	**48.99**	**31.19**	**17.68**
Telewings/Telenor	35.61	45.62	52.45	50.49	37.98	0.00
Sistema	9.04	8.92	7.69	4.91	0.00	0.00
Videocon	4.99	7.13	6.56	0.00	0.00	0.00
MTNL	3.37	7.06	3.56	3.63	3.56	6.70
Loop	2.90	0.00	0.00	0.00	0.00	0.00
Quardrant	2.18	2.96	3.16	0.00	0.00	0.22
Reliance Jio	0.00	0.00	0.00	108.68	186.56	**306.72**
Bihar Wireless Subs(In Millions)	61.59	69.27	74.45	84.56	66.95	62.44
Jharkhand Wireless Subs(In Millions)					21.64	22.64

Source: TRAI reports

Operator wise subscriber market share: TRAI report till March2019

Table 1.3.3 Operator wise subs market share

Operator	Subscribers (millions)	Revenue (in Cr.)	**Subs Market Share**	Ownership
Vodafone Idea Ltd.	395	7133	33.39%	VodaFone Group(45.1%); Aditya Birla Group(26%); Axiata Group Berhad Providence Equity(28.9%)
Airtel	329	5920	27.83%	Bharti Enterprises (64%); Singtel (36%)
Jio	307	9839	25.92%	Reliance Industries Ltd
BSNL & MTNL	134	2498	11.29%	State Owned
Others	19	706	1.58%	
Total	**1184**	**26096**	**100.00%**	

Source: TRAI reports

1.3.2 Key changes in Telecom Industry in last few Years:

➢ On 2 February 2012 the Supreme Court ruled cancelling all 122 spectrum licenses granted during A. Raja (Minister of Communications & IT from 2007 to 2009); the primary official accused term as communications minister and described the allocation of 2G spectrum as "unconstitutional and arbitrary". Licenses of Unitech Wireless, Swan Telecom, and Tata Teleservices got cancelled and 5 million (US$72,000) fines on Loop Telecom, S Tel, Allianz Infratech, and Sistema Shyam Tele Services imposed.

➢ Airtel has acquired Telenor India in May 2018 and has also acquired Tata Teleservices consumer mobile business in July 2019.

➢ Vodafone and Idea merged to form the world's second-largest telecom company, and the largest in India and officially known as Vodafone Idea Limited on 31st Aug2018.

➢ Reliance Communications had to shut down its 2G and 3G services including all voice services and only offer 4G data services from 29 December 2017, RCom has terminated its asset sold his assed to Reliance Jio Infocomm Ltd.

➢ Following the launch of Reliance Jio, mobile operators faced stiff competition in the Indian market. This led to the closure of many of these operators.

Telecom is among the most competitive sector of India and to build efficiencies in operations many mergers are acquisitions takes place. Summary of merger and closure of operators in recent times are below-

Table 1.3.4 Operator wise closure update

Operator	Fate	Ceased Operation
Modi Telstra	Merged with Axiata Spice Communication	2000
Hutch	Bought by Vodafone Group	2007
Axiata Spice Communication	Merged with Idea Cellular Ltd	2008
S-Tel	Licence quashed by Supreme court	2012
Etisalat	Licence quashed by Supreme court	2012
Loop Mobile	Ceased operation after expiry of licence	2014
Virgin Mobile India	Merged with Tata Docomo	2015
Videocon	Closed after selling spectrum to Bharti Airtel	2016
MTS India	Merged with Reliance Communication	2017
Vodafone India	Merged with Idea to form Vodafone Idea	2018
Idea Cellular	Merged with Idea to form Vodafone Idea	2018
Aircel	Bankrupt	2018
Telenor India	Merged with Bharti Airtel	2018
Reliance Communication	Bankrupt	2019
Tata Docomo	Merged with Bharti Airtel	2019

Source: www.revolvy.com

1.4 Productivity & Performance:

Productivity is a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs.

Productivity is computed by dividing the average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency (businessdictionary.com).

However, Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfilment of an obligation, in a manner that releases the performer from all liabilities under the contract (businessdictionary.com).

Summarily, Productivity is the measure of the efficiency of production whereas performance deals with the way in which someone functions to accomplish something.

1.4.1 Channel Productivity & Performance:

In a channel, salespeople are driven by KPI's (Key Performance Indicators) and productivity and performance are commonly used terminology which people even in frontline sales are using. Every day managers, distributors, DSEs (Distributor Sales Executives) and retailers are driven for productivity and performance.

Channel productivity refers to how efficiently channel partners or members use their resources to produce outputs. The extent to which channel members meet the desired channel goals is called Performance. Performance of Channel Sales is measured by KPIs which are important from an organizational perspective. Hence, KPIs are key measurements that determine the success of an organization. However, in channel sales management, which is target driven function, productivity and performance are used almost synonymously.

1.4.2 Common KPIs of a Telecom Channel sales organization:

Table 1.4.1 Description of KPIs

KPI's	Description
Gross	Number of SIM Activations done or number of customers added
Recharge	Amount of EVD (Electronic voucher Denomination) sold
Gross/BTS	Activations done in every BTS (Base Terminal Stations)
URO	Unique Recharge Outlets (Number of outlets who sells recharges)
MUAO	Monthly Unique Activating Outlets (Number of outlets who do SIM activations)
DUAO	Daily Unique Activating Outlets (Number of outlets who do SIM

	activations)
Bill Cut per DSE	Number of Outlets whom DSE has sold recharges (DSE-Distributor Sales Executive)

Source: Terminology used by Telecom operators

For example, suppose for a defined DSE target is do deliver targets of 5KPIs-Gross, Recharges, URO, MUAO, DUAO and he delivers the target of only 3 KPIs and even if he overachieved on 3 KPIs but not delivered the target of other 2KPIs then his performance is lower although his productivity is high.

KPI targets are set basis the business requirement of organization because of the overall market scenario and business interest of the organization. For more dynamic industry KPIs targets also keep on changing very fast however for stable industry changes in the frequency of KPI target setting are less and it are more stable in nature.

1.5 Channel Management:

Channel management comes under 4th P of marketing i.e., place. Making a product or service available from the manufacturer to customers is known as channel management.

The term channel management is widely used in sales and marketing parlance. It is defined as a process where the company develops various marketing techniques as well as sales strategies to reach the widest possible customer base. The channels are nothing but ways to market and sell products. The ultimate aim of any organization is to develop a better relationship between the customer and the product (https://economictimes.indiatimes.com).

In the initial years of mass marketing, it was limited to direct selling and distribution through retail outlets but as the geographical market expanded for products, wholesalers & distributors became a necessity. No matter how effective or efficient an organization is in producing a product, if the product cannot be put into the hands of consumers, the organization will not be successful (Mehta, 1998).

According to Stern & El-Ansary (1996) "Marketing channels are set of interdependent organizations involved in the process of making a product or service available for use or consumption."

As per Kotler (1998) "the key functions of marketing channels are information collection & dissemination; promoting the communication; negotiation for selling products; ordering to the manufacturer; financing; risk-taking; physical possession of products and payment & transfer of ownership."

Decision for channel structure is taken by keeping view of geography in which organizations wants to expend, cost of distribution, pipeline of stocks to be maintained, time lag for distribution, financial strength or money required for effective distribution of products in market, taxation, business risk in case supply gets disconnected, using business strength of local business partners, etc.

Telecom companies do lot of due-diligence in appointing channel partners. The process of selection of channel partners goes through following process:

Figure 1.5.1 process of selecting a channel member in telecom industry as found by researcher

Step-1	• Longlisting
Step-2	• Shortlisting
Step-3	• Multiple steps Interview Process
Step-4	• Documentation & Agreement
Step-5	• Distributor On-Boarding
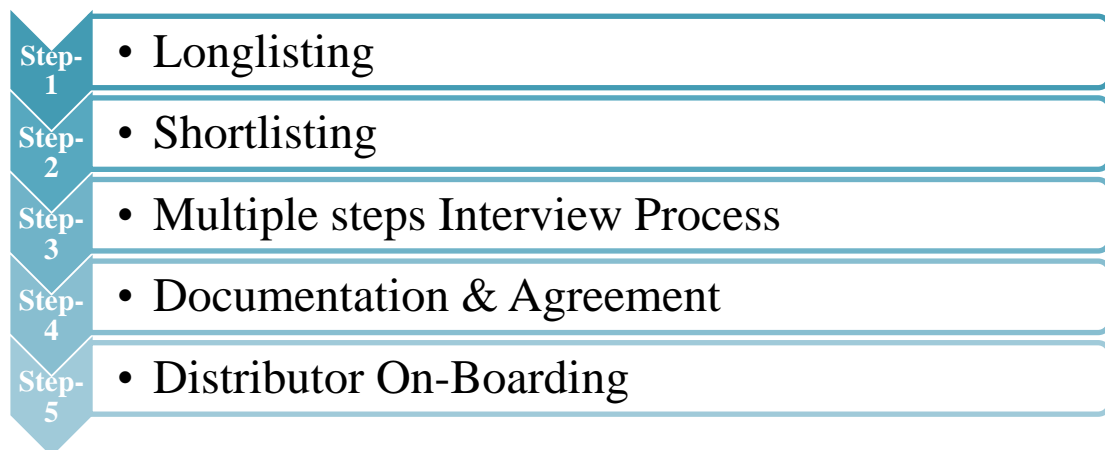
Source: Process used by telecom operators

In 1st step, Telecom companies do long listing of all the distributors who are available in the market. This is done by listing all potential candidates who are interested and also has ability to become distributor for that market.

In 2nd step, from long listed candidates top prospects get shortlisted basis their infra, market servicing feedback, investment potential, interest level etc. for interview process.

In 3rd step, top prospects go through interview process at three to four levels and finally distributor gets selected.

In 4th step, selected distributor needs to submit all relevant documents and then he can proceed for agreement.

In 5th step, distributor code gets opened and they get on-boarded as distributor for a geographical unit.

Similar recruitment processes are followed by many other industries like FMCG, consumer durables, handsets and paint industry, etc.

The objective of the above rigorous process is to on-board the best of channel Partners from a market that helps smooth functioning of the distribution business and helps the organization to get incremental market share.

In an estimate around 70% percent of products are sold through Channel Sales Team (retailers, DSEs, distributors) and balance products are getting sold with the effort of company persons.

Figure 1.5.2 Channel structure of a telecom company
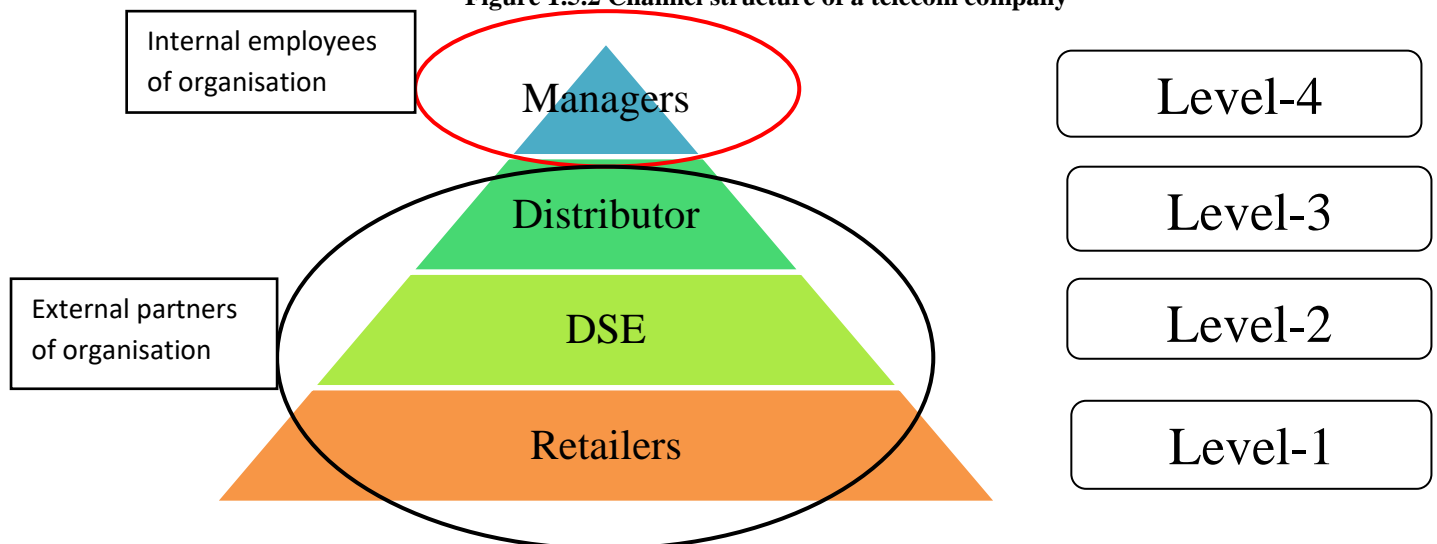
Source: Actual Channel structure of telecom operators found by researcher

1.5.1 Organization structure of a Telecom company:

All telecom companies have circle wise/state wise organization structure to run their operations. Organization structures of a telecom company at a circle/state level are as follows.

Figure 1.5.3 Circle Organization structure of a telecom company
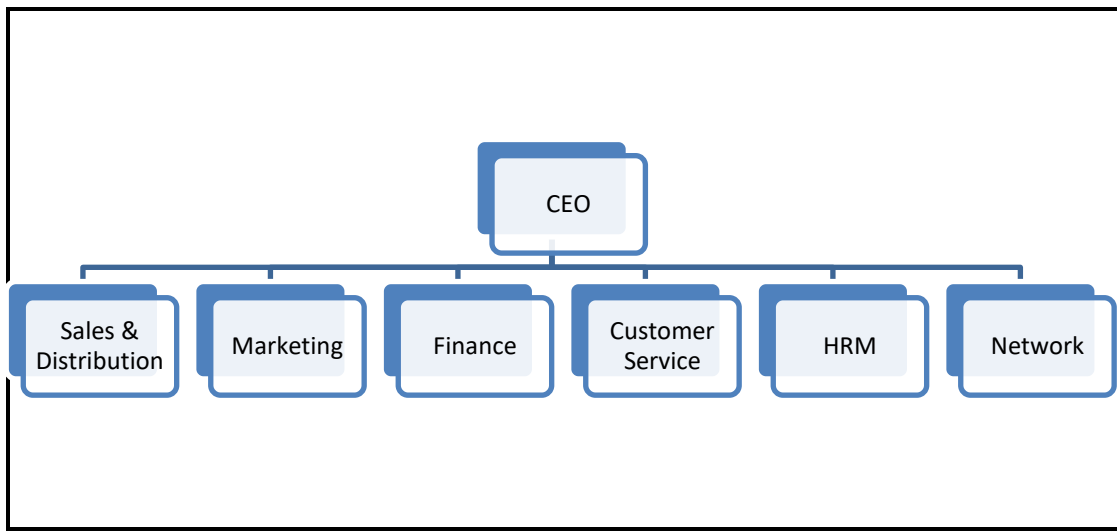
Source: Organization structure of telecom operators as per researcher

All verticals of organisation work in integrated manner to ensure customer service and satisfaction. Customers can be both internal and external customers.

1.5.2 Need of a telecom subscriber or customer

Telecom subscribers need good service quality, billing and price, network connectivity, customer services and delighting promotion for their satisfaction (Munyanti and Masrom, 2018)

All telecom operators are having customers' helpline numbers to record customer complaints and giving needful information. For customer service at an organization level, the Customer Service Department (CSD) is responsible for needful action.

The customer complaint or feedback captured through helpline number goes to CSD team, then CSD teamwork in co-ordination with other internal teams like network, marketing or finance do needful support and resolution of customer feedback or complaints. Like for customer retention CSD first to find out the reasons for customer dissatisfaction and if the reason for dissatisfaction is poor network then CSD team work in tandem with network team for customer resolution and retention. All operators also have their own stores in high customer base area to service their customers directly.

The key role of sales & distribution is more focussed in setting up distribution infra and to acquire customers through their channels-retailers, distributors, DSA, etc and as these channel partners also service customers hence to support them they have been provided with separate helpline numbers to hear and address their concerns or queries.

There are many other activities and KPIs on which channels work as per their stratums but for **all stratum of channels customer acquisitions & recharges** are the most critical tasks which channels do in focussed manners. Hence, these two KPIs are taken as productivity output for this research work.

1.6 Motivation of Channel Sales:

Motivation is the most discussed topic in management and supervisory circles for many years. Motivating employees in organizations is a challenge to the management, as different individuals require different ways to motivate.

As per the meaning of the Oxford dictionary motivation is "to supply a motive to cause to act in a particular way".

"Motivation is the processes that account for an individual's intensity, direction and persistence of effort towards attaining a goal" (Robbins, 2001)

According to Panda (2008) "motivation is an inspirational process which gives direction & stimulates People to increase the efficiency of work and thus achieves higher goals".

There are various theories on motivation. Out of which Maslow's need hierarchy Theory (Maslow, 1943), Theory X and Theory Y (McGregor, 1960) and Two-Factor Theory (Herzberg, 1959) are the classical theories. They build the foundation for contemporary theories of motivation like ERG Theory (Alderfer, 1969), Theory of Needs (McClelland, 1960), Goal-Setting Theory (Locke, 1968), Equity Theory (Adams, 1963), Expectancy Theory (Vroom, 1964), etc.

Sales force motivation & channel motivation is a challenging task for organizations. Every organization fight to get larger customer shares and as customers are getting serviced through the distribution chain of retailers, distributors, distributor sales executives (DSEs) hence to keep them motivated is essential for the success of any products or services. Actually, retailers play the role of brand ambassador of

companies for customers and they communicate the customer offering, communications, product advantages, and work as a service centres for customers. Similarly, DSEs & distributors work as brand ambassador of organization or brand and help in getting larger customer share indirectly through their constant support to retailers, providing them resolution of customer & other issues, provide credit support to retailers, provides timely and proper communication, giving trade schemes on behalf of company, expanding the reach of distribution etc.

Presently, telecom organizations in India run monthly trade schemes, product-specific trade schemes, high retailer's margin, lucrative tour programs, 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.

For DSEs (Distributor Sales Executives) monthly incentive programs, R&R, product based incentives, training program, career progression options, etc are given to keep them motivated and engaged.

For Distributors also telecom organizations in India run monthly trade schemes, product-specific trade scheme, high distributor margin, lucrative tour programs, additional credit support, manpower support, R&R program, distributors meet, long term distributor engagement program, training program and provides exclusive sales manager to support distributors in running day-to-day operations efficiently.

Sales managers of telecom organizations who are part of the sales organization and also part of channel sales are key persons who ensure meeting organization sales and

other channel objectives work as a bridge between the organization and channel sales. Normally all sales managers also work as custodians of channel sales i.e., distributors, DSEs and retailers.

The motivation of sales managers is the key for success as they live in respective territory or geography and is overall in-charge of any type of organization initiatives. The impact and success of every type of initiative taken by the company depend on the effort, rigorousness of sales managers in getting them executed on the ground. The reason for the success of brand in particular geography while failing in geography even if the offerings and support given are the same is primarily due to the execution of sales managers.

For motivation of sales managers organizations offer performance appraisal, job rotation, In-house training, flexible work timing, no dress code policy, open workspace, fun at work, reward and recognition, etc. The job role of sales managers itself is dynamic and having the authority of a large number of decisions taken for channel sales gives job satisfaction and motivation to sales managers.

1.7 Research Motivation:

In distribution channel management it is the team of people who deliver all desired results. In today's corporate world all companies put lots of focus on channel people management as in present dynamic and competitive environment keeping channel people motivated is a big challenging task.

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

This research work is purely focused on the behavioural aspect of business within the organization. The other aspects like merger and acquisition, government regulations, market competition etc. which are taking place at the macro level in the industry are not considered for this study as in every market scenarios motivation and productivity are always relevant for existing telecom operators in building efficiencies in channel sales.

There is a limited study which has revealed the factor of motivations of channel members (at all 4 Level of a channel stratum) and also the impact of these motivational factors on performance of channel has not been found out. This study is an attempt to fill in the gap.

This study has been done at 4 levels of distribution channels i.e. retailers, DSEs (Distributor Sales Executives), distributors, sales managers who all together defined

as channel members of a distribution chain. Survey work at all 4 levels of channels has been done in the top 11 towns of Jharkhand state.

Various aspects of motivation, factors of motivation, productivity and performance, and the association between productivity and performance have been studied.

1.8 Scope of the study:

- This study covers 11 top towns of Jharkhand- Jamshedpur, Dhanbad, Ranchi, Bokaro, Deoghar, Phusro, Hazaribagh, Giridih, Ramgarh, Medininagar, Chirkunda covering population of 52Lacs,

- This study covers three telecom Service Providers.

- The study covers four stratums of channel sales-retailers, DSEs, distributors and managers.

- Various factors of motivation and working factors were studied and their impact on productivity was measured.

1.9 Thesis outline:

Research work of the thesis has been divided into 5 chapters.

Chapter1 describes all basic aspect of research covers human resource management, channel management, productivity & performance, motivation and relevance of this research work.

Chapter2 covers all literature work done in the area of behaviour management, motivation, channel & sales management, performance management and how all these study are linked with this research work. Also various motivation theories which provide foundation of this research work have been added.

Chapter3 covers research objectives, hypothesis, research framework with all details of sample size; type of research work done to collect data, area of coverage of research work of how this research work has been done to find its objective and also hypothesis of research got evaluated.

Chapter4 covers statistical tools used to find factors of motivation for all 4 stratums of channel sales. Also linkage between Factors of Motivation on Key performance indicators of Productivity has been established with the help of MANOVA/ANOVA analysis.

Chapter5 summarizes all research findings and recommendation for managers has been done so that they can use findings of this research in their knowledge enhancement and application to their works

1.10 Summary:

In today's competitive and dynamic environment role of HR is also changing. The HR role is not only limited to payroll and recruitment but also to ensure productivity and performance of people.

The criticality of HR role increases multifold for channel sales organization and that too in competitive sectors like telecom, handset, FMCG or paint industry where retention and productivity of people are much more challenging.

To ensure objectives of higher productivity with low employee turnover various HR interventions and practices are getting implemented every day by organizations in keeping employees more motivated hence more productive.

Similarly, for channel sales which are an extended arm of organizations for sales and services lot of initiative are taken by channel sales organizations to keep their channel motivated and happy which result in more productivity for channel sales team.

All the above 4 Levels of channels (Sales Manager, Distributors, DSEs, Retailers) work in sync forms with each other and complete the chain of distribution with enhanced productivity and performance.

CHAPTER 2: REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

2.1 Overview:

As a literature review provides the foundation and framework of research work done on the research topic hence extensive literature review has been done on the topic and its keywords to find the details of work done in my area of research.

Research on workplace performance and motivation has been started since the late 1920s and early 1930s with the study of Elton Mayo at the Western Electric Hawthorne plant and Maslow's need hierarchy theory. There are various studies done post that in the area of motivation and productivity. But literature surrounding motivational theory for channel sales, which is separate entity working for the organization, is less prevalent and most of the research has focused on people working in an organization.

There is little attention paid on research work done in the context of channel management which measures impact of motivation on performance or productivity of channels however there are lots of research work done on behaviour management, motivation, measurement of motivation, channel management, sales management, performance management, measuring impact on performance.

All these research works are studied and captured and their relevance for this research work has been identified which build the foundation of my research work to add knowledge and learning to the field.

2.2 Literature review on behaviour management:

In the research article "Managing Human Response : The search for an Indian Model" (Sheth,1986) has reviewed the book of S.K.Chakraborty titled 'Human response in organizations, in the American and Indian Environments' has suggested for evolution of new management theory keeping in view of Indian culture, values, and religion. This will help in increasing the productivity and effectiveness of humans.

"Managing Discipline: A Systematic Approach" (Mahesh, 1988) has discussed the problem of unauthorized absenteeism and suggested for 12 steps systematic approach to control absenteeism. Following this approach, unauthorized absenteeism of group reduced to 2.5% from 10% which has a direct impact on productivity.

 "Organization Behaviour Research Gaps and Future directions" (Khandwalla, 1992) has discussed about Low responsiveness of OB research to social realities and priorities".

"Manager as a Trainer, a coach, and a Mentor" (Manikutty, 2005) argues about the effective development of Managers as in today's fast-changing environment only

learning organizations will survive. Role of Managers who are action people and involved in setting goals, inspiring, motivating, rewarding, building team, managing environment, etc. and has emphasized the role of continuous training for managers at a different level. For the effective development of managers, training programs are far from sufficient. Major development of managers takes place on the job training.

"Personality Characteristics of Self-employed" (Beugelsdijk et.al., 2005) paper aims to add insights on personality characteristics of entrepreneurs with the rest of populations. Regression analysis was used to estimate the difference in the behaviour of entrepreneurs with the rest of the populations. Logit Equation was used to test the relationship between personality characteristics and entrepreneurship.

"Relationship Marketing in Emerging Economies: Some lessons for the future" (Flambard-Ruaud, 2005) has studies about relationship marketing and how this can use in making long-term profitable relationships with the client. However, relationship marketing cannot be a universal paradigm capable of having a uniform global application. The phenomenon of acculturation and local appropriation needs to take into consideration as the culture. In a strongly capitalist country Transactions drive relationships while in weakly capitalist universe Relationship drives a transaction.

"The interactive effects of Sales Force controls on Salespeople behaviours and customer outcomes" (Wang et. al, 2012) have investigated how different SFC

(SalesForce Control) systems interact or work together to affect salespeople behaviours and customer outcomes. This study has studied interactive effects of three formal SFCs (i.e., output, activity, and capability) on Salespeople's customer-directed sales behaviour (SDSBs) as creating strong customer relationships is vital for firm performance. Hence, for channel sales context also the sales team needs to maintain a good relationship with trade and they need to control their behaviour in competitive pressure and short term sales focus. Factor analysis, correlation matrix and structured modelling equation were used for data analysis and findings.

"Principles and Principals: Do Customer Stewardship And agency control compete or complement when shaping frontline employee behaviour" (Schepers et.al., 2012) has given the concept represents a frontline employee's felt ownership of and moral responsibilities for customers' overall welfare.

"Customer satisfaction factors towards mobile network services" (Munyanti, Masrom2018) has investigated factors to find out customer satisfaction index in determining the customer needs and expectations towards mobile network service providers.

All above research article suggests that behaviour management is one of the important aspects of the organization and it has a direct impact on the productivity of organizations.

2.3 Literature review on motivation:

"Employee Motivation and Work Satisfaction in a public Enterprises" (Mehta,1977) has studied about managerial employees showed strong motivation for Influence and influence backed motivation for personal achievement, the workers showed strong motivation for social achievement backed by need for personal achievement.

"Gratification, Meta-motivation and Maslow"(Agrawal & Sharma,1977) has verified Maslow's theory and concluded that   1)Need do not form a hierarchical pattern 2)Even in hierarchical pattern the shape is not of a pyramid but it is a spiral pattern 3)It is not true that Higher needs /motivator or intrinsic variables are better motivators.

"Tasks performance, perceived competence, and attributed clauses of performance as determinants of Intrinsic Motivation" (Hugh, 1985) has found that Extrinsic rewards had no effect on effect on either behavioural or self-reported measures of intrinsic motivation or upon two intervening variables-perceived competence and attributions. However these are significantly related to measures of intrinsic motivation.

"The development and empirical test of a measure for assessing motivation to learn in management education"(Baldwin and Katherine,1987) has proposes an expectancy-theory based measure of motivation to learn and tests the instrument's utility for predicting performance in a management education setting. The result also confirms the hypothesis that the new process is a better predictor of performance.

"Effective Human Resource Management: Key to Excellence in service organizations"(Mahesh,1988) has highlighted the importance of Effective Human Resource Management which becomes the key to building excellence in service organizations as it is directly linked with morale, motivation, knowledge, skills, and authority of frontline staff.

"A Construct validation of a scale for measuring work motivation" (George, 1989) developed a work motivation scale using Alderfer's ERG model. This work motivation scale offers a simple and effective means of measuring the extent to which specific jobs satisfy those sets of motivational needs identified by Alderfer. Nine work motivation scales together with 2 life satisfaction measures were submitted to a Factor analysis using SPSS.

"A comparison of the perceptions of Sales Management and Salespeople Towards Sales force Motivation and Demotivation" (David and Roger, 1994) has compared the degree of congruence between perceptions of sales management and their salespeople. As per study there is considerable difference between factors sales management perceived as motivator (and demotivators) and those sales force regard as important for their motivation. Factor analysis was used for factor identification and then liner regression analysis was used to distinguish the factors.

"Power Is The great Motivator" (McClelland and Burnham, 1995) has identified Power as a great motivator for managers. Power motivation refers to a desire to have

impact to be strong and influential. Good manager's power motivation is not oriented towards personal aggrandizement but towards the institution that he serves. Incentive Marketing Association (1999), in its article "The art of Motivation" has covered basic psychology of motivation and discussed about various incentive programs of motivation. As per this article one of the most fundamental equations in all psychology is: Ability*Motivation=Performance

"The cooperation/competitive strategy scale: A measure of motivation to use cooperative or competitive strategies for success" (Simmons et.al, 2001) has constructed a scale to measure positive or negative attitudes towards success and towards competitive and cooperative success strategies. Factor analysis on 5factors of success and 3factors of fear-of-failure was conducted. Then with SPSS initial component analysis and both oblique and varimax rotation was done.

"The measurement of sales force motivation revisited" (Darmon, 2004) outline a mathematical formulation of a salesperson's motivation basis Vroom's expectancy theory.

"Meaningful Motivation for work Motivation theory" (Michaelson, 2005) has discussed about why we should motivate workers? Motivation helps workers to boost productivity. It also enhances individual and group performance.

"The role of salesperson motivation in sales control systems-Intrinsic and extrinsic motivation revisited" (Miao et. al 2006) has studied the salesperson motivation by incorporating the cognitive and affective components of I/E motivation in the sales control context. Sales control system are outcome control and behaviour control.

"Salespeople motivation as key factor in achieving sales management goals in Hotel Industry" (Lacmanovic, 2006) presents theoretical background and practical experiences based on research results in motivating salespeople in Hotel industry. Motivation and motivating techniques helps sales managers in hospitality industry to improve sales activities. Rewarding system is based on Social and economic pre-requisites and business concept.

"Re-examining the influence of career stage on salesperson motivation: A cognitive and affective perspective" (Miao et. al, 2009) has studies about impact of career stages on motivation. The study highlights the need to distinguish between cognitive and affective dimensions of I/E motivation in understanding career stage based expectations of salesperson motivation. There is no consistency found in sales person's motivation with their career stages.

"The motivation hub: Effects of goal setting and self-efficacy on effort and new product sales" (Fu et. al, 2009) examines the effects of goal-setting on salesperson effort and new products sales. Results from the analysis reveal evidence of non-linear relationship between self-set goals and efforts.

"The influence of work motivation on emotional intelligence and team effectiveness" (Othman et.al, 2009) find the moderating impact of work motivation on the relationship between EI factors and team role effectiveness. Employees work effectiveness depends on his ability to manage the emotions of work team. EI was measured on a 16items self rated scale and then reliability analysis and correlation analysis was done. EI scale developed by Wong and Law (2002).

"Factors Influencing Salespeople Motivation and relationship with the organization in B2B sector"(Buciuniene & Vida,2009) study was designed to investigate the nature of salespeople-organization long term relationship dimensions (commitment to organization and psychological contract) and motivation dimensions (personal growth and ability, recognition of effort and results, financial compensation and incentives, leadership support, employee autonomy and team work)relationship in B2B organizations. Quantitative research was conducted involving 105 Lithuanian salespeople working in B2B sector at telecom and financial companies. Multiple regression analysis was applied to measure the impact of sales people motivation dimensions on the organizational commitment and psychological contract.

"Work Extrinsic and Intrinsic Motivation scale: Its value for organizational Psychology Research" (Tremblay & Martin, 2009) has developed an 18 items WIMS(work intrinsic and extrinsic motivation scale).3 Indexes of WIMS (work self-determination index, work self-determined and oneself determined motivation) tested using regression analysis. Overall, findings provide evidence for the applicability as well as reliability and validity of WIMS in organizational settings.

"Managing Distributors changing motivations over the course of a joint Sales Program" (Gu et. al., 2010) studies that firms can promote distributor participation by attending to their participation motivations, distributors may change their motivation over the course of a joint program. This study confirms the postulates of motivation shift and the salience of network-based information in distributors' program participation.

"Direct and Indirect effects of individual and environmental factors of motivation for self-employment" (Wang et.al, 2010) has studied the factors which are responsible to do self-employment. There are 2 individual factors (entrepreneurial self-efficacy and risk taking) and 5 environmental factors (family self-employment background, social networks, social norms, legal support system and govt support).Survey was done in US College and feedback got captured on 7 point Likert scale. A confirmatory factor analysis using AMOS18 was conducted to test the measurement model.

"Managing Work Motivation at the bottom-A case from footwear manufacturing organization in India" (Bhat & Shah, 2010) has explained how employee motivation affects employee behaviour within organizations particularly sales among sales persons serving at the bottom of the pyramid. Descriptive research method was used for data analysis. Cluster analysis was used to segment 2 groups of stores which are highly profitable and less profitable. Motivation and performance of organization found to be directly linked in this research work.

"Development of a Multi-Dimensional scale for Measuring Food tourists Motivations"(Kim et. al.,2010) has develop an instrument to explore food tourists' motivations using push and pull theory.60 Push and pull items identified through literature survey and 7point Likert Scale was used for capturing feedback on these items. Reliability of the data evaluated through Cronbatch's alpha. Factor analysis with varimax and Kaiser normalization was performed to identify pull and push factors of motivation.

"Measuring Tourist Motivation: Do scale matter?"(Huang, 2010) has increased the understanding of tourist motivation measurement by comparing two frequently adopted motivation measurement approaches: self-perception(SP) and Importance rating(IR) approaches. Both SP and IR approaches found to be highly reliable in terms of internal consistently. Respondents rate more positively in the SP scale then in IR scale. Both scales found to be appropriate for measuring tourist motivation. Factor analysis, ANOVA and regression analysis was used to generate the result.

"Motivation of workers as a factor of improving the quality of business" (Hermen & Petricevic,2011) has shown how motivation of workers bring success and work satisfaction at their workplace.

"Reexamination of Herzberg's two factor theory of motivation in the Korean Army foodservice operations" (Hyun & Oh, 2011) results show a statistically significant difference in job satisfaction between the foodservice soldiers and logistics officers.

Most researcher consider Herzberg's two factor theory as the best in incorporating general research trends on the range of job satisfaction theories which include Taylor's Scientific Management, Hawthorne studies and Maslow's need hierarchy theory. ANOVA & multiple regression analysis were used to examine the effect of motivators and hygiene factors on job satisfaction.

"How to measure motivation: A guide for the Experimental social Psychologist" (Toure-Tillery & Fishback, 2011) examines cognitive, affective and behavioural measures of motivation and reviews their use throughout the discipline of experimental social psychology. Two dimensions of motivation-Outcome focus and process focus of motivations were distinguished. The motivation can be measured by the degree to which goal-related concepts are accessible in memory. The greater the motivation to pursue/achieve a goal the more likely individuals are to remember, notice, or recognize concepts, objects or persons related to goal.

"Impact of employee motivation on performance (productivity) in private organization" (Choudhary & Sharma, 2012) has highlighted the importance of employee motivation. As per them high productivity is a long term benefits of employee motivation. Motivated employee is a valuable asset which delivers huge value to organization in maintaining and strengthening its business and revenue growth.

"Inducing Intrinsic motivation to explore the enterprise system" The supremacy of organizational levers"(Ke et. al,2012), has proposed two organizational levers i.e., autonomous job design and socialization tactics that management could exercise to trigger intrinsic motivation.5point Likert scale was used in questionnaire for testing the research model. The survey was conducted in two stages. First phase was focus of antecedents and motivations and second phase of survey was focused on ES exploration behaviour and outcomes.KMO test was done for sample adequacy and then factor analysis was used. Sobel test was done to test mediating effects of intrinsic hedonic motivation and intrinsic normative motivation.

"Motivating Salespeople: What really works"(Steenburgh and Ahearne,2012) has discussed about various kind of sales incentive plans for Stars, laggards and core performers.

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

"Performance pressure as a double edged sword: Enhancing team motivation but undermining the use of team knowledge"(Gardner,2012) has done 78 audit by consulting teams from two global professional firms, revealing an irony of team life that even though motivated to perform well on high-stakes project, pressured teams are more likely to engage in performance-detracting behaviour. Survey results show that as performance pressure increases, team members begin to rely on general expertise while discounting domain specific expertise leading to sub-optimal performance.OLS regression method was used to test the hypothesis.

"Organizational control and work effort –Another look at the interplay of rewards and motivation" (Kunz & Linder,2012) has study the impact of both monetary and non-monetary, affiliative rewards on willingness to exert work effort and a potential detrimental interaction with different forms of intrinsic motivation. Vignette experiments which are appropriate for analyzing the influence of social context on individual decisions and behaviour. Likert Scale with factor analysis and regression analysis was used for finding the results.

"Improving Sales performance through sales force motivation strategies: A study of pharmaceutical firms in Nigeria"(John et. al,2012) has conceptualized three dimensions of motivation strategy that are critical for superior sales performance – Financial incentives, meetings with salespeople and involvement of salespersons in setting quotas. The results show a strong relationship between the dimensions of the motivation strategy and sales performance. Confirmatory Factor Analysis and three-

stages least square method was used to test dependence of factors of motivation on sales force performance.

"Work motivation and social communication among public managers"(Park and Rainey,2012), tests hypothesis about the effects of two types of work motivation (i.e., intrinsic and extrinsic motivation) and four types of social communication on three important work dispositions (i.e., job involvement, red tape and perceived organizational effectiveness) among manager employed in public agencies. Likert scale was used for measuring responses. Exploratory and confirmatory factor analysis was used. ANCOVA and intercepts-and-slopes-as-outcomes model was also used.

"Identification of key motivational factors: an implementation of Maslow's hierarchy of need in Pakistani organizations"(Akbar and Ramzan,2013) study is limited to Maslow's Hierarchy of needs motivational model and two motivational theories IM &EM. This theoretic study concludes that IM & EM are key moving factors those need to be researched through empirical evidence in Pakistani organization culture.

"Factors associated with the Motivation and De-Motivation of health force workforce in Nepal" (Ghimire et. al., 2013), has find out the factors determining motivation of health workforce in the public sector. The data collected was analyzed in SPSS. To test the association of factors with motivation bi-variant logistic regression analysis was used.

"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.

"Impact of Transformational leadership on employee motivation in Telecommunication sector" (Ahmad et. al,2014) has used Likert scale to take feedback from market by questionnaire method. SPSS analysis and then correlation and regression analysis was used for findings.

"Motivation Dissembles employee retention: A pragmatic study with reference to Indian Banking sector"(Chitra and Badrinath,2014) has identifies the strategic function how motivation influences employee retention and proves statistically through various tools like Canonical correlations, factor analysis, mean perception and structural equation model that the concept of motivation is a guiding framework for retention. Post evaluation it was concluded that work motivation tends to increase retention rate in the banking sector.

"Influence of Job Motivation, Demographic and Environmental Factors On The Productivity Of Librarians in Colleges of Education in Nigeria" (Babalola, 2014) has examined job motivation, demographic and environmental factors influencing research productivity of librarians. Pearson correlation and multiple regression

analysis were used to analyse the data. Job motivation, age, working environment and job status found to have positive significant influence on research productivity.

 "Do Bonuses Enhance Sales Productivity? A Dynamic Structural Analysis of Bonus-Based Compensation Plans" (chung et.al., 2014) given insight about how compensation plan enhances productivity. From this research it was found that bonus enhances productivity, overachievement commission help in sustaining higher productivity and quarterly bonuses help in improving performance of weak performers.

"Happiness and Productivity" (Oswald et.al.,2015) provides evidence that happiness of people makes them more productive by around 10-12% over others and hence provides linkage between human happiness and human productivity. Lower happiness is found to be associated with lower productivity. Experimental method over a sample size of 713 was done to get the conclusion.

"What are the Factors that Affect Worker Motivation in Faith-Based Non profit Organizations" (Bassous,2015) assesses monetary and non-monetary, intrinsic and extrinsic motivation factors that drive workers in faith-based international non-profit organisation to perform effectively. Data reveals positive significant correlation between workers motivational level and non-monetary incentives, leadership style and organisation culture but no significant relationship between workers motivation level

and monetary incentives. ANOVA and Spearman's rank correlation coefficients method was used.

"Organizing for Marketing Excellence" (Moorman,Day ,2016) examines the individual and integrated role of four elements-capabilities ,configuration, culture and human capital. These four elements are mobilised through 7 activities (anticipation, adaptation, alignment, activation, accountability, attraction, and asset management) and efficient management of seven activities determines the performance of marketing organisations.

"Team Incentives and Performance: Evidence from a Retail Chain" (Friebel, 2017) has done experiments to measure impact of bonus on sales and found that bonus increases the sales and number of customers that got serviced. ANCOVA regression analysis was use used to measure the difference of impact with bonus.

"Impact of motivation on employee performance: A case study of Karmasangsthan bank Limited, Bangladesh" (Nabi et. Al., 2017), has studied to measure impact of motivational tools on employees performance. Data collected were analyzed using descriptive statistical analysis method.

"Organizational motivation, employee job satisfaction and organizational performance" (pang and Lu, 2018) evaluated the impact of motivation on job satisfaction and organisational performance in container shipping companies in

Taiwan. Factor analysis was used to summarize large numbers of motivation and satisfaction factors and then ANOVA test and multiple regression analysis was used to examine the relationship among all three.

From all above research article various factors of motivation in different industries got identified also the statistical process of identification of motivation got revealed. Also, from some of above article impact of measuring motivation on productivity got identified.

2.4 Literature review on channel & sales management:

"Effectiveness of varying sales style on Consumer orientations" (Rao and Mishra,1976) examined the effect of four different sales orientation on customers with four different need patterns. Product-centered, company-centered, customer-centered and self-centered salespersons interacted with strong need, marginal need, no need and negative need consumers. Results indicated that product-centered salespersons made a more positive impact on consumers followed by customer-centric and company-centered salespersons. Self-centered salespersons made a relatively low impact. Furthermore product-centered salespersons made a greater impact on low need customers while company-centered sales persons made a greater impact on high-need customers. Customer-centered salespersons showed more consistency in the impact they made than the other three types of salespersons indicating they are likely to be consistently effective irrespective of need patterns or customers.

"Sales Training and Impression Management" (King & Booze,1986) has discussed about impression management as a technique for training salespeople. Impression management refers to the ways people manipulate their communication (voice, facial expressions and appearance).

"The Moral Philosophy of Sales Managers and its Influence on Ethical Decision Making" (Bass et. al.1988), has highlighted the importance of moral philosophies of Sales Managers as it has direct impact on ethical climate of sales organizations. Study has been done to analyze the characteristics associated with difference in moral philosophies of sales managers and other marketers and the effect of moral philosophy on ethical decision making.

"Selling and Sales Management in action: Attitudes and Applications of quotas by Sales Executive and Sales Managers" (Good and Stone,1991) revealed that factors like sales territory and support provided by the manager are important factors in setting sales quotas which is used to evaluate sales performance.

"Does the Sales Manager make a difference? The impact of Sales management succession upon departmental performance" (Armstrong et. al, 1993) has studied about the impact on performance and economic conditions post succession in sales management. The result demonstrated a positive effect on performance.

"Role of Sales Manager in Channel Management: Impact of organizational variables" (Mehta, et. al,2000) has studied the role of sales manager and as per them sales manager role as depicted in sales management texts and literatures needs to get revised. In real life sales manager works as de-facto channel manager and their responsibilities goes much beyond sales management role.

"Examining Business Strategy, Sales Management, and Salespersons antecedents of Sales Organization Effectiveness" (Baldaur et.al.,2001), has studied about sales organization effectiveness in two European countries Austria and UK. The results of study indicate a strong direct relationship between salesperson outcome performance and sales organization effectiveness and indirect impact on sales management control strategy, territory design and salesperson behaviour performance. However, finding indicates a weak relationship between strategy dimensions, salesperson performance and sales organization effectiveness.

All above research articles has given insight on various aspects of channel and sales management and how it impact on productivity and effectiveness of organisation.

2.5 Literature Review on Performance & Productivity:

"Improving productivity: Do human relations theories provide the answers?" (Rastogi,1987) has written that productivity cannot be improved without creating the proper social conditions and individual motivation. Organizations have to go beyond profit, growth, and return on investment they have to pursue goals as efficient producers of goods and services, generate surplus and creator of skill and employment in the service of society. Motives are intrinsically related to man's search for meaning and purpose in life. Meaning and purpose are matter of social outlook which can be sustained only by moral and transcendental values.

"Stress and Performance The evidence" (Singh,1988), has drawn the distinction between chronic and temporary stress and has cautions that chronic stress can be dysfunctional.10 factors of stress are taken and its impact on performance was measured using linear and curvilinear regression equations.

"Manager in the Middle: A case of Underdevelopment and Underutilization" (Nilakant and Ramnarayan,1990) has highlighted the importance of middle managers role. In this article they study the four medium and large sized business organizations to examine the performance of middle level managers and offers suggestions for enhancing middle level management potential. The 4 suggested ways are -combining training with diagnosis and action, organizational restructuring, appraisal and performance systems, Top management involvement for middle management development and utilization.

"Productivity: A view from the labour market" (Aggrawal & Prasad,1992) explored productivity of labour from viewpoint of labour market .Using two different measures of labour productivity, it has been argued that both measures should give similar results if labour markets were productivity. The closer the relationship, the lower the imperfection. For measuring the relationship between two measures of labour productivity correlation co-efficient and test for significance was used.

"Developing work cultures for high involvement, high performance work organizations" (Agarwal,1993) has highlighted the need for creating strong work culture for developing high performance work organization. He has suggested for restructuring through formation of autonomous works groups, reducing hierarchies, relocation, creating awareness about existing work culture and acculturation for creation of strong work culture.

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

"The Role of Trustworthiness in reducing transaction cost and Improving performance: Empirical evidence from The United States, Japan and Korea" (Dyer and Chu,2003) investigates the relationship between supplier trust in the buyer and

transaction cost has found empirical evidence that trustworthiness lowers transaction costs and may be an important source of competitive advantage. Correlation matrix and regression analysis was used for data analysis and findings.

"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) by looking at the consequences after technology adoption by a sales force.SFA has direct impact on effort by reducing the hours of working done and CRM usage has direct impact on adaptive selling behaviours. The data was analyzed using co-variance based structural equation modelling, AMOS 5.0.

"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 how leader emotional displays affect team performance. The effect of leader displays of anger versus happiness depends on followers' epistemic motivation. Experimental data showed that teams with higher epistemic motivation performed better when leaders displayed anger whereas teams with lower epistemic motivation performed better when the leader expressed happiness. Hierarchical regression analysis was used.

"Relevance of Emotional Intelligence for effective Job performance: An empirical study" (Mishra and Mohapatra, 2010) explore the relationship between emotional

intelligence and workplace performance among corporate executives" .To assess the relationship between EI and performance t-test, ANOVA and Pearson correlation was used. Emotional intelligence found to be predictor of work performance.

"Creating sustainable performance" (Spreitzer and Porath, 2012) has done research to find the high performing team and as per them happy employees are more productive employee. The combination of Vitality and learning leads to employees who deliver results and find ways to grow. There are 4 measures which help employee to thrive at work; a) provide decision making discretion b) share information c) minimize incivility d) offer performance feedback.

"The effect of Preventive and Detective controls on Employee Performance and Motivation" (Christ et.al.,2012) provides evidence that how and why 2 types of formal control, preventive and detective controls, affect employee performance and motivation. The result reveals that employees exposed to preventive controls perform better on the controlled dimension of the task however; detective controls with immediate feedback are equally as effective in improving employees' performance on the controlled dimension. Finally it was concluded that preventive controls reduce intrinsic motivation for the task relative to all conditions.

"Sales Performance Management in KRC" (Mukherjee,2013) has studied about Sales Force management challenge of the Regional Manager. Impact of Regional

Manager's decision on the sales performance of employees and also on their motivation level in the long-term has been studied.

All above research articles covers various aspects of productivity & performance management. Also various statistical methods used for measuring the performance also got identified from these research articles.

2.6 Literature reviews summary & linkage with research topic:

Literature survey work has been done with various key words related with work topic like performance, productivity, motivation, factors of motivation, channel management, sales management, behaviour management etc.

There is limited research work done with related to impact of motivational factors of channel members on productivity or performance.

All research work with above mentioned key words are searched and captured. Various findings of literature survey which are relevant for my research work are as follows-

➢ Product-centered salesperson has more positive impact on consumers followed by customer-centric and company-centered salespersons. Self-centered salespersons has a relatively low impact (Rao,1976)

➢ Culture, values and religion has impact on productivity and effectiveness of human (Sheth, 1986)

➢ Social achievements backed by personal achievements have strong impact on Motivation (Mehta, 1977)

➢ Maslow's Need hierarchy theory has been redefined. Needs do not form hierarchical pattern but a spiral pattern and higher needs does not necessary always are better motivator (Agarwal & Sharma, 1977)

➢ Productivity can be improved by creating the proper social conditions and individual motivation. Organizations have to go beyond profit, growth, and return on investment they have to pursue goals as efficient producers of goods

and services, generate surplus and creator of skill and employment in the service of society (Rastogi,1981)

- Abseentism which is indicator of low engagement and low motivation of employees can be reduced and controlled by systematic approach. Abseentism has direct impact on productivity (Mahesh, 1988)

- Effective Human Resource Management helps in building excellence in organizations as it is directly linked with morale, motivation, knowledge, skills and authority of the frontline staff (Mahesh, 1988)

- Moral Philosophy of sales managers has direct impact on ethical climate of sales organizations (Bass et. al,1988)

- Work motivation scale based on Alderfer's ERG model was developed. Nine factors of work motivation and two life-satisfaction measures were analyzed with factor analysis using SPSS method (Skousmith, 1989)

- For enhancing middle level management potential there are four suggested way-combining training with diagnosis and action, organizational restructuring, appraisal and performance systems, top management involvement for middle management development and utilization (Nilakant,1990)

- Sales territory and support provided by the manager are important factors in setting sales quotas which is used to evaluate sales performance (Good, Stone 1991)

- There is less number of researches done in the area of social realities and priorities (Khandwalla, 1992)

- In Sales management there is positive impact on performance and economic conditions post succession (Armstrong,1993)

- Strong work culture has impact on high performance of work organization (Agarwal,1993)

- There is considerable difference between motivation & demotivation perceived by management and sales team (Jobber & Lee, 1994)

- Power is identified as great motivator, which refers to a desire to have impact to be strong and influential (McClelland & Burnham, 1995)

- In real life sales manager works as de-facto channel manager and their responsibilities goes much beyond sales management role (Mehta,2000)

- A scale to measure positive or negative attitudes towards success and towards competitive and co-operative success strategies. Factor analysis and SPSS analysis was done to find the result (Simmons, 2001)

- In sales organization there is a strong direct relationship between salesperson outcome performance and sales organization effectiveness (Baldaur,2001)

- Trustworthiness ,lowers transaction costs and may be an important source of competitive advantage (Dyer,2003)

- Managers are action people and involved in goal settings, inspiring, motivating, rewarding, building team, managing environment etc. and work as on-job training managers. This shows sales managers are critical for channel productivity (Manikutty,2005)

- Distributors are self-employed people hence knowing the personalities of self-employed people helps in selecting right channel partners. Self-employed people are innovative, independent, imaginative, and obedient. They also have behaviour of thrift (internal locus of control), hard work, high determination and perseverance (Beugelsdijk & Noorderhaven,2005)

- In country like India relationship with channel partners plays an important role in driving transactions and business hence it has direct impact on productivity (Flambard-Ruaud, 2005)

- Salesperson's Intrinsic & Extrinsic (I/E) motivation are directly correlated with sales control and sales performance (Miao, 2006)

- Motivation and motivating techniques helps sales managers to improve sales activities in hospitality industry. Reward system in hospitality industry is based on Social and economic pre-requisites and business concept (Lacmanovic, 2006)

- Sales Force Automation(SFA) has direct impact on effort by reducing the hours of working done and Customer relationship management(CRM) usage has direct impact on adaptive selling behaviours (Rapp,2008)

- Experimental data showed that teams with higher epistemic motivation performed better when leaders displayed anger whereas teams with lower epistemic motivation performed better when the leader expressed happiness (Cleef,2009)

- There is no consistency found in Sales person's motivation with career stages or age(Miao,2009)

- Salespeople expend more effort as goal increases up to certain point, beyond this threshold selling effort decreases as goal level increases(Fu,2009)

- There is moderating impact of work motivation on Emotional Intelligence(EI) factors and team role effectiveness(Othman,2009)

- Motivation dimensions(personal growth and ability, recognition of effort and results, financial compensation and incentives, leadership support, employee

autonomy and team work) has direct impact on organizations long term relationship dimensions (Buciuniene,2009)

➢ Work Intrinsic and Extrinsic Motivation scale is applicable in organizations(Tremblay,2009)

➢ Employee motivation affects employee behaviour which is found to be directly linked with performance (Bhat & Shah,2010)

➢ Self-Perception(SP) & Importance Rating(IR) scales found to be reliable, consistent & appropriate for measuring tourist measurement (Huang,2010)

➢ Emotional intelligence found to be predictor of work performance (Mishra,2010)

➢ Motivation of workers bring success and work satisfaction at their workplace (Hermen,2011)

➢ Motivation has dual aspects of outcome focused and process focused. Outcome focused means goal-orientation or 'getting is done' and process focused refers to proper means or 'doing it right' during goal pursuit (Toure-Tillery,2011)

➢ Productivity is a long term benefits of employee motivation. Motivated employee is a valuable asset which delivers huge value to organization in maintaining and strengthening its business and revenue growth (Choudhary,2011)

➢ Sales Force Control (SFC) behaviour has direct impact on creating strong customer relationship which is vital for firm's performance. In context of channel sales SFC has big impact on productivity (Wang, 2012)

- Frontline Sales employees are morally responsible for welfare of customers, which is defined as Customer Stewardship Control (CSC). This concept ensures frontline sales employees every customer issues (Schepers, 2012)

- In the enterprises system there are two organizational levers-autonomous Job design and socialization tactics that triggers intrinsic motivation (Ke,2012)

- Separate sales incentives sales incentive plans for stars, laggards and core performers keep them motivated and performing and also helps in ensuring right investment (Steenburgh,2012)

- Key team process like communication processes, team training, creating group or team goals and developing a team based incentive plan with compensation have a significant impact on team performance (Kumar,2012)

- Motivated team perform well on high-stakes project but pressured teams are more likely to engage in performance-detracting behaviour (Gardner,2012)

- Monetary & affiliative rewards have different effects: affiliative rewards are beneficial whereas monetary rewards merely replace task related ('intrinsic') motivation with reward induced external pressure('extrinsic' motivation) (Kunz,2012)

- Financial incentives, meetings with salespeople and involvement of salespersons in setting quotas are 3 dimensions of motivation which has strong relationship with performance (John,2012)

- There are four measures which help employee to thrive at work a) Provide decision making discretion b) Share information c) Minimize incivility d) Offer performance feedback (Spreitzer & Porath,2012)

- Employees exposed to preventive controls perform better on the controlled dimension of the task however; detective controls with immediate feedback are equally as effective in improving employees' performance on the controlled dimension (Christ,2012)

- There is direct impact of Manager's decision on the sales performance of employees and also on their motivation level in the long-term (Mukherjee,2013)

- Sales force motivation in pharmaceutical industry has direct impact on performance (Sahoo,2014)

- Job motivation, demographic and environmental factors influence research productivity of librarians(Babalola,2014)

- Bonus enhances productivity, overachievement commission help in sustaining higher productivity(Chung,2014)

- Happiness of people makes them more productive (Oswald,2015)

- Workers motivational level has significant relationship with non-monetary incentives, leadership style and organization culture but no significant relationship between workers motivation level and monetary incentives (Bassous, 2015)

- Performance of marketing organization are dependent on integration of four elements- capabilities, configuration, culture and human capital (Moorman,2016)

- Bonus increases the sales and number of customers that got serviced(Friebel,2017)

- Competition among existing players has increased focus on retaining existing and new customers hence factors to find out customer satisfaction index in

determining the customer needs and expectations towards mobile network service providers has been investigated (Munyanti,Masrom,2018).

2.7 Factors of motivation derived from literature studies:

Table 2.7.1 Factors of motivation derived from literature studies

Summary of Research Articles on Factors of Motivation			
SL No	Articles Topic	Article Details	Author	Linkage with research-Finding Factors of motivation
1	The Art of Motivation	Incentive market association(2007), Pg 8-10	Childers,Patricia	Target or goal, Incentive, Money
2	Does motivation really count for sales force performance in pharmaceutical industry?	Business and management research(2014),vol3,no2.,pg 1-9	Sahoo,Saroj Kumar et.al.	ease of completing the work, belonginess, freedom, scope of development, career perspective, openness, internal environment, rationality, no pressure feeling.
3	The motivation Hub:Effects of goal setting and self-efficacy on effort and new product sales	Journal of personal selling and sales management(summer 2009),Vol. XXIX,no.3,Pg 272-292	Fu,Frank.Q et.al.	Goal setting
4	Impact of employee motivation on performance(productivity) In private organisation	International Journal of business trends and technology(2012),vol 2,Issue4,pg 29-35	Chaudhary,Nupur&Sharma,Bharti	Employee engagement in decision making, work environment, flexible human resource policy, flexible time, work from home, pay and benefit, company culture
5	Factors influencing salespeople	InzinerineEkonomika-	Buciuniene,Illona&Skudiene	Feedback from immediate

	motivation and relationship with the organisation in b2b sector	Engineering economic(2009), 4,Pg 78-85	,Vida	supervisor, decision making autonomy
6	Reexamination of Herzberg's two factor theory of motivation in the Korean army foodservices operations	Journal of food service business research(2011),1 4,Pg 100-121	Hyun,Sungmin &Oh,Haemoon	Human supervision, independence, achievement, working conditions
7	Identification of key motivational factors; an implementation of Maslow's hierarchy of needs in Pakistani organisations	International Journal of Research in commerce, IT and management(20 13),Vol.3,Issue2 (Feb)	Akbar,Muham mad Tahir &Ramzan,Mu hammad	Pay, promotion, job benefit, working condition, job security, management support
8	Managing work motivation at the bottom-A case from footwear manufacturing organisation in India	Vilakshan,XIM Journal of Management(20 10),March	Bhat,Suneeta& Shah,Hardik	Feeling important, information, realistic goal, recognition of an extra effort, feedback and suggestions, controlling and evaluating sales performance, asking for views
9	Motivating SalesPeople:What really works	Harvard Business Review(2012),J uly-Aug,Pg 1-7	Steenburg,Tho mas&Ahearne, Michael	Targets, Incentives, bonus, social pressure
10	The effect of team process and key compensation factors while motivating high performance in pharmaceutical sales teams	International Journal of Research in commerce,IT and management(20 12),Vol.2,Issue3 (March),Pg 56-60	Kumar,Dr.Sur endra	base pay, incentives, benefits, Communication processes, team training, creating team goals and team base incentive
11	Factors associated with the motivation and de-motivation of health workforce in Nepal	J.Nepal Health res counc(2013),Ma y 11(24);Pg 112-118	Ghimire,J et.al.	career development, higher education, other personal developmental factors,salary,workin genvironment,recogn ition,appreciation.So ciodeomgraphic

				factors age, education and service
12	Motivation dissembles employee retention: A pragamatic study with reference to banking industry	International Journal of Applied Engineering research(2014),vol.9,Number21, Pg-8769-8786	Chitra,K&Badrinath,V	Rewarding good work, pay and remuneration, work interest, growth opportunity, Good working environment, welfare and recreational facilities
13	A comparison of the perceptions of sales management and salespeople towards sales force motivation and demotivation	Journal of marketing management(1994),10,Pg 325-332	Jobber,David and Lee,Roger	competition,prizes,Incentive,Fringes benefits
14	Improving sales performance through sales force motivation strategies:A study of pharmaceutical firms in Nigeria	International Journal of Business Management & Economic research(2012), Vol 3(5),Pg 620-626	John,Amue.Gonewa et. al.	Financial incentives-salary, bonus, commission, Sales Quotas,
15	Sales Force Turnover:An exploratory study of the Indian Insurance sector	Management,University of Primorska(2010),Spring,5,Pg 3-19	Pathak,Suman &Tripathi,Vibhuti	Salary,Jobsecurity,Extraearnings,Growthopportunity,companyreputation,flexibility of time
16	SalesPeople motivation as key factor in achieving sales management goals in Hotel industry	Tourism and Hospitality Management(2006),vol.12,No.2, Pg 155-169	Lacmanovic,Darko	Sales culture, Basic rewarding system, Special financial rewards, Non-Financial rewards, Sales training, directing, personal evaluation
17	A construct validation of a scale for measuring work motivation	New Zealand Journal of Psychology(1989),18,Pg 76-81	Shouksmith,George	Growth needs, Job components, existence needs, relationship needs

Source: Compiled from existing literature

2.8 Basic motivation & productivity theories:

There are various theories of motivation given by researchers, out of which **Herzberg's two factor theory (Motivation-Hygiene theory)** which creates the foundation for factors of motivation and **Vroom's Expectancy theory** which connects the effect of motivation to performance found to be most relevant and they creates the foundation of my research work.

a) **Herzberg's two-factor theory:** As per this theory an individual's relationship with work basic and one's attiene towards work determines success or failures. Herzberg investigated from people about their expectations from job and these responses were tabulated categorized. There are certain characteristics consistently related with Job satisfaction and others to job dis-satisfaction. Intrinsic factors, such as work itself, responsibilities and achievement are related with job satisfaction while there are other factors which are extrinsic like supervision, pay, company policies and working condition are found to be related with job dis-satisfaction.

As per Herzberg, the opposite of satisfaction is not dis-satisfaction as it was traditionally believed. Removing dissatisfying characteristics from a job does not necessary making job satisfying. As per him there is existence of dual continuum: the opposite if satisfaction is "No satisfaction" and opposite of dissatisfaction is "No-dissatisfaction". Factors which satisfies people are called motivational factors while factors which dissatisfies people are called as hygiene factors (Robbins,2003).

b) Expectancy theory:

As per Vroom's expectancy theory the strength of a tendency to act in certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome for the individual. The theory focuses on following three relationships:

1. Effort-performance relationship: The probability perceived by the individual that exerting a given amount of effort will lead to performance.

2. Performance reward relationship: The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.

3. Reward-Personal goals relationship: The degree to which organizational reward satisfy an individual's personal goals or needs the attractiveness of those potential rewards for the individual (Robbins,2003).

2.9 Conceptual theoretical model :

All basic theories of motivation validates that there is direct linkage bewteen motivation and Productivity.Higher the motivation level of people higher the productivity.For this research work also same theoretical premise has been taken.

Factors of motivation from various literature reviews has 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 channel sales team at all four levels of stratums (retailers, DSEs, distributors, managers) 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 bewteen key factors of motivation and two productivity KPIs(Activations & recharges) has been established with the help of different statistics analysis.

Figure 2.9.1 Conceptual theoretical model
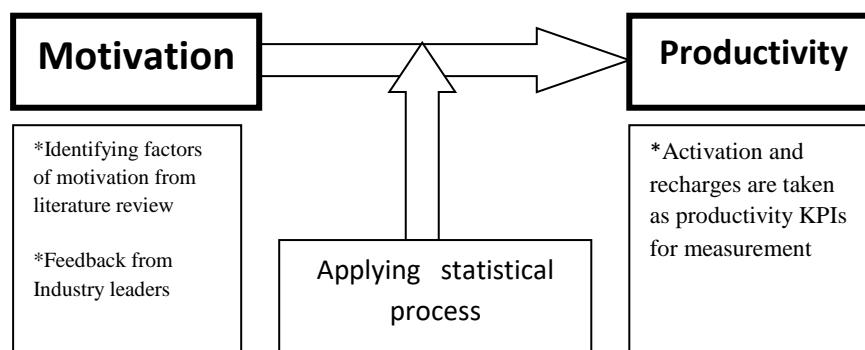
Source: Existing literatures

2.10 Research Gap Identified:

➢ Distribution channels are considered as backbone of organizations. They run their operations for different organizations and majority of channels are external partners and they are not part of organizations. Hence, little focus has been given by researcher and academician to study the motivation level of peoples working in distribution channels at different level. Channel connects organizations with end customers as they work as brand ambassadors for companies. They have capability to influence customers by different ways and means.

➢ There are lots of studies done to study motivation of people working in organizations but only few research studies has been done in context of motivation of manpower of channel sales.

➢ There are few research work done to identify factors of motivation in the context of channel sales management.

➢ There are limited research studies to measure the impact of motivational factors on performance or productivity in channel sales management.

➢ Also, there are limited studies on telecom channel sales productivity and performance.

2.11 Summary:

Basic management theories of motivation and productivity got reviewed. There are various literature reviews of motivation, productivity, sales management, channel management, behaviour management also got referred. All these studies highlighted the important of motivation of channel sales people and its impact on productivity.

Relevant articles of factors of motivation and productivity which has direct linkage with this research got outlined separately.

Various statistical methods used for identifying factors of motivation and measuring their impact on productivity have also got identified through literature studies.

CHAPTER 3: RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

3.1 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, there is limited research study has been done to measure the impact of motivational factors on productivity in channel sales Management

3.2 Research Objectives:

The objectives of this research study are as follows:

- ➤ To identify and analyze the factors of Motivation of Channel Members (Retailers, DSEs, Distributors, Managers)

- ➤ To study the impact of factors of motivation of channel members (Retailers, DSEs, Distributors, Managers) on channel performance

- ➤ To study the impact of working factors of channel members (Retailers, DSEs, Distributors, Managers) on channel performance

3.3 HYPOTHESES

Hypotheses: Based on the objectives the following hypotheses were tested:

HYPOTHESES

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Retailers Level:

H1: Factors of motivation do not influence productivity at retailers level

- ➢ H01a: Channel policy does not influence productivity at retailers level

- ➢ H01b: Channel engagement and process do not influence productivity at retailers level

- ➢ H01c: Channel support does not influence productivity at retailers level

H02: Working factors do not influence productivity at retailers level

- ➢ H02a: Time given does not influence productivity at retailers level

- ➢ H02b: Distributors market visit does not influence productivity at retailers level

- ➢ H02c: Sales managers market visit does not influence productivity at retailers level

- ➢ H02d: DSEs market visit does not influence productivity at retailers level

DSEs (Distributors Sales Executive) Level:

H03: Factors of motivation do not influence productivity at DSEs level

- ➢ H03a: Working conditions does not influence productivity at DSEs level

> H03b: Monetary benefit and channel policy do not influence productivity at DSEs level

> H03c: Organization association does not influence productivity at DSEs level

H04: Working factors do not influence productivity at DSEs level

> H04a: Frequency of gate meeting does not influence productivity at DSEs level

> H04b: Frequency of DSEs review does not influence productivity at DSEs level

> H04c: Distributors market visit does not influence productivity at DSEs level

> H04d: Sales managers' market visit does not influence productivity at DSEs level

Distributors Level:

H5: Factors of motivation do not influence productivity at distributors level

> H05a: Channel profitability and process do not influence productivity at distributors level

> H05b: Channel engagement and growth do not influence productivity at distributors level

> H05c: Nature of business does not influence productivity at distributors level

H6: Working factors do not influence productivity at distributors level

> H06a: Time given by distributors on his business does not influence productivity at distributors level

- H06b: Frequency of gate meeting does not influence productivity at distributors level

- H06c: Frequency of DSEs review does not influence productivity at distributors level

- H06d: Frequency of distributors market visit does not influence productivity at distributors level

Managers level:

H7: Factors of motivation do not influence productivity at managers level

- H07a: Working environment does not influence activations at managers level

- H07b: Benefits does not influence activations at managers level

- H07c: Working environment does not influence recharges at managers level

- H07d: Benefits does not influence recharges at managers level

H8: Working factors do not influence productivity at Managers level

- H08a: Time given by managers does not influence activations at managers level

- H08b: Frequency of gate meeting does not influence activations at managers level

- H08c: Frequency of DSEs review does not influence activations at managers level

- H08d: Frequency of distributors review does not influence on activations at managers level

- H08e: Time given by managers does not influence recharges at managers level

- ➢ H08f: Frequency of gate meeting does not influence recharges at managers level

- ➢ H08g: Frequency of DSEs review does not influence recharges at managers level

- ➢ H08h: Frequency of distributors review does not influence recharges at managers level

3.4 Research design:

The research design is descriptive and causal by nature.

Descriptive research is a pre planned and structure research (Malhotra & Dash, 2010). It has a clear statement of the problem, specific hypothesis and detailed information needed. This research is a descriptive research as this tries to find out factors of motivation of channel people at different stratum level of channel sales.

A causal research is also a conclusive research where the major objective is to obtain evidence regarding cause-and-effect (causal) relationship (Malhotra & Dash, 2010). This research is a causal research as this tries to find the impact of factors of motivation and impact of various working factors on productivity KPIs.

3.5 Stages of Research:

Stage 1: Various published indicators of performance by established bodies like TRAI/COAI were used to identifying three telecom organizations in Jharkhand.

Customer Market Share(CMS), Revenue Market Share(RMS), Gross Acquisitions, Average Revenue Per User (ARPU), Growth in the last few years, Manpower Employed, etc. were studied for selecting 3 organizations. The geographical extent of the study was limited to the state of Jharkhand.

Stage 2: Basis literature survey and market feedback, factors of Motivations were identified. The suitable questionnaires were developed for all four stratums of Channel sales to capture market feedback. Productivity or performance KPIs were also captured for all four stratum levels of channel sales.

Stage 3: Statistical Analysis has been done to established relationships and to find the impact analysis between Motivation and Productivity at all four stratum levels. Although the Sales Manager is not a key member of the theoretical channel of distribution but he controls the lower hierarchies in the channel of distribution. As such, his performance is important for the smooth functioning of the channel. Keeping this point in view, I have decided to keep Sales Manager in the list.

3.6 Scope of research:

As per the Census of India 2011, the state of Jharkhand has 11 class 1 towns having an aggregate population of 52, 08,265 persons.

Out of these 11 cities - **Ranchi, Jamshedpur, Dhanbad, and Bokaro** account for approximately 80% of the class 1 population and the remaining towns account for approximately 20% of the class 1 population. This poses a problem as doing the survey only on the four urban centers may not give us an understanding of the motivations in smaller towns. As such it is proposed to divide up the sample into two categories – 50% from the major class 1 towns and the remaining 50% from the other class 1 towns. Thus the sample size was divided as follows:

As per the Census of India 2011, the state of Jharkhand has 11 class 1 towns having an aggregate population of 52, 08,265 persons.

Table 3.4.1 Key towns of Jharkhand with POP

Class I Town	Population	Percentage	Classification
Jamshedpur	13,37,131	25.32	Major Class I Towns
Dhanbad	11,95,298	22.64	
Ranchi	11,26,741	21.34	
Bokaro Steel City	5,63,417	10.67	
Deoghar	2,03,116	3.85	Other Class I Towns
Phusro	1,86,139	3.53	
Hazaribagh	1,53,599	2.91	
Giridih	1,43,529	2.72	
Ramgarh	1,32,441	2.51	
Medininagar	1,19,972	2.27	

Chirkunda	1,18,882	2.25	
Total	52,80,265	100.00	

Source: Census data 2011

This research cover 4 different stratum of Telecom Distribution Channel :

- **Stratum 1**   Retailers

- **Stratum 2**   Distributors Sales Executives(DSE)

- **Stratum 3**   Channel Partners/Distributors of Company

- **Stratum 4**   Frontline Sales / First level Manager (Managers)

3.7 Questionnaires designing process:

Based on factors of motivation identified through literature surveys and feedback from industry leaders, they were incorporated in the questionnaires of different stratum for capturing data from the market.

3.7.1 <u>Factors of motivation derived from literature studies:</u>

Table 3.5.1 Factors of motivation derived from literature studies

SL No	Articles Topic	Article Details	Author	Linkage with research- Finding Factors of motivation
		Summary of Research Articles on Factors of Motivation		
1	The Art of Motivation	Incentive market association(2007), Pg 8-10	Childers,Patricia	Target or goal, Incentive, Money
2	Does motivation really count for sales force performance in pharmaceutical industry?	Business and management research(2014),vol3,no2.,pg 1-9	Sahoo,Saroj Kumar et.al.	ease of completing the work, belonginess, freedom, scope of development, career perspective, openness, internal environment, rationality, no pressure feeling.

3	The motivation Hub: Effects of goal setting and self-efficacy on effort and new product sales	Journal of personal selling and sales management(summer 2009),Vol. XXIX,no.3,Pg 272-292	Fu,Frank. Q et.al.	Goal setting
4	Impact of employee motivation on performance(productivity) In private organization	International Journal of business trends and technology(2012),vol 2,Issue4,pg 29-35	Chaudhary,Nupur& Sharma,Bharti	Employee engagement in decision making, work environment, flexible human resource policy, flexible time, work from home, pay and benefit, company culture
5	Factors influencing salespeople motivation and relationship with the organisation in b2b sector	InzinerineEkonomika-Engineering economic(2009),4,Pg 78-85	Buciunien,Illona&Skudiene,Vida	Feedback from immediate supervisor, decision making autonomy
6	Reexamination of Herzberg's two factor	Journal of food service	Hyun, Sungmin	Human supervision, independence,

	theory of motivation in the Korean army foodservices operations	business research(2011),14,Pg 100-121	& Oh, Haemoon	achievement, working conditions
7	Identification of key motivational factors; an implementation of Maslow's hierarchy of needs in Pakistani organizations	International Journal of Research in commerce, IT and management (2013),Vol.3,Issue2(Feb)	Akbar,Muhammad Tahir &Ramzan ,Muhammad	Pay, promotion, job benefit, working condition , job security, management support
8	Managing work motivation at the bottom-A case from footwear manufacturing organization in India	Vilakshan,XIM Journal of Management(2010),March	Bhat,Suneeta&Shah, Hardik	Feeling important, information, realistic goal, recognition of an extra effort, feedback and suggestions, controlling and evaluating sales performance, asking for views
9	Motivating Sales People: What really works	Harvard Business Review(2012) ,July-Aug,Pg 1-7	Steenburg ,Thomas& Ahearne, Michael	Targets, Incentives, bonus, social pressure

10	The effect of team process and key compensation factors while motivating high performance in pharmaceutical sales teams	International Journal of Research in commerce,IT and management(2012),Vol.2,Issue3(March),Pg 56-60	Kumar,Dr .Surendra	base pay, incentives, benefits, Communication processes, team training, creating team goals and team base incentive
11	Factors associated with the motivation and de-motivation of health workforce in Nepal	J.Nepal Health res counc(2013), May 11(24);Pg 112-118	Ghimire,J et.al.	career development, higher education, other personal developmental factors, salary, working environment, recognition, appreciation.Socio demographic factors age, education and service
12	Motivation dissembles employee retention: A pragamatic study with reference to banking industry	International Journal of Applied Engineering research(2014),vol.9,Number21,Pg-8769-8786	Chitra,K& Badrinath, V	Rewarding good work, pay and remuneration, work interest, growth opportunity, Good working environment, welfare and recreational facilities

13	A comparison of the perceptions of sales management and salespeople towards sales force motivation and Demotivation	Journal of marketing management(1994),10,Pg 325-332	Jobber,David and Lee,Roger	competition, prizes, Incentive, Fringes benefits
14	Improving sales performance through sales force motivation strategies: A study of pharmaceutical firms in Nigeria	International Journal of Business Management & Economic research(2012),Vol 3(5),Pg 620-626	John,Amue.Gonewa et. al.	Financial incentives-salary, bonus, commission, Sales Quotas
15	Sales Force Turnover: An exploratory study of the Indian Insurance sector	Management, University of Primorska(2010),Spring,5, Pg 3-19	Pathak,Suman&Tripathi,Vibhuti	Salary,Jobsecurity,Extraearnings,Growthopportunity,companyreputation,flexibility of time
16	Sales People motivation as key factor in achieving sales management goals in Hotel industry	Tourism and Hospitality Management(2006),vol.12, No.2,Pg 155-169	Lacmanovic,Darko	Sales culture, Basic rewarding system, Special financial rewards, Non-Financial rewards, Sales training, directing, personal evaluation

| 17 | A construct validation of a scale for measuring work motivation | New Zealand Journal of Psychology(1989),18,Pg 76-81 | Shouksmith,George | Growth needs, Job components, existence needs, relationship needs |

Source: Compiled from existing literature

3.7.2 Stratum-1:Retailers Questionnaire designing:

Table 3.5.2 Factors of motivation & other KPIs linkage for retailers in questionnaire

Q.No.	Parameters	Type of Questions
**Retailers Questionnaire**	
**Factors of Motivation & Other KPIs linkage in Questionnaire**	
Q.A1.	Age	Demographics
Q.A2.	Sex	Demographics
Q.A3.	Marital Status	Demographics
Q.A4.	Education	Demographics
Q.A5.	Turnover	Business info
Q.A6.	Association with Telecom	Business info
Q.A7.	Operator Association	Business info
Q.A8.	Association with retail business	Business info
Q.A9.	Past association	Business info
Q.A10.	Structure of firm	Business info
Q.B1.	Commission/Margin/Incentive	Factors of Motivation
Q.B2.	Reward and recognition	Factors of Motivation
Q.B3.	sales target	Factors of Motivation
Q.B4.	Claim settlement cycle	Factors of Motivation
Q.B5.	No conflict or dispute	Factors of Motivation
Q.B6.	Expiry & replacement policy	Factors of Motivation
Q.B7.	Products & services	Factors of Motivation
Q.B8.	Good Network	Factors of Motivation
Q.B9.	View or suggestion taken	Factors of Motivation
Q.B10.	Service oriented business	Factors of Motivation
Q.B11.	Performance feedback	Factors of Motivation
Q.B12.	Support from DSE/Distributor	Factors of Motivation
Q.B13.	Support from sales Manager/company	Factors of Motivation
Q.B14.	Recognition from distribtor/company	Factors of Motivation
Q.B15.	Social recognition	Factors of Motivation
Q.B16.	Relationship with DSE/Distributor	Factors of Motivation
Q.B17.	Relationship with Sales Manager	Factors of Motivation
Q.B18.	Association with brand name	Factors of Motivation
Q.B19.	Culture of organisation	Factors of Motivation
Q.B20.	Proper communication from company	Factors of Motivation
Q.C1.	Turnover	Other infra & working KPIs
Q.C2.	Investment	Other infra & working KPIs
Q.C3.	Manpower	Other infra & working KPIs
Q.C4.	Profit Margin	Other infra & working KPIs
Q.C5.	Incentive	Other infra & working KPIs
Q.C6.	Time given	Other infra & working KPIs
Q.C7.	Distributor market visit	Other infra & working KPIs
Q.C8.	Sales manager market visit	Other infra & working KPIs
Q.C9.	DSE market visit	Other infra & working KPIs
Q.C10.	Looking for new business	Other infra & working KPIs
Q.C11.	Self rating for motivation	Other infra & working KPIs
Q.C12.	Self rating for performance/productivity	Other infra & working KPIs
Q.C13.	Total Activations	Productivity KPIs
Q.C14.	Total Recharges	Productivity KPIs
Q.C15.	Brand recommendation for activation	Other infra & working KPIs

Source: Questionnaire

3.7.3 Stratum-2:DSEs Questionnaire designing:

Table 3.5.3 Factors of motivation & other KPIs linkage for DSEs in questionnaire

Q.No.	Parameters	Category
: **DSEs(Distributor Sales Executive) Questionnaire**
: **Factors of Motivation & Other KPIs linkage in Questionnaire**
Q.A1.	Age	Demographics
Q.A2.	Sex	Demographics
Q.A3.	Marital Status	Demographics
Q.A4.	Education	Demographics
Q.A5.	Occupation	Demographics
Q.A6.	Association with Telecom	Business info
Q.A7.	Operator Association	Business info
Q.A8.	Years of experience	Business info
Q.A9.	Past association	Business info
Q.B1.	Salary/Commission/Incentive	Factors of Motivation
Q.B2.	Reward and recognition	Factors of Motivation
Q.B3.	Comfortable working environment	Factors of Motivation
Q.B4.	Good retailer scheme	Factors of Motivation
Q.B5.	Sales target	Factors of Motivation
Q.B6.	Fair & faster claim settlement	Factors of Motivation
Q.B7.	Company's expiry and replacement policy	Factors of Motivation
Q.B8.	Company's services and products	Factors of Motivation
Q.B9.	Company's network is good	Factors of Motivation
Q.B10.	Growth & developmental opportunities	Factors of Motivation
Q.B11.	Gets time to study and personal work	Factors of Motivation
Q.B12.	Training support from company	Factors of Motivation
Q.B13.	Performance feedback	Factors of Motivation
Q.B14.	Recognition from distributor & company	Factors of Motivation
Q.B15.	Social recognition	Factors of Motivation
Q.B16.	Additional responsibilities given	Factors of Motivation
Q.B17.	Association with brand name	Factors of Motivation
Q.B18.	Culture of organisation	Factors of Motivation
Q.B19.	Relationship with distributor and company person	Factors of Motivation
Q.B20.	Relationship with retailers	Factors of Motivation
Q.B21.	Company person's engagement in business	Factors of Motivation
Q.B22.	Joint market working with company person	Factors of Motivation
Q.B23.	Proper communication from company	Factors of Motivation
Q.B24.	Views or suggestions are taken by Distributor/company	Factors of Motivation
Q.B25.	Service oriented business	Factors of Motivation
Q.C1.	Turnover	Other infra & working KPIs
Q.C2.	Salary	Other infra & working KPIs
Q.C3.	Incentive	Other infra & working KPIs
Q.C4.	Time given	Other infra & working KPIs
Q.C5.	Frequency of Gate/Morning Meeting	Other infra & working KPIs
Q.C6.	Frequency of DSE review Meeting	Other infra & working KPIs
Q.C7.	Distributor market visit	Other infra & working KPIs
Q.C8.	Sales manager market visit	Other infra & working KPIs
Q.C9.	Beat working	Other infra & working KPIs
Q.C10.	Looking for new job	Other infra & working KPIs
Q.C11.	Self rating for motivation	Other infra & working KPIs
Q.C12.	Self rating for performance/productivity	Other infra & working KPIs
Q.C13.	Total Activations	Productivity KPIs
Q.C14.	Total Recharges	Productivity KPIs

Source: Questionnaire

3.7.4 Stratum-3:Distributors Questionnaire designing:

Table 3.5.4 Factors of motivation & other KPIs linkage for distributors in questionnaire

Distributors Questionnaire		
Factors of Motivation & Other KPIs linkage in Questionnaire		
Q.No.	**Parameters**	**Category**
Q.A1.	Age	Demographics
Q.A2.	Sex	Demographics
Q.A3.	Marital Status	Demographics
Q.A4.	Education	Demographics
Q.A5.	Turnover	Business info
Q.A6.	Association with Telecom	Business info
Q.A7.	Operator/s Association	Business info
Q.A8.	Association with distribution business	Business info
Q.A9.	Structure of firm	Business info
Q.B1.	Commission/Margin structure	Factors of Motivation
Q.B2.	Incentive and contest	Factors of Motivation
Q.B3.	Reward and recognition	Factors of Motivation
Q.B4.	Telecom is low credit business	Factors of Motivation
Q.B5.	Sales target	Factors of Motivation
Q.B6.	Good DSE scheme	Factors of Motivation
Q.B7.	Good retailer scheme	Factors of Motivation
Q.B8.	Space requirement is less	Factors of Motivation
Q.B9.	Low business risk	Factors of Motivation
Q.B10.	Fair & faster claim settlement cycle	Factors of Motivation
Q.B11.	Good sales team	Factors of Motivation
Q.B12.	Easy exit from telecom business	Factors of Motivation
Q.B13.	Defined geographical area of working	Factors of Motivation
Q.B14.	Company's appointment & Retrenchment Policy	Factors of Motivation
Q.B15.	Company's Expiry or replacement policy	Factors of Motivation
Q.B16.	Company's services/products	Factors of Motivation
Q.B17.	Comfortable working environment	Factors of Motivation
Q.B18.	There is no Conflict/Dispute	Factors of Motivation
Q.B19.	High Business Turnover	Factors of Motivation
Q.B20.	Good ROI	Factors of Motivation
Q.B21.	Legally Complaint Business	Factors of Motivation
Q.B22.	Growth & Developmental Opportunities	Factors of Motivation
Q.B23.	Telecom is business of new generation	Factors of Motivation
Q.B24.	Company's Network is Good	Factors of Motivation
Q.B25.	Social Recognition	Factors of Motivation
Q.B26.	Training support from company	Factors of Motivation
Q.B27.	Additional responsibilities given	Factors of Motivation
Q.B28.	Association with Brand Name	Factors of Motivation
Q.B29.	Good Culture of organization	Factors of Motivation
Q.B30.	Relationship with company person	Factors of Motivation
Q.B31.	Company persons engagement in Business	Factors of Motivation
Q.B32.	Being Owner/Boss of your Business	Factors of Motivation
Q.B33.	Joint Market working with company person	Factors of Motivation
Q.B34.	Proper Communication from company	Factors of Motivation
Q.B35.	Your Views/suggestions are taken by company	Factors of Motivation

Q.B36.	Service oriented business	Factors of Motivation
Q.B37.	Performance Feedback	Factors of Motivation
Q.C1.	Turnover	Other infra & working KPIs
Q.C2.	Investment	Other infra & working KPIs
Q.C3.	Manpower	Other infra & working KPIs
Q.C4.	Margin	Other infra & working KPIs
Q.C5.	Incentive	Other infra & working KPIs
Q.C6.	Time given	Other infra & working KPIs
Q.C7.	Frequency of Gate Meeting	Other infra & working KPIs
Q.C8.	Frequency of DSE Review	Other infra & working KPIs
Q.C9.	Frequency of market visit	Other infra & working KPIs
Q.C10.	DSE turnover rate	Other infra & working KPIs
Q.C11.	Planning to expand business	Other infra & working KPIs
Q.C12.	Self rating for motivation	Other infra & working KPIs
Q.C13.	Self rating for performance/productivity	Other infra & working KPIs
Q.C14.	Total Activations	Productivity KPIs
Q.C15.	Total Recharges	Productivity KPIs

Source: Questionnaire

3.7.5   Stratum-4:Managers Questionnaire designing:

Table 3.5.5 Factors of motivation & other KPIs linkage for managers in questionnaire

Managers Questionnaire		
Factors of Motivation & Other KPIs linkage in Questionnaire		
Q.No.	**Parameters**	**Category**
Q.A1.	Age	Demographics
Q.A2.	Sex	Demographics
Q.A3.	Marital Status	Demographics
Q.A4.	Education	Demographics
Q.A5.	Past associations	Business info
Q.A6.	Association in years	Business info
Q.A7.	Operator/s Association	Business info
Q.A8.	Association with distribution business	Business info
Q.B1.	Salary/Incentives	Factors of Motivation
Q.B2.	Reward & Recognition	Factors of Motivation
Q.B3.	My job role is good and relevant	Factors of Motivation
Q.B4.	Company's Employee Policy	Factors of Motivation
Q.B5.	Association with Brand Name	Factors of Motivation
Q.B6.	Good Culture of organisation	Factors of Motivation
Q.B7.	Growth_Opportunities	Factors of Motivation
Q.B8.	Social Recognition	Factors of Motivation
QB.9	Training Program	Factors of Motivation
Q.C1.	Turnover	Other infra & working KPIs
Q.C2.	Manpowers	Other infra & working KPIs
Q.C3.	Time given	Other infra & working KPIs
Q.C4.	Frequency of Gate Meeting	Other infra & working KPIs
Q.C5.	Frequency of DSE Review	Other infra & working KPIs
Q.C6.	Frequency of Distributors Review	Other infra & working KPIs
Q.C7.	Frequency of market visit	Other infra & working KPIs
Q.C8.	Planning to leave	Other infra & working KPIs
Q.C9.	Self rating for motivation	Other infra & working KPIs
Q.C10.	Self rating for performance/productivity	Other infra & working KPIs
Q.C11.	Total Activations	Productivity KPIs
Q.C12.	Total Recharges	Productivity KPIs

Source: Questionnaire

3.8 Data Collection method:

Both primary and secondary data collection methods have been used. Structured closed ended questionnaires (for all four stratums) based on literature review and inputs from industry were prepared. It got piloted on approximately 5% of the sample (Total: 45, retailers-30, dse-5, distributors-6, managers-4) to identify the problems. Corrections were incorporated before the final survey.

Primary data collection through personal interview method with the help of questionnaires (for all four stratums) has been done.

Secondary data collection for the study was done from TRAI website, journals, books, other websites, magazines and channel feedback.

3.9 Population:

Research work covers geographical state of Jharkhand Only. There are eleven class I cities of Jharkhand covered for this research work. All four stratums of channel sales covered for this study.

Sample size required for this research has been determined by the following formula (Malhotra & Dash, 2010):

$$n = \pi(1-\pi)z^2/D^2$$

For sample size which is representing more than 10 percent of population, the finite population correction (n) has been applied:

$$n = n\mathrm{N}/(\mathrm{N}+n-1)$$

Where n=sample size
π=Population proportion
Z=standard variate at given confidence level.The value of z for confidence level of 95% is 1.96

D =Precision or acceptable error. The value of D is taken 0.05 for this study but for managers D has been taken as 0.10

Table 3.7.1 Population size

Population size			Calculated	Actual
Level	Stratum	Total Population(Approx)	Sample Size	Sample Size considered
Stratum-1	Retailers	7900	369	600
Stratum-2	DSEs	623	238	300
Stratum-3	Distributors	141	103	120
Stratum-4	Managers	60	22	30

Source: Literature review & survey work

3.10   Sample Design:

Both probabilistic & non-probabilistic sampling procedure has been used for this research. Stratified Sampling for doing stratum wise (retailers, DSEs, distributors, managers) study was used, which is a probabilistic sampling method. Convenience sampling has been used for taking feedback from respondents which is a non-probabilistic sampling method.

Sampling elements for this research is service providers of Telecom industry (Three Telecom Service Providers) and there are four sampling units taken are retailers, DSEs, distributors, managers.

3.11   Sample size:

Total sample size of 1050 from all four stratums of channel covering top eleven towns
of Jharkhand (major class I & other class I town) has been taken.

Table 3.7.2 Stratum wise sample size

Classification	Sales Manager	Distributor	DSE	Retailer	Total
Major Class I Town	15	60	150	300	510
Other Class I town	15	60	150	300	510
Total	30	120	300	600	1050

Source: Survey work

3.12 Data Analysis Framework:

Table 3.8.1 Research data analysis framework

Research Data Analysis Framework		
Step-1	**Identification of Factors of motivation**	**Statistical Tools or Method Used**
1a	Basis Feedback from channel Members-Retailers, Distributors	Principal Component Analysis(PCA) was used to find Factors of Motivation & Coefficient score with Factor score was find for prioritising the factors
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 used to measure overall Impact on Productivity. Also ANOVA test was used to measure impact of individual factors on productivity
2b	Identification of Factors Motivation-From PCA as above	
Step-3	**Measuring Impact of key working factors on Productivity**	**Statistical Tools or Method Used**
	Identification of key working factors which has impact on productivity	Multivariate Analysis(MANOVA) was used to measure overall Impact on Productivity. Also ANOVA test was used to measure impact of individual factors on productivity

3.13 Research scope:

❖ This study has been done only for 3 selected Telecom operators of Jharkhand

❖ The study is limited to the Pre-paid business of telecom. The post-paid channel has not been studied as it has only two layers of distribution channels

❖ Distributors and sub-distributors both have been taken for study as different operators have different models of distribution channels

CHAPTER 4: DATA ANALYSIS & INTERPRETATIONS

CHAPTER 4

DATA ANALYSIS & INTERPRETATIONS

4.1 Data Analysis and Interpretations:

4.1.1 Stratum1-Retailers: Demographics& Working Factors

➢ **Age:**

Table 4.1.1 Age of retailers

AGE	No of Respondents	Percentage Cont
=<20	22	3.7%
21-30	329	55.2%
31-40	205	34.4%
41-50	28	4.7%
>50	12	2.0%
TOTAL	**596**	**100.0%**

Source: Survey Finding

The table above depicts that 55.2 percent of respondents are in the age group of 21-30 years followed by 34.4 percent in the age group of 31-40 years,4.7 percent in the age group of 41-50 years,3.7 percent in the age group of =< 20 years and only 2 percent are in greater than 50 year age group.

➢ **Gender:**

Table 4.1.2 Gender of Retailers

Gender	No of Respondents	Percentage Cont
Male	590	99.0%
Female	6	1.0%
Total	**596**	**100.0%**

Source: Survey Finding

The above table shows that 99 percent of respondents are male respondents and only 1 percent is female respondents.

➢ **Marital Status:**

Table 4.1.3 Marital Status of Retailers

Marital Status	No of Respondents	Percentage Cont
Married	398	66.8%
Single	198	33.2%
Total	**596**	**100.0%**

Source: Survey Finding

The table above shows that 66.8 percent of respondents are married and 33.2 percent of respondents are single.

➢ **Education:**

Table 4.1.4 Education of retailers

Education Level	No of Respondents	Percentage Cont
Illiterate	1	0.2%
School Up to 4Years	1	0.2%
School 5-9Years	74	12.4%
SSC/HSC	113	19.0%
Some college but not Graduate	185	31.0%
Graduate/PG General	215	36.1%
Graduate/PG Professional	7	1.2%
Total	**596**	**100.0%**

Source: Survey Finding

From the above table it is depicted that 37.3 percent of the respondents have their educational qualification as Graduation/Post Graduation/Professional degree followed by 31.0 percent as attended college but not graduated, 19.0 percent with SSC/HSC and balance 12.8 Percent as Illiterate and school level upto 9 years as their educational qualification.

➢ **Telecom association:**

Table 4.1.5 Retailers association with telecom

Years with telecom	No of Respondents	Percentage Cont
Less Than 1 Yr	21	3.5%
1-3Years	154	25.8%
3-5Years	274	46.0%
5-10Years	125	21.0%
>10Years	22	3.7%
Total	**596**	**100.0%**

Source: Survey Finding

The above table infers that 46.0 percent of the respondents are associated with telecom since last 3-5years, 25.8 percent have telecom association since last 1-3years, 21.0 percent have telecom association since last 5-10years, 3.7 percent have telecom association since greater than 10 years and 3.5 percent have telecom association since less than a year.

➢ **Retail association:**

Table 4.1.6 Retailers association with retail

Association with Retail	No of Respondents	Percentage Cont
Less Than 1 Yr	26	4.4%
1-3Years	134	22.5%
3-5Years	263	44.1%
5-10Years	143	24.0%
>10Years	30	5.0%
Total	**596**	**100.0%**

Source: Survey Finding

The above table infers that 44.1 percent of the respondents are associated with retail business since last 3-5 years followed by 24.0 percent are associated since last 5-10years,22.5 percentage are

associated since last 1-3years, 5 percent are associated with more than

10 years and only 4.4 percent are associated with retail business since

last less than a year.

➢ **Retailers previous industry association:**

Table 4.1.7 Retailers previous industry association

Previous Sector	No of Respondents	Percentage Cont
FMCG	27	4.5%
Durables	10	1.7%
Paint	6	1.0%
Manufacturing	5	0.8%
Retail	119	26.4%
Others	284	63.0%
Not Associated	145	24.3%
Total	**596**	**100.0%**

Source: Survey Finding

From above table it is depicted that 63.0 percent of the respondents

have experience in some other sector, not in key sectors followed by

26.4 percent have past experience in retail sector, 24.3 percent were

not associated with any business in past,4.5 percent are having FMCG

as previous industry and only 3.5 percent have past experience in

durables, paint and manufacturing.

➢ **Retailers Time given to business:**

Table 4.1.8 Retailers Time given to business

Time given	No. of respondents	Percentage Cont.
No Time	11	1.8%
1-2Hrs	2	0.3%
2-5Hrs	428	71.8%
5-8Hrs	94	15.8%
8-12Hrs	61	10.2%
>12Hrs	0	0.0%
Total	**596**	**100.0%**

Source: Survey Finding

Figure 4.1.8 Retailers Time given to business
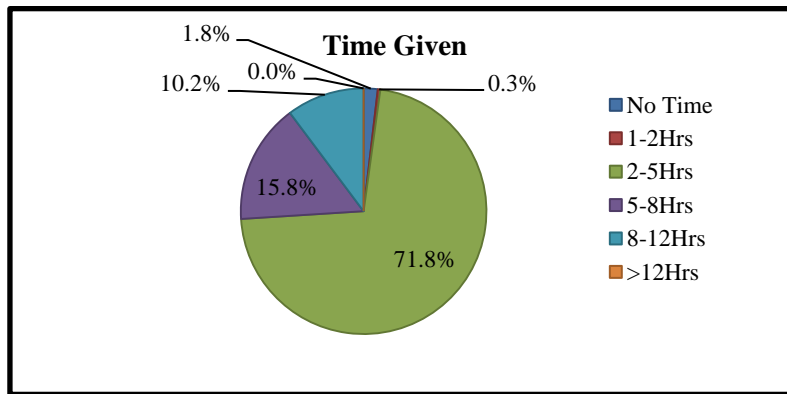
Source: Survey Finding

From above table it is observed that 71.8 percent of the respondents give just 2-5hrs to their retail business followed by 15.8 percent give 5-8hrs to their business,10.2 percent give 8-12hrs to their business and balance 2.1 percent gives no time or less than 2 hrs to their business.

➤ Distributors-Frequency of market visit:

Table 4.1.9 Distributors- Frequency of market visit

Distr Visit frequency	No. of respondents	Percentage Cont.
Daily	76	12.8%
Alternate Day	32	5.4%
Twice a Week	53	8.9%
Weekly	182	30.5%
Fortnightly	49	8.2%
Monthly	153	25.7%
More Than a Month	51	8.6%
Total	**596**	**100.0%**

Source: Survey Finding

Figure 4.1.9 Distributors- Frequency of market visit
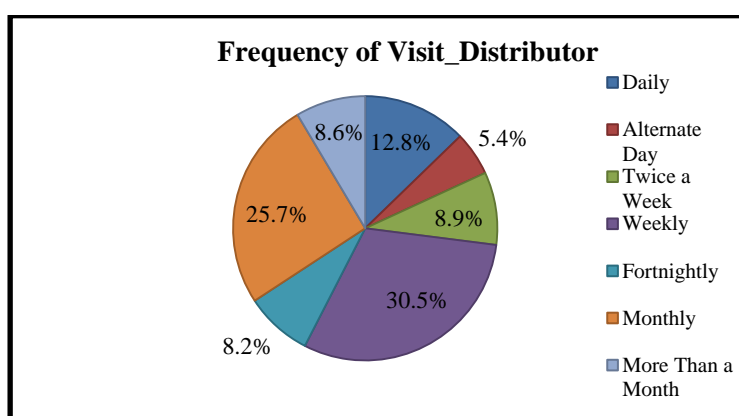
Source: Survey Finding

From above table it is depicted that as per respondents 30.5 percent of distributors visit their market on weekly basis, followed by 25.7 percent distributors who visit their market on monthly basis, 12.8 percent distributors visit their market on daily basis, 8.9 distributors visit market twice a week, 8.6 percent visit market in more than a month, 8.2 percent visit market fortnightly and 5.4 percent distributors visit market on twice a week basis.

Sales Managers-frequency of market visit:

Table 4.1.10 Sales Managers- Frequency of market visit

Sales Manager frequency visit	No. of respondents	Percentage Cont.
Daily	35	5.9%
Alternate Day	106	17.8%
Twice a Week	70	11.7%
Weekly	156	26.2%
Fortnightly	35	5.9%
Monthly	149	25.0%
More Than a Month	45	7.6%
Total	**596**	**100.0%**

Source: Survey Finding

Figure 4.1.10 Sales Managers- Frequency of market visit
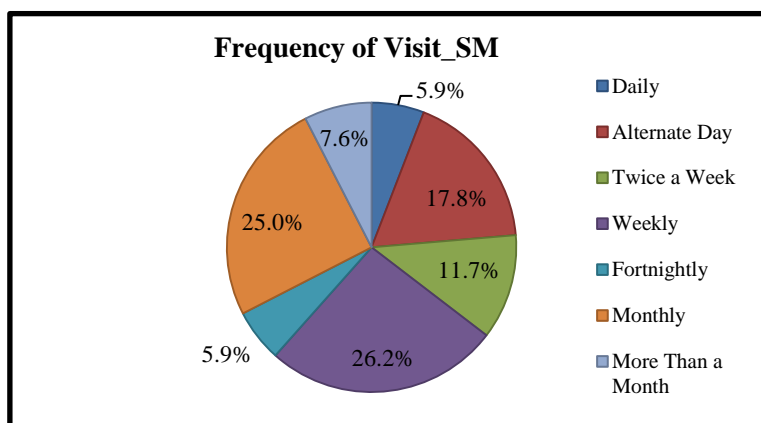
Source: Survey Finding

From above table it is observed that as per respondents 26.2 percent of sales managers visit their market on weekly basis, followed by 25.0 percent managers who visit their market on monthly basis, 17.8 percent managers visit their market on alternate day basis, 11.7 percent managers visit their market twice a week, 7.6 percent visit their market in more than a month and 5.9 percent sales managers visit market on daily and 5.9 percent sales managers market on fortnightly basis.

> **DSEs-frequency of market visit:**

Table 4.1.11 DSEs- Frequency of market visit

DSE frequency visit	No. of respondents	Percentage Cont.
Daily	479	80.4%
Alternate Day	75	12.6%
Twice a Week	18	3.0%
Weekly	3	0.5%
Fortnightly	5	0.8%
Monthly	13	2.2%
More Than a Month	3	0.5%
Total	**596**	**100.0%**

Source: Survey Finding

Figure 4.1.11 DSEs- Frequency of market visit
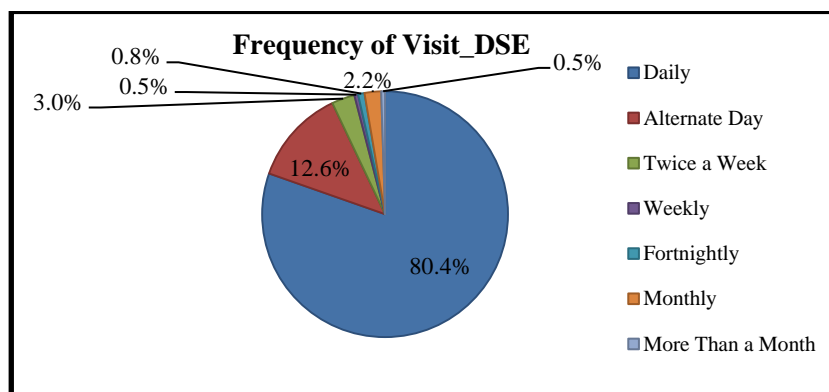
Source: Survey Finding

The above table depicts that as per respondents 80.4 percent of DSEs visit their market on daily basis, followed by 12.6 percent DSEs who visit their market on alternate day basis, 3 percent visit their market on twice a week, 2.2 percent DSEs visit their market on monthly basis, 0.8 percent visit their market on fortnightly basis, 0.5 percent on weekly basis and 0.5 percent on more than a month basis.

4.1.2 Stratum2-DSEs: Demographics& Working Factors

➤ **Age:**

Table 4.1.12 Age of DSEs

AGE	No of Respondents	Percentage Cont.
<=20	41	13.6%
21-30	225	74.8%
31-40	35	11.6%
41-50	0	0.0%
>50	0	0.0%
TOTAL	**301**	**100.0%**

Source: Survey Finding

The table above depicts that 74.8 percent of respondents are in the age group of 21-30 years followed by 13.6 percent in the age group of <=20 years,11.6 percent in the age group of 31-40 years.

➤ **Gender:**

Table 4.1.13 Gender of DSEs

Gender	No of Respondents	Percentage Cont.
Male	301	100.0%
Female	0	0.0%
Total	**301**	**100.0%**

Source: Survey Finding

The above table shows that that 100 percent of respondents are male respondents and there are no female respondents.

➢ **Marital status:**

Table 4.1.14 Marital status of DSEs

Marital Status	No of Respondents	Percentage Cont.
Married	72	23.9%
Single	229	76.1%
Total	**301**	**100.0%**

Source: Survey Finding

The table above shows that 76.1 percent of respondents are single and 23.9 percent of respondents are married.

➢ **Education:**

Table 4.1.15 Education of DSEs

Education Level	No of Respondents	Percentage Cont
Illiterate	2	0.7%
School Up to 4Years	0	0.0%
School 5-9Years	21	7.0%
SSC/HSC	79	26.2%
Some college but not Graduate	78	25.9%
Graduate/PG General	117	38.9%
Graduate/PG Professional	4	1.3%
Total	**301**	**100.0%**

Source: Survey Finding

From the above table it is depicted that 40.2 percent of the respondents have their educational qualification as Graduation/Post Graduation/Professional degree followed by 26.2 percent with SSC/HSC, 25.9 percent with college but not graduate and balance 7.7 Percent as Illiterate and school level upto 9 years as their educational qualification.

➢ **DSEs association with Telecom business**:

Table 4.1.16 DSEs association with telecom

Association with Telecom Business	No of Respondents	Percentage Cont.
Less Than 1 Yr	28	9.3%
1-3Years	105	34.9%
3-5Years	101	33.6%
5-10Years	35	11.6%
>10Years	32	10.6%
Total	**301**	**100.0%**

Source: Survey Finding

The above table infers that 34.9 percent of the respondents are associated with telecom since last 1-3years, 33.6 percent have telecom association since last 3-5 years, 11.6 percent have telecom association since last 5-10years, 10.6 percent have telecom association since greater than 10 years and 9.30 percent have telecom association since less than a year.

➢ **DSEs previous association:**

Table 4.1.17 DSEs previous association

Previous Sector	No of Respondents	Percentage Cont.
FMCG	0	0.0%
Durables	2	0.7%
Paint	0	0.0%
Manufacturing	0	0.0%
Retail	20	6.6%
Others	30	10.0%
Not relevant	249	82.7%
Total	**301**	**100.0%**

Source: Survey Finding

The above table infers that 82.7 percent of the respondents do not have any relevant previous experience, 10.0 percent have past experience in

other sector, 6.6 percent were associated in retail and 0.7 were associated with durable industry.

➢ **DSEs frequency of gate meeting:**

Table 4.1.18 DSEs Frequency of gate meeting

Frequency of Gate meeting at Distributor point	No of Respondents	Percentage Cont.
Daily	224	74.4%
Alternate Day	32	10.6%
Twice a week	12	4.0%
Weekly	33	11.0%
More Than a week	0	0.0%
Total	**301**	**100.0%**

Source: Survey Finding

Figure 4.1.18 DSEs Frequency of gate Meeting
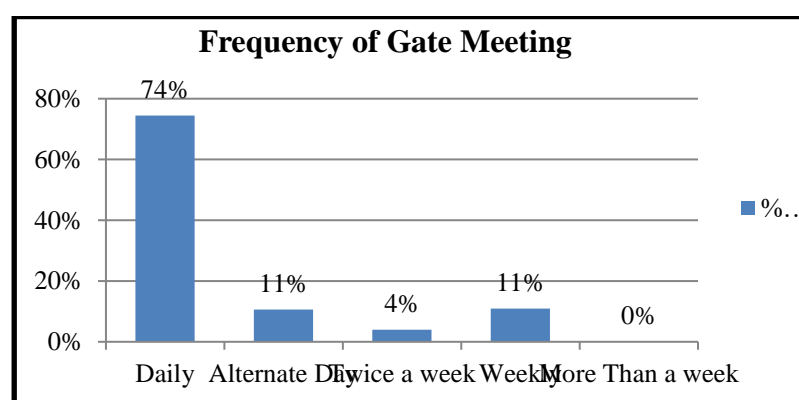
Source: Survey Finding

The table above depicts that as per respondents 74.4 percent of DSEs are doing their gate meeting on daily basis, followed by 11.0 percent of DSEs are doing their gate meeting on weekly basis,10.6 percent are doing gate meeting on alternate day basis 4.0 percent of DSEs are doing gate meeting on twice a week basis.

Table 4.1.19 DSEs Frequency of Review

Frequency of DSEs review	No of Respondents	Percentage Cont.
Daily	186	61.8%
Alternate Day	25	8.3%
Twice a week	16	5.3%
Weekly	64	21.3%
More Than a week	10	3.3%
Total	**301**	**100.0%**

Source: Survey Finding

Figure 4.1.19 DSEs Frequency of Review
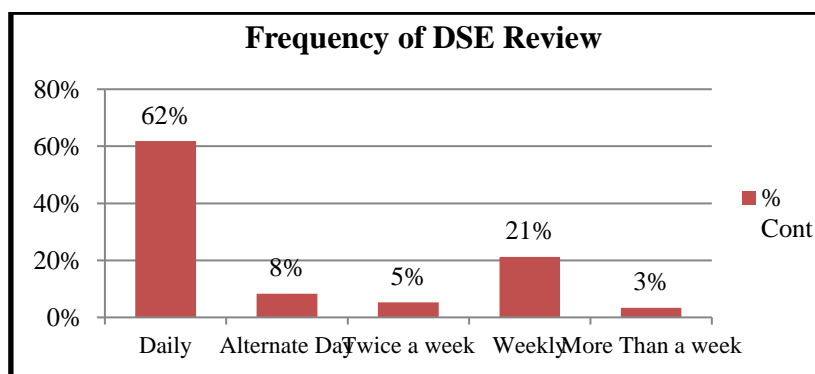
The table above depicts that as per respondents 61.8 percent of DSEs are reviewed on daily basis, followed by 21.3 percent of DSEs are reviewed on weekly basis, 8.3 percent of DSEs are reviewed are alternate day basis,5.3 percent of DSEs are reviewed on twice a week basis and 3.3 percent of DSEs are reviewed on more than a week basis.

- ➢ **Frequency of distributors market visit:**

Table 4.1.20 Frequency of distributors market visit

Frequency of Distributors market visit	No of Respondents	Percentage Cont.
Daily	41	13.6%
Alternate Day	44	14.6%
Twice a week	63	20.9%
Weekly	124	41.2%
Fortnightly	0	0.0%
Monthly	19	6.3%
More Than a Month	10	3.3%
Total	**301**	**100.0%**

Source: Survey Finding

Figure 4.1.20 Frequency of distributors market visit
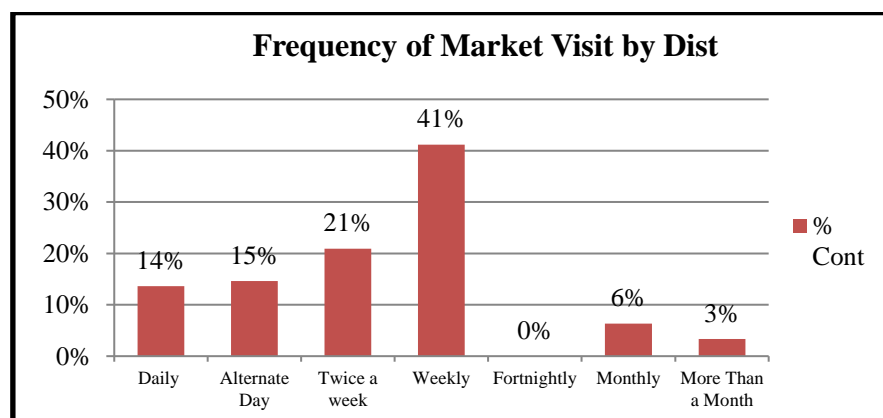
Source: Survey Finding

From above table it is depicted that as per respondents 41.2 percent of distributors visit their market on weekly basis, followed by 20.9 percent distributors who visit their market on twice a week basis, 14.6 percent distributors visit their market on alternate day basis, 13.6 distributors visit their market on daily basis, 6.3 percent visit market on monthly basis, 3.3 percent visit market visit market on more than a month basis.

➤ **Frequency of sales managers market visit:**

Table 4.1.21Frequency of Sales Managers Market visit

Frequency of Sales managers market visit	No of Respondents	Percentage Cont.
Daily	66	21.9%
Alternate Day	93	30.9%
Twice a week	45	15.0%
Weekly	53	17.6%
Fortnightly	4	1.3%
Monthly	24	8.0%
More Than a Month	16	5.3%
Total	**301**	**100.0%**

Source: Survey Finding

Figure 4.1.21Frequency of Sales Managers Market visit
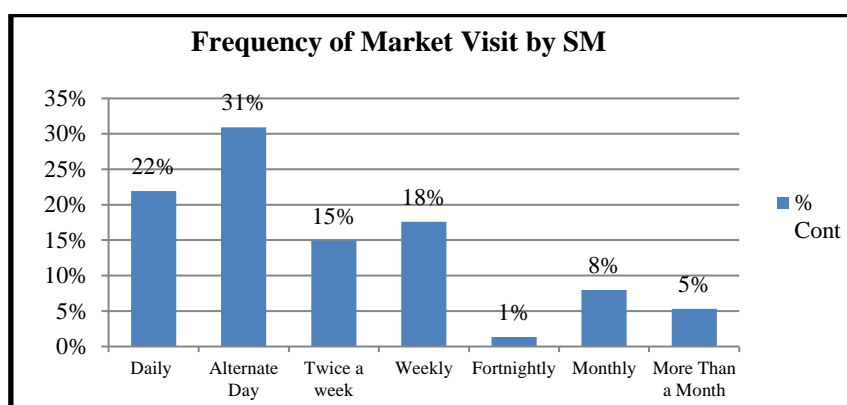
Source: Survey Finding

From above table it is observed that as per respondents 30.9 percent of sales managers visit their market on alternate day basis, followed by 21.9 percent sales manager who visit their market on daily basis, 17.6 percent sales managers visit their market on weekly basis, 15.0 of sales managers visit market twice a week, 8.0 percent visit market on monthly basis, 5.30 percent sales managers visit their market on more than a month basis and 1.3 percent sales managers visit market on fortnightly basis.

4.1.3 Stratum3-Distributors: Demographics& Working Factors

➢ **Age:**

Table 4.1.22 Age of Distributors

AGE	No of Respondents	Percentage Cont.
<=20	0	0.0%
21-30	31	25.8%
31-40	76	63.3%
41-50	11	9.2%
>50	2	1.7%
TOTAL	**120**	**100.0%**

Source: Survey Finding

The table above depicts that 63.3 percent of respondents are in the age group of 31-40 years followed by 25.8 percent are in the age group of 21-30 years, 9.2 percent in the age group of 41-50 years and 1.7 percent in the age group of >50 years.

➢ **Gender:**

Table 4.1.23 Gender of distributors

Gender	No of Respondents	Percentage Cont
Male	120	100%
Female	0	0%
Total	**120**	**100%**

Source: Survey Finding

The above table shows 100 percent of respondents are male respondents and there are no female respondents.

> ➤ **Marital status:**

Table 4.1.24 Marital status of distributors

Marital Status	No of Respondents	Percentage Cont.
Married	98	81.7%
Single	22	18.3%
Total	**120**	**100.0%**

Source: Survey Finding

The table above shows that 81.7 percent of respondents are married and 18.3 percent of respondents are single.

> ➤ **Education:**

Table 4.1.25 Education of distributors

Education Level	No of Respondents	Percentage Cont.
Illiterate	0	0.0%
School Up to 4Years	0	0.0%
School 5-9Years	6	5.0%
SSC/HSC	0	0.0%
Some college but not Graduate	63	52.5%
Graduate/PG General	37	30.8%
Graduate/PG Professional	14	11.7%
Total	**120**	**100.0%**

Source: Survey Finding

From the above table it is depicted that 52.5 percent of the respondents have their educational qualification as college but not graduate followed by 42.5 percent with Graduation/Post Graduation/Professional degree and balance 5.0 Percent as Illiterate and school level upto 9 years as their educational qualification.

- **Distributors association with Telecom:**

Table 4.1.26 Distributors association with telecom

Association with Telecom Business	No of Respondents	Percentage Cont.
Less Than 1 Yr	5	4.2%
1-3Years	19	15.8%
3-5Years	58	48.3%
5-10Years	32	26.7%
>10Years	6	5.0%
Total	**120**	**100.0%**

Source: Survey Finding

The above table infers that 48.3 percent of the respondents are associated with telecom since last 3-5years, 26.7 percent have telecom association since last 5-10 years, 15.8 percent have telecom association since last 1-3years, 5.0 percent have telecom association since greater than 10 years and 4.2 percent have telecom association since less than a year.

- **Distributors association with distribution:**

Table 4.1.27 Distributors association with distribution

Association with Distribution Business	No of Respondents	Percentage Cont.
Less Than 1 Yr	4	3.3%
1-3Years	30	25.0%
3-5Years	53	44.2%
5-10Years	27	22.5%
>10Years	6	5.0%
Total	**120**	**100.0%**

Source: Survey Finding

The above table infers that 44.2 percent of the respondents have 3-5 years of previous association with distribution, 25.0 percent have 1-5 years of previous association with distribution, 22.5 percent have 5-10 years of previous association with distribution, 5.0 percent have >10 years of association and 3.3 percent have less than 1 year of experience.

➢ **Distributors time given to business:**

Table 4.1.28 Distributors time given to business

Time given to business	No of Respondents	Percentage Cont.
No Time	4	3.3%
1-2Hrs	2	1.7%
2-5Hrs	4	3.3%
5-8Hrs	17	14.2%
8-12Hrs	83	69.2%
>12Hrs	10	8.3%
Total	**120**	**100.0%**

Source: Survey Finding

Figure 4.1.28 Distributors time given to business
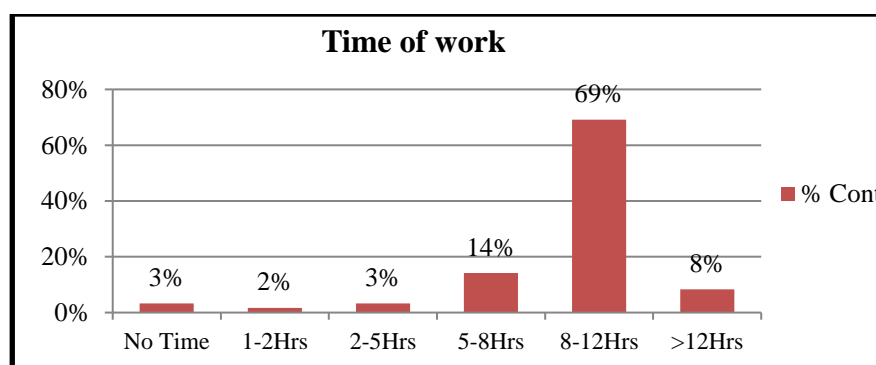
Source: Survey Finding

The table above infers that as per respondents 69.2 percent of distributors are giving 8-12 hrs of time to their business, followed by 14.2 percent of distributors are giving 5-8 hrs of time to their business,

8.3 percent are giving >12 hrs to their business, 3.3 percent are giving 2-5hrs to their business, another 3.3 percent are giving no time to business and 1.7 percent are giving 1-2 hrs of time to their business.

➢ **Distributors frequency of gate meeting:**

Table 4.1.29 Distributors frequency of gate meeting

Frequency of Gate meeting at Distributor point	No of Respondents	Percentage Cont.
Daily	88	73.3%
Alternate Day	17	14.2%
Twice a week	7	5.8%
Weekly	4	3.3%
More Than a week	4	3.3%
Total	**120**	**100.0%**

Source: Survey Finding

Figure 4.1.29 Distributors frequency of gate meeting
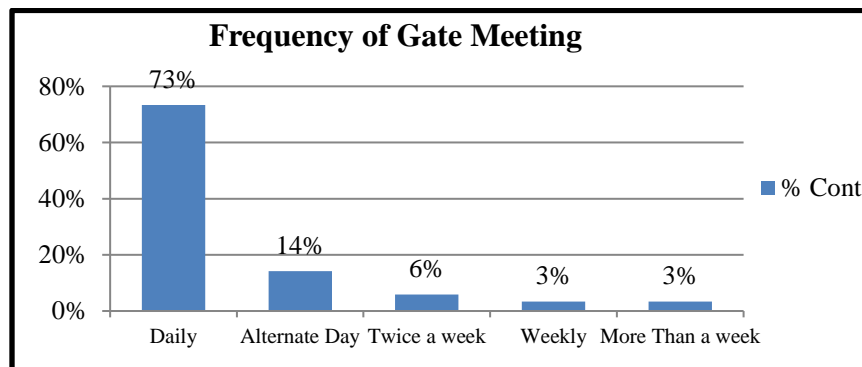
Source: Survey Finding

From above table it is observed that as per respondents 73.3 percent of distributors are doing their gate meeting on daily basis, followed by 14.2 percent of distributors are doing their gate meeting on alternate day basis, 5.8 percent are doing gate meeting on twice a week basis, 3.3 percent on weekly basis and another 3.3 percent of distributors are doing gate meeting in frequency of more than a week.

➢ **Distributors frequency of DSEs review:**

Table 4.1.30 Distributors frequency of DSEs review

Frequency of DSE Review Meeting	No of Respondents	Percentage Cont.
Daily	84	70.0%
Alternate Day	12	10.0%
Twice a week	4	3.3%
Weekly	16	13.3%
More Than a week	4	3.3%
Total	**120**	**100.0%**

Source: Survey Finding

Figure 4.1.30 Distributors frequency of DSEs review
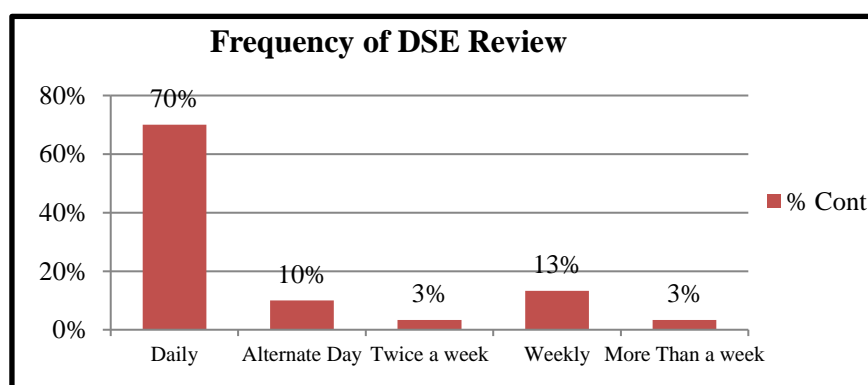
Source: Survey Finding

The table above depicts that as per respondents 70.0 percent of distributors are reviewing their DSEs on daily basis, followed by 13.3 percent of are doing DSEs review meeting on weekly basis, 10.0 percent of distributors are reviewing DSEs on alternate day basis, 3.3 percent on twice a week and another 3.3 percent are doing DSEs review meeting on frequency of twice a week basis.

➢ **Distributors frequency of market visit:**

Table 4.1.31 Distributors frequency of market visit

Frequency of Market visit of Distributors	No of Respondents	Percentage Cont.
Daily	42	35.0%
Alternate Day	23	19.2%
Twice a week	14	11.7%
Weekly	35	29.2%
Fortnightly	0	0.0%
Monthly	0	0.0%
More Than a Month	6	5.0%
Total	**120**	**100.0%**

Source: Survey Finding

Figure 4.1.31 Distributors frequency of market visit
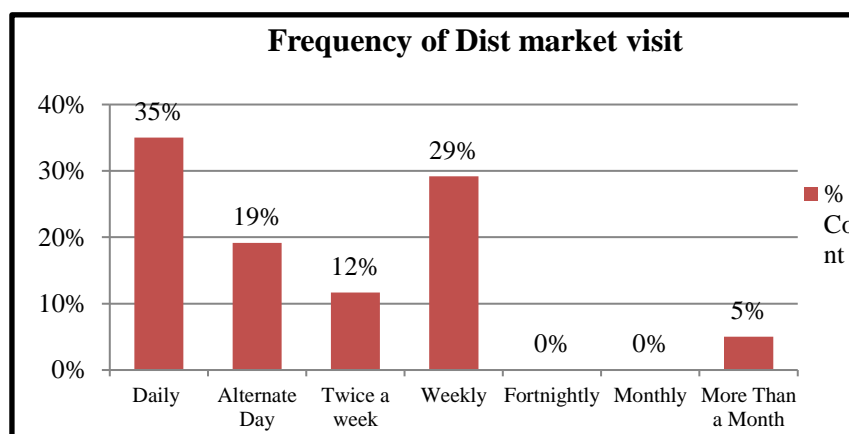
Source: Survey Finding

From above table it is depicted that as per respondents 35.0 percent of distributors are visiting their market on daily basis, followed by 29.2 percent distributors who are visiting their market on weekly basis, 19.2 percent of distributors are visiting their market on alternate day basis, 11.7 distributors are visiting their market on twice a week basis and 5.0 percent distributors are visiting market on more than a month basis.

4.1.4 Stratum4-Managers: Demographics& Working Factors

> **Age:**

Table 4.1.32Age of Managers

AGE	No of Respondents	Percentage Cont
<=20	0	0.0%
21-30	10	33.3%
31-40	20	66.7%
41-50	0	0.0%
>50	0	0.0%
TOTAL	**30**	**100.0%**

Source: Survey Finding

The table above depicts that 66.7 percent of respondents are in the age group of 31-40 years followed by 33.3 percent in the age group of 21-30 years.

> **Gender:**

Table 4.1.33 Gender of Managers

Gender	No of Respondents	Percentage Cont
Male	30	100.0%
Female	0	0.0%
Total	**30**	**100.0%**

Source: Survey Finding

The above table shows that 100 percent of respondents are male respondents and there are no female respondents.

➤ **Marital status:**

Table 4.1.34 Marital status of mangers

Marital Status	No of Respondents	Percentage Cont
Married	30	100.0%
Single	0	0.0%
Total	**30**	**100.0%**

Source: Survey Finding

The table above shows that 100 percent of respondents are married and there are no single respondents.

➤ **Education:**

Table 4.1.35 Education of mangers

Education Level	No of Respondents	Percentage Cont
Illiterate & School upto 9Years	0	0.0%
SSC/HSC	0	0.0%
Some college but not Graduate	0	0.0%
Graduate/PG General	23	76.7%
Graduate/PG Professional	7	23.3%
Total	**30**	**100.0%**

Source: Survey Finding

The above table it is depicted that 76.7 percent of the respondents have their educational qualification as Graduation/PG general degree and balance 23.3 percent of respondents has graduation/PG professional degree.

- **Managers Telecom association:**

Table 4.1.36 Managers telecom association

Association with Telecom Business	No of Respondents	Percentage Cont
Less Than 1 Yr	0	0.0%
1-3Years	0	0.0%
3-5Years	10	33.3%
5-10Years	10	33.3%
>10Years	10	33.3%
Total	**30**	**100.0%**

Source: Survey Finding

The above table infers that 33.3 percent of the respondents are associated with telecom since last 3-5years, another 33.3 percent have telecom association since last 5-10 years and another33.3 percent have telecom association since greater than 10 years.

- **Managers-distribution experience**

Table 4.1.37 Managers total distribution experiences

Association with Distribution Business	No of Respondents	Percentage Cont
Less Than 1 Yr	0	0.0%
1-3Years	0	0.0%
3-5Years	0	0.0%
5-10Years	11	36.7%
>10Years	19	63.3%
Total	**30**	**100.0%**

Source: Survey Finding

The above table infers that 63.3 percent of the respondents have distribution experience of greater than 10 years and another 36.7 percent have distribution experience between 5-10years.

➢ **Managers time of work**

Table 4.1.38 Managers Time of work

Time Given	No of Respondents	Percentage Cont
8-10Hrs	11	36.7%
10-12Hrs	19	63.3%
12-15Hrs	0	0.0%
>15Hrs	0	0.0%
TOTAL	**30**	**100.0%**

Source: Survey Finding

Figure 4.1.38 Managers Time of work
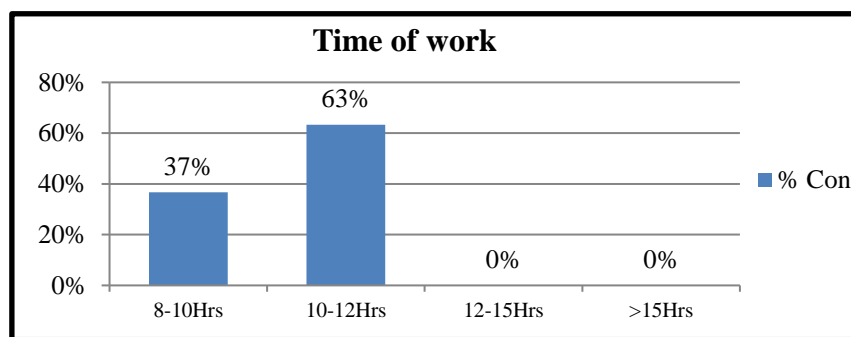
Source: Survey Finding

The table above depicts that 63.3 percent of the respondents give 10-12hrs of time to their work and another 36.7 percent give 8-10 hrs to time to their work.

➢ Managers frequency of gate meeting

Table 4.1.39 Managers-Frequency of Gate meeting

Frequency of Gate meeting at Distributor point	No of Respondents	Percentage Cont
Daily	13	43.3%
Alternate Day	9	30.0%
Twice a week	8	26.7%
Weekly	0	0.0%
More Than a week	0	0.0%
Total	**30**	**100.0%**

Source: Survey Finding

Figure 4.1.39 Managers-Frequency of Gate meeting
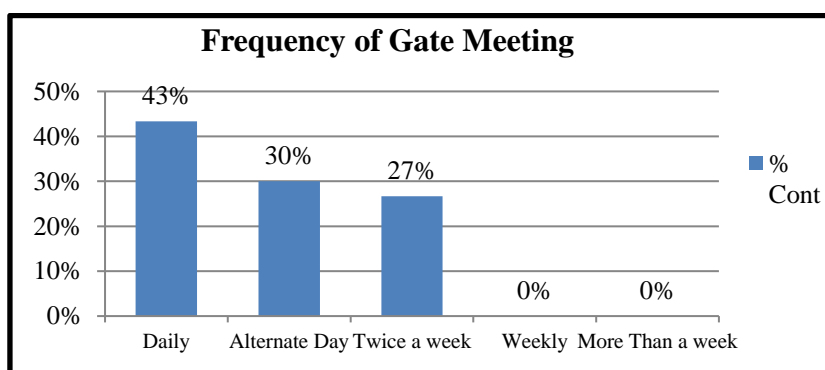
Source: Survey Finding

From above table it is depicted that 43.3 percent of the respondents do gate meetings on daily basis, 30 percent do gate meeting on alternate day basis and 26.7 percent do gate meeting on twice a day basis.

Managers frequency of DSEs review

Table 4.1.40 Managers-Frequency of DSEs review

Frequency of DSE Review Meeting	No of Respondents	Percentage Cont
Daily	11	36.7%
Alternate Day	9	30.0%
Twice a week	7	23.3%
Weekly	3	10.0%
More Than a week	0	0.0%
Total	**30**	**100.0%**

Source: Survey Finding

Figure 4.1.40 Managers-Frequency of DSEs review
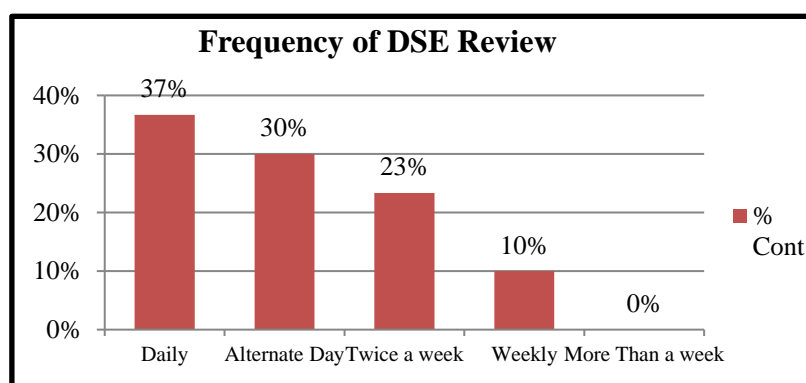
Source: Survey Finding

The table above depicts that 36.7 percent of the respondents do DSEs review on daily basis, 30 percent do DSEs review on alternate day basis, 23.3 percent do DSEs review on twice a week basis and 10.0 percent do DSEs review meeting on weekly basis.

➢ Managers frequency of distributors review

Table 4.1.41 Managers-Frequency of distributors review

Frequency of Distributors review	No of Respondents	Percentage Cont
Daily	2	6.7%
Alternate Day	0	0.0%
Twice a week	10	33.3%
Weekly	12	40.0%
More Than a Week	6	20.0%
Total	**30**	**100.0%**

Source: Survey Finding

Figure 4.1.41 Managers-Frequency of distributors review
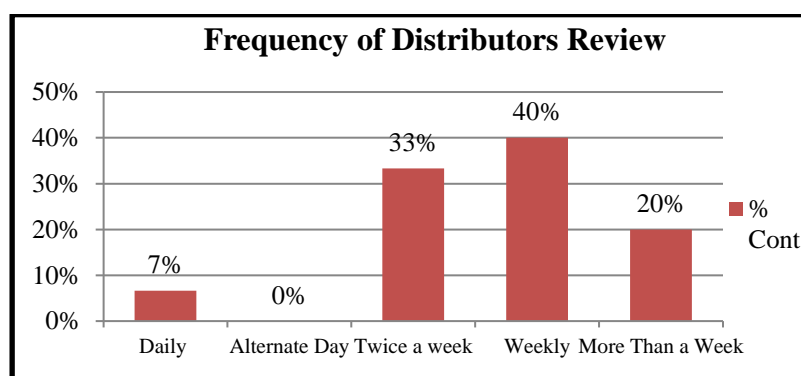
Source: Survey Finding

From above table it is observed that 40.0 percent of the respondents do distributors review on weekly basis, 33.3 percent do distributors review on twice a week basis, 20.0 percent do distributors review on more than a week basis and 6.7 percent do distributors review on daily basis.

4.2 Analysis and interpretations for Factors of Motivations:

From the extensive Literature review and feedback taken from Industry experts Factors of Motivation for all 4 Stratum Levels (Retailers, DSEs, Distributors, Managers) has been identified and captured in the questionnaires for customer ratings and feedback.

4.2.1 Stratum-1:Retailers

Various variables identified from literature review as factors of motivation are as follows-

Table 4.2.1 Retailers factors of motivation(variables)

Stratum-1	Retailers
Variables	Factors of Motivation
V1	Commission_Margin_Incentive
V2	Reward_Recognition
V3	Sales_Target
V4	Claim_Settlement
V5	No Conflict
V6	Expiry_Replacement_Policy
V7	Products_Services
V8	GoodNetwork
V9	Suggestions_Taken
V10	Service_oriented
V11	Performance_Feedback
V12	DSE_Dist_Support
V13	SM_CompanySupport
V14	Recognition_Distributor_Company
V15	Social_Recognition
V16	Relationship_DSEDist
V17	Relationship_SalesMgr
V18	Brand_Association
V19	Culture
V20	Proper_Communication

Source: Compiled from existing literature & market feedback

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 represents 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 4.2.2 Retailers KMO &Bartlett's Test

Stratum-1	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)

In above table 4.2.2 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 of sphericity as its significance value 0 which is less than 0.05.

Table 4.2.3Retailers Total variance

Com pone nt	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Stratum-1				**Retailers**					
Total Percentage of Variance-Retailers wise									
	Total	% of Varian ce	Cumulat ive %	Total	% of Varian ce	Cumul ative %	Total	% of Varian ce	Cumul ative %
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)

Percentage of variance as shown in above table 4.2.3 shows total variance attributed to each factor.

Table 4.2.4 Retailers rotated component matrix

Stratum-1	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)

From the table 4.2.4 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 Channel Policy.

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. **<u>Channel Policy:</u>** 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. **<u>Channel Engagement process:</u>** 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. **<u>Channel Support:</u>** 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 4.2.5 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	
Expiry_Replacement_Policy		
Products_Services		
GoodNetwork		
Brand_Association		
Culture		
Proper_Communication		

Source: SPSS analysis output(Dubey, 2019)

From All factors of motivation which has been studied for retailers got prioritized basis factor score, which got derived from coefficient score and communalities score.

Factor score=Coefficient score*Communalities score

Table 4.2.6 Retailers Prioritization of the Factors

Factors of Motivation	Coefficient Score	Communilities Score	Factor Score	Factor Prioritisation Ranking
Relationship_SalesMgr	0.153	0.791	0.1210	1
SM_CompanySupport	0.156	0.761	0.1187	2
Recognition_Distributor_Company	0.158	0.720	0.1138	3
Social_Recognition	0.140	0.811	0.1135	4
Relationship_DSEDist	0.145	0.749	0.1086	5
Service_oriented	0.119	0.805	0.0958	6
DSE_Dist_Support	0.133	0.700	0.0931	7
Culture	0.117	0.753	0.0881	8
Proper_Communication	0.120	0.718	0.0862	9
Performance_Feedback	0.118	0.729	0.0860	10
Brand_Association	0.120	0.688	0.0826	11
Suggestions_Taken	0.123	0.668	0.0822	12
Reward_Recognition	0.095	0.773	0.0734	13
Products_Services	0.102	0.717	0.0731	14
Sales_Target	0.097	0.702	0.0681	15
GoodNetwork	0.100	0.631	0.0631	16
NoConflict	0.080	0.710	0.0568	17
Expriy_Replacement_Policy	0.071	0.634	0.0450	18
Claim_Settlement	0.057	0.780	0.0445	19
Commission_Margin_Incentive	0.049	0.582	0.0285	20

Source: SPSS analysis output

4.2.2 Stratum-2:DSEs' (Distributor Sales Executive)

Various variables identified from literature review and market feedback as factors of motivation are as follows-

Table 4.2.7 DSEs factors of motivation(variables)

Stratum-2	DSEs
Variables	Factors of Motivation
V1	Salary_Commission_Incentive
V2	Reward_RnR
V3	ComfortableEnvironment
V4	Retailer_Scheme
V5	Sales_Target
V6	FasterFair_ClaimSettlement
V7	Expiry_ReplacementPolicy
V8	Products_Services
V9	GoodNetwork
V10	Growth_DevOpportunities
V11	Time_StudyPersonalwork
V12	TrainingSupport
V13	PerformanceFeedback
V14	Recognition_DistrCompany
V15	Social_Recognition
V16	Additional_Responsibilities
V17	BrandAssociation
V18	Culture
V19	Relationship_Dist_SM
V20	Relationship_Retailers
V21	SM_Engagement
V22	JointMarketworking
V23	ProperCommunication
V24	Views_suggestions_taken
V25	Service_Oriented_Business

Source: Compiled from existing literature & market feedback

DSEs' feedback on Factors of Motivation has been captured through the questionnaire, compiled and Principal Component analysis (PCA) and varimax rotation using SPSS have been done to identify the final factors of motivations.

Factors having Eigen Value more than one has been taken for analysis. Eigen value represents 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 4.2.8 DSEs KMO &Bartlett's Test

Stratum-2	DSE	
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.937**
	Approx. Chi-Square	**7700.131**
Bartlett's Test of Sphericity	df	**300**
	Sig.	**.000**

Source: SPSS analysis output

In above table 4.2.8 value of KMO is 0.958 which is much higher than 0.5shows adequacy of samples taken for the survey.

Also the population correlation matrix is rejected by Bartlett's test of sphericity as its significance value is 0 which is less than 0.05.

Table 4.2.9 DSEs Total Variance

Stratum-2	DSE								
Total Percentage of Variance									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Compone nt	Total	% of Varianc e	Cumulativ e %	Total	% of Varian ce	Cumulativ e %	Total	% of Varian ce	Cumulativ e %
1	13.991	55.964	55.964	13.991	55.964	55.964	6.335	25.340	25.340
2	2.856	11.423	67.387	2.856	11.423	67.387	6.198	24.792	50.132
3	1.193	4.771	72.158	1.193	4.771	72.158	5.507	22.027	72.158
4	.849	3.395	75.554						
5	.683	2.734	78.287						
6	.584	2.337	80.624						
7	.527	2.109	82.733						
8	.510	2.042	84.775						
9	.431	1.725	86.500						
10	.409	1.637	88.137						
11	.392	1.567	89.704						
12	.348	1.393	91.097						
13	.324	1.296	92.394						
14	.269	1.074	93.468						
15	.240	.962	94.430						
16	.214	.855	95.285						
17	.201	.804	96.089						

18	.192	.769	96.859							
19	.159	.636	97.495							
20	.135	.542	98.036							
21	.124	.495	98.532							
22	.121	.485	99.017							
23	.089	.355	99.372							
24	.087	.346	99.718							
25	.070	.282	100.000							
Extraction Method: Principal Component Analysis.										

Source: SPSS analysis output

Percentage of variance as shown in above table 4.2.9 shows total variance attributed to each factor

Table 4.2.10 DSEs rotated component

Stratum-2	DSEs		
Rotated Component Matrix(a)			
	Component		
	1	2	3
Salary_Commission_Incentive	.514	.741	.056
Reward_RnR	.222	.730	.287
ComfortableEnvironment	.749	.496	.220
Retailer_Scheme	.614	.630	.170
Sales_Target	.506	.520	.412
FasterFair_ClaimSettlement	.297	.883	.024
Expiry_ReplacementPolicy	.321	.767	.153
Products_Services	.643	.565	.210
GoodNetwork	.319	.818	.010
Growth_DevOpportunities	.359	.390	.554
Time_StudyPersonalwork	.137	.569	.523
TrainingSupport	.281	.597	.525
PerformanceFeedback	.193	.262	.743
Recognition_DistrCompany	.234	.169	.807
Social_Recognition	.127	.149	.814
Additional_Responsibilities	.437	-.003	.585
BrandAssociation	.600	.305	.326
Culture	.583	.454	.331
Relationship_Dist_SM	.695	.408	.294
Relationship_Retailers	.733	.410	.219
SM_Engagement	.726	.267	.323
JointMarketworking	.696	.204	.457
ProperCommunication	.802	.356	.305
Views_suggestions_taken	.429	.132	.730
Service_Oriented_Business	.188	-.061	.866
Extraction Method used: Principal Component Analysis.			
Rotation Method: Varimax rotation with Kaiser Normalization method has been used			

Source: SPSS analysis output

From the table 4.2.10 above, it is found that variable v3,v8,v17,v18,v19,v20,v21,v22,v23 has more loadings on component1 which is named as Working conditions.

Variable v1, v2, v4, v5, v6, v7, v9, v11, v12 has more loadings on component2 which is named as Monetary benefits and channel policy.

Variables v10, v13, v14, v15, v16, v24, v25 has more loadings on components 3 which is named as Association with organization. Component wise factors are shown below in table 4.2.11.

25 Motivational Factors of DSEs are studied and 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. **Working Conditions:** Under this category there are 9 different factors of the motivation-Comfortable working environment, Products and services, brand association, culture, relationship with Distributors & sales managers, relationship with retailers, sales manager engagement, joint market working and proper communication has been categorized as working conditions of DSEs.

2. **Monetary benefit and channel policy:** Under this category there are 9 different factors of motivation-Salary/commission/incentives, reward and recognition, retailer scheme, sales target, fair and faster claim settlement, expiry and replacement policy, good network, time for study and personal

work, training support has been categorized as monetary benefit and channel policy.

3. **Association with organization:** Under this category there are 7 different factors of motivation- Growth and development opportunities, performance feedback, recognition from distributor and company, social recognition, additional responsibilities given, view and suggestions were taken and service oriented business has been categorized as association with organization.

Table 4.2.11 DSEs composition of factors

Factors of Motivation-DSEs		
Category-1	Category-2	Category-3
Working Conditions	Monetary Benefits & Channel Policy	Association with organization
ComfortableEnvironment	Salary_Commission_Incentive	Growth_DevOpportunities
Products_Services	Reward_Recognition	PerformanceFeedback
BrandAssociation	Retailer_Scheme	Recognition_DistrCompany
Culture	Sales_Target	Social_Recognition
Relationship_Dist_SM	FasterFair_ClaimSettlement	Additional_Responsibilities
Relationship_Retailers	Expiry_ReplacementPolicy	Views_suggestions_taken
SM_Engagement	GoodNetwork	Service_Oriented_Business
JointMarketworking	Time_StudyPersonalwork	
ProperCommunication	TrainingSupport	

Source: SPSS analysis output

From All factors of motivation which has been studied for DSEs got prioritized basis factor score, which got derived from coefficient score and communalities score.

Factor score=Coefficient score*Communalities score

Table 4.2.12DSEsprioritization of factors

Factors of Motivation	Coefficient score	Communalities Score	Factor Score	Factor Prioritisation
TrainingSupport	0.123	0.711	0.0875	1
Recognition_DistrCompany	0.118	0.734	0.0866	2
Service_Oriented_Business	0.103	0.79	0.0814	3
Social_Recognition	0.115	0.701	0.0806	4
Views_suggestions_taken	0.106	0.735	0.0779	5
PerformanceFeedback	0.118	0.659	0.0778	6
FasterFair_ClaimSettlement	0.088	0.868	0.0764	7
Time_StudyPersonalwork	0.119	0.616	0.0733	8
Sales_Target	0.104	0.696	0.0724	9
Reward_RnR	0.106	0.664	0.0704	10
Retailer_Scheme	0.086	0.803	0.0691	11
ComfortableEnvironment	0.08	0.855	0.0684	12
ProperCommunication	0.079	0.862	0.0681	13
Expiry_ReplacementPolicy	0.094	0.715	0.0672	14
Salary_Commission_Incentive	0.081	0.818	0.0663	15
Products_Services	0.085	0.776	0.0660	16
Growth_DevOpportunities	0.109	0.588	0.0641	17
GoodNetwork	0.082	0.771	0.0632	18
JointMarketworking	0.082	0.735	0.0603	19
Relationship_Dist_SM	0.081	0.736	0.0596	20
Culture	0.089	0.656	0.0584	21
Relationship_Retailers	0.073	0.754	0.0550	22
SM_Engagement	0.072	0.703	0.0506	23
BrandAssociation	0.075	0.558	0.0419	24
Additional_Responsibilities	0.076	0.534	0.0406	25

Source: SPSS analysis output

4.2.3 Stratum-3: Distributors

Various variables identified from literature review and market feedback as factors of motivation are as follows-

Table 4.2.13 Distributors factors of motivation(variables)

Stratum-3	Distributors
Variables	Factors of Motivation
V1	Commission_Margin
V2	IncentiveContest
V3	RewardRecog
V4	Low Credit Business
V5	Sales Target
V6	DSE Scheme
V7	Retailer Scheme
V8	Space Requirement
V9	Low Risk
V10	Fair Settlement
V11	Sales Team
V12	Easy Exit
V13	Defined Geography
V14	Appointment & Retrenchment Policy
V15	Expiry & Replacement Policy
V16	Products & services
V17	Comfortable working Environ
V18	No Conflict/Dispute
V19	Business TO
V20	Good ROI
V21	Legally Complaint
V22	Growth & Development Opportunities
V23	New Generation Business
V24	Good Network
V25	Social Recognition
V26	Training Support
V27	Additional Responsibilities
V28	Association with Brand Name
V29	Good Culture
V30	Relationship with Company Person
V31	Company Person's Engagement
V32	Being Owner
V33	Market working with Company person
V34	Proper Communication from Company
V35	View/Suggestions taken by company
V36	Service Oriented Business
V37	Performance Feedback

Source: Compiled from existing literature & market feedback

Distributors feedback on Factors of Motivation has been captured through questionnaire compiled. Principal Component Analysis(PCA) and varimax rotation using SPSS have been done to identify the final factors of motivations.

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

Top three factors having Eigen Value>1 and loading variance of 80% have been taken for analysis. For Sample Adequacy KMO test has been done.

Table 4.2.14 Distributors KMO & Bartlett's Test

Stratum-3	Distributors	
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	7937.168
	df	666
	Sig.	.000

Source: SPSS analysis output

In above table 4.2.14 value of KMO is 0.899 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 of sphericity as its significance value is 0 which is less than 0.05.

Table 4.2.15 Distributors Total variance

Stratum-3	Distributors								
Total percentage of Variance									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.004	70.280	70.280	26.004	70.280	70.280	10.389	28.077	28.077
2	2.559	6.916	77.196	2.559	6.916	77.196	10.364	28.010	56.087
3	1.222	3.302	80.499	1.222	3.302	80.499	9.032	24.412	80.499
4	.946	2.557	83.055						
5	.839	2.269	85.324						
6	.698	1.885	87.210						
7	.528	1.427	88.637						
8	.514	1.390	90.027						
9	.421	1.137	91.164						
10	.374	1.010	92.174						
11	.355	.959	93.133						
12	.332	.898	94.031						
13	.267	.723	94.754						
14	.249	.673	95.426						
15	.205	.554	95.980						
16	.198	.536	96.516						
17	.169	.458	96.974						
18	.158	.427	97.401						
19	.147	.399	97.799						
20	.118	.318	98.118						
21	.105	.283	98.400						
22	.093	.252	98.652						
23	.083	.224	98.876						
24	.071	.192	99.068						
25	.059	.159	99.228						
26	.051	.139	99.367						
27	.043	.117	99.483						
28	.035	.096	99.579						
29	.034	.092	99.671						
30	.028	.076	99.746						
31	.022	.059	99.806						
32	.019	.052	99.858						
33	.017	.047	99.905						
34	.012	.032	99.937						
35	.010	.028	99.965						
36	.008	.021	99.985						
37	.005	.015	100.000						
Extraction Method: Principal Component Analysis.									

Source: SPSS analysis output

Percentage of variance as shown in above table 4.2.15 shows total variance attributed to each factor

Table 4.2.16 Distributors rotated component

Stratum-3	Distributors		
	Rotated Component Matrix(a)		
	Component		
	1	2	3
Commission_Margin	.680	.216	.642
IncentiveContest	.752	.310	.437
RewardRecog	.767	.504	.183
Low Credit Business	.714	.540	.296
Sales Target	.451	.614	.366
DSE Scheme	.657	.385	.504
Retailer Scheme	.745	.301	.511
Space Requirement	.561	.471	.216
Low Risk	.718	.544	.271
Fair Settlement	.721	.077	.551
Sales Team	.694	.279	.561
Easy Exit	.611	.469	.450
Defined Geography	.397	.777	.209
Appointment & Retrenchment Policy	.470	.608	.330
Expiry & Replacement Policy	.611	.353	.504
Products & services	.503	.364	.646
Comfortable working Environment	.701	.362	.541
No Conflict/Dispute	.783	.422	.313
Business TO	.594	.264	.639
Good ROI	.559	.177	.755
Legally Complaint	.432	.447	.541
Growth & Development Opportunities	.371	.691	.444
New Generation Business	.386	.574	.510
Good Network	.261	.142	.847
Social Recognition	.358	.805	.156
Training Support	.379	.643	.476
Additional Responsibilities	.218	.749	.132
Association with Brand Name	.262	.587	.551
Good Culture	.391	.462	.680
Relationship with Company Person	.453	.430	.625
Company Person's Engagement	.538	.541	.464
Being Owner	.323	.489	.718
Market working with Company person	.344	.647	.473
Proper Communication from Company	.356	.515	.622
View/Suggestions taken by company	.376	.720	.241
Service Oriented Business	.114	.919	.107
Performance Feedback	.099	.792	.474
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 13 iterations.			

Source: SPSS analysis output

From the table 4.2.16 above, it is found that variable v1,v2,v3,v4,v6,v7,v8,v9,v10,v11,v12,v15,17,v18 has more loadings component1 which is named as channel profitability and process.

Variable v5,v13,v14,v22,v23,v25,v26,v27,v28,v31, v33, v35, v36, v37 has more loadings on component2 which is named as channel engagement and growth.

Variables v16, v19, v20, v21, v24, v29, v30, v32, v34 has more loadings on components 3 which is named as nature of business. Component wise factors are shown below in table 4.2.17.

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

1. **Channel Profitability & Processes:** Under this category there are 14 different factors of motivation-commission/margin, Incentive/contest, reward & recognition, low credit business, DSE scheme, retailer scheme, low space requirement, low risk, fair settlement, sales team, easy exit , expiry & replacement policy, comfortable working environment, no conflict/dispute, has been categorized as channel profitability & processes of distributors.

2. **Channel engagement & growth:** Under this category there are 14 different factors of motivation-sales target, defined geography, appointment & retrenchment policy, growth and development opportunities, new generation business, social recognition, training support, additional responsibilities, association with brand name, company persons engagement, market working

with company person, views/suggestions taken by company, service oriented business and performance feedback has been categorized as channel engagement & growth.

3. **Nature of business:** Under this category there are 9 different factors of motivation- products and services, business turnover, good ROI, legally complaint, good network, good culture, relationship with company person, being owner, proper communication from company has been categorized as nature of business.

Table 4.2.17 Distributors composition of the factors

Factors of Motivation-Distributors		
Category-1	**Category-2**	**Category-3**
Channel Profitability & processes	**Channel Engagement & growth**	**Nature of business**
Commission_Margin	Sales Target	Products & services
IncentiveContest	Defined Geography	Business TO
RewardRecog	Appointment & Retrenchment Policy	Good ROI
Low Credit Business	Growth & Development Opportunities	Legally Complaint
DSE Scheme	New Generation Business	Good Network
Retailer Scheme	Social Recognition	Good Culture
Space Requirement	Training Support	Relationship with Company Person
Low Risk	Additional Responsibilities	Being Owner
Fair Settlement	Association with Brand Name	Proper Communication from Company
Sales Team	Company Person's Engagement	
Easy Exit	Market working with Company person	
Expiry & Replacement Policy	View/Suggestions taken by company	
Comfortable working Environ	Service Oriented Business	
No Conflict/Dispute	Performance Feedback	

Source: SPSS analysis output

From All factors of motivation which has been studied for distributors got prioritized basis factor score, which got derived from coefficient score and communalities score.

Factor score=Coefficient score*Communalities score

Table 4.2.18 Distributors Prioritization of the Factors

Factors of Motivation	Component score coefficient	Communalities Score	Factor Score	Factor Prioritisation
Additional Responsibilities	0.073	0.859	0.0627	1
Business TO	0.065	0.914	0.0594	2
Legally Complaint	0.07	0.829	0.0580	3
No Conflict/Dispute	0.066	0.861	0.0568	4
Proper Communication from Company	0.068	0.805	0.0547	5
Association with Brand Name	0.059	0.92	0.0543	6
IncentiveContest	0.067	0.779	0.0522	7
Defined Geography	0.057	0.915	0.0522	8
Low Credit Business	0.064	0.803	0.0514	9
Retailer Scheme	0.065	0.781	0.0508	10
Low Risk	0.06	0.831	0.0499	11
Service Oriented Business	0.061	0.812	0.0495	12
Good Network	0.063	0.784	0.0494	13
Growth & Development Opportunities	0.056	0.874	0.0489	14
Being Owner	0.053	0.907	0.0481	15
Fair Settlement	0.062	0.761	0.0472	16
Training Support	0.056	0.833	0.0466	17
Social Recognition	0.065	0.717	0.0466	18
Company Person's Engagement	0.058	0.798	0.0463	19
Sales Team	0.062	0.739	0.0458	20
New Generation Business	0.055	0.796	0.0438	21
DSE Scheme	0.048	0.889	0.0427	22
Products & services	0.055	0.752	0.0414	23
Good Culture	0.048	0.853	0.0409	24
Space Requirement	0.046	0.886	0.0408	25
Commission_Margin	0.059	0.679	0.0401	26
Comfortable working Environ	0.049	0.805	0.0394	27
Good ROI	0.044	0.889	0.0391	28
View/Suggestions taken by company	0.045	0.869	0.0391	29
Relationship with Company Person	0.047	0.829	0.0390	30
Sales Target	0.054	0.715	0.0386	31
Appointment & Retrenchment Policy	0.052	0.698	0.0363	32
Expiry & Replacement Policy	0.045	0.8	0.0360	33
RewardRecog	0.049	0.717	0.0351	34
Performance Feedback	0.038	0.877	0.0333	35
Market working with Company person	0.041	0.625	0.0256	36
Easy Exit	0.037	0.584	0.0216	37

Source: SPSS analysis output

4.2.4 Stratum-4:Managers

Various variables identified from literature review and market feedback as factors of motivation are as follows-

Table 4.2.19 Managers factors of motivation(variables)

Stratum-4	Managers
Variables	Factors of Motivation
V1	Salary_Incentives
V2	Reward_Recognition
V3	JobRole
V4	Employee_Policy
V5	Brand_Association
V6	Growth_Opportunities
V7	Training_Learning
V8	Social_Recognition

Source: Compiled from existing literature & market feedback

Managers' feedback on Factors of Motivation has been captured through questionnaire compiled and 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 represents 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 4.2.20 Managers KMO &Bartlett's Test

Stratum-4	Managers	
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.523
	Approx. Chi-Square	41.460
Bartlett's Test of Sphericity	df	28
	Sig.	.049

Source: SPSS analysis output

In above table 4.2.20 value of KMO is 0.523 which is higher than 0.5 shows adequacy of samples taken for the survey.

Also the population correlation matrix is rejected by Bartlett's test of sphericity as its significance value is 0.049 which is less than 0.05.

Table 4.2.21 Managers Total variance

Stratum-4	Managers								
	Total percentage of Variance								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.231	27.892	27.892	2.231	27.892	27.892	2.226	27.819	27.819
2	1.755	21.932	49.823	1.755	21.932	49.823	1.760	22.005	49.823
3	.978	12.222	62.046						
4	.880	10.998	73.044						
5	.811	10.142	83.187						
6	.578	7.222	90.409						
7	.534	6.674	97.083						
8	.233	2.917	100.000						

Source: SPSS analysis output

Percentage of variance as shown in above table 4.2.21 shows total variance attributed to each factor.

Table 4.2.22 Managers rotated component matrix

Stratum-4	Managers	
	Rotated Component Matrix(a)	
	1	2
Salary_Incentives	.044	-.711
Reward_Recognition	-.141	.723
JobRole	.853	-.024
Employee_Policy	.436	-.348
Brand_Association	.104	.681
Growth_Opportunities	.698	-.110
Training_Learning	.775	.363
Social_Recognition	.434	-.051
Rotation Method: Varimax method with Kaiser Normalization.		

Source: SPSS analysis output

From the table 4.2.22 above, it is found that variable v3, v4, v6, v7, v8 has more loadings component1 which is named as working environment.

Variable v1, v2, v5 has more loadings on component2 which is named as benefits.

Component wise factors are shown below in table 4.2.23.

8 Motivational Factors of managers are studied but Post SPSS Analysis broadly they are **Categorized into 2 types of Factors only.** Other factors are actually identified as sub-factors of these 3 broader Factors which are following-

1. **Working Environment:** Under this category there are 5 key factors of motivation-Job role, employee policy, growth opportunities, training & learning, social recognition has been categorized as Job and growth opportunities.

2. **Benefits:** Under this category there are 3 different factors of motivation-Salary and incentives, reward and recognition, brand association has been categorized as benefits.

Table 4.2.23 Managers composition of the factors

Factors of Motivation-Managers	
Category-1	**Category-2**
Working Environment	**Benefits**
Job_Role	salary_Incentive
Employee_Policy	Reward_Recognition
Growth_Opportunities	Brand_Association
Training_Learning	
Social_Recognition	

Source: SPSS analysis output

From All factors of motivation which has been studied for managers got prioritized basis factor score, which got derived from coefficient score and communalities score.

Factor score=Coefficient score*Communalities score

Table 4.2.24 Managers Prioritization of the Factors

Factors of Motivation	Component score coefficient	Communilities Score	Factor Score	Factor Prioritisation
Training_Learning	0.57	0.732	0.417	1
JobRole	0.381	0.727	0.277	2
Brand_Association	0.444	0.475	0.211	3
Reward_Recognition	0.355	0.543	0.193	4
Growth_Opportunities	0.259	0.500	0.129	5
Social_Recognition	0.171	0.191	0.033	6
Employee_Policy	-0.001	0.311	0.000	7
Salary_Incentives	-0.394	0.508	-0.200	8

Source: SPSS analysis output

4.3 Measuring Impact of Factors of Motivation on Productivity KPIs:

Factors of motivation got identified from basis principal component analysis(PCA) for all 4 levels of stratums (Retailers, DSEs, Distributors and Managers).Stratum wise Category of factors of motivations derived from PCA are as below:

Table 4.3.1 Summary of category wise factors of motivation

Factors of Motivation-At a Glance(all 4 Stratum)			
Retailers	**DSEs**	**Distributors**	**Managers**
Channel Policy	Working Conditions	Channel Profitability& processes	Working Environment
Channel Engagement process	Monetary Benefits & Channel Policy	Channel Engagement& growth	Benefits
Channel Support	Association with organization	Nature of business	

Source: SPSS analysis output

In telecom industry **performance of channel sales** are measured on basis of following KPIs **(Key Performance Indicators)**.Details are below (also mentioned in Chapter1)

Table 4.3.2 Summary of KPIs description

KPI's	Description
Gross or Activations or customer acquisitions	Number of SIM Activations done or number of customer added
Recharges or Amount of recharges done on customer mobile numbers	Amount of EVD (Electronic voucher Denomination) sold
Gross/BTS	Activations done in every BTS (Base Terminal Stations)
URO	Unique Recharge Outlets (Number of outlets who sells recharges)
MUAO	Monthly Unique Activating Outlets (Number of outlets who do SIM activations)

DUAO	Daily Unique Activating Outlets (Number of outlets who do SIM activations)
Bill Cut per DSE	Number of Outlets whom DSE has sold recharges (DSE-Distributor Sales Executive)

Source: Terminology used by Telecom operators

Out of above mentioned KPIs Activations and Recharges are most common and important KPIs which is applicable for all 4 Stratum levels of my study.

Hence, **Activations and recharges as productivity KPIs** while measuring impact of factors of motivations on productivity using MANOVA /ANOVA analysis.

Scores of category of factors of motivation (Post PCA analysis) has been derived by taking average of individual scores of factors of motivation captured through questionnaires all four stratums (Retailers, DSEs, Distributors, Managers).

MANOVA test:

As there are more than **two dependent variables-Activations and recharges** and more than two independent variables (Factors of motivation) hence **Multivariate Analysis (MANOVA)** has been found suitable and applied to measure impact of factors of motivations on productivity KPIs. The normal linear regression analysis and the ANOVA test are only able to take one dependent variable at a time.

MANOVA analysis helped to test following 3 things:

- Impact of change in independent variables on dependent variables

- Interaction among the dependent variables

- Interaction among the independent variables

4.3.1 Stratum-1: 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 4.3.3 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 we can reject the null hypothesis and MANOVA can be performed (Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017)

Impact of factors of Motivation on Productivity:

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

Table 4.3.4 Retailers Multivariate Tests for motivational factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Multivariate Tests-Retailers							
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

SPSS gives us four different approaches to calculate F value for MANOVA. All of them are used to test whether the vector of means of the groups are from the same sampling distribution or not. We can choose any of them for interpretation.

For this research 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)**.** Hence we have taken Pillai's trace score for interpretation.

1) **<u>Impact of channel policy on productivity</u>:** For First**,** independent variable **Channel Policy** Pillai's Trace value is 0.775 with F value of 2.029. This is not significant at 5% level as the p value is 0.So, we can reject the null hypothesis that the Factors of motivations which are categorized as Channel Policy are at same level for both productivity KPIs (Activations and recharges). This means **Channel Policy have significant impact on Productivity KPIs** (Activations & Recharges). Also partial eta value of 0.388 shows high impact of factors of Channel policy on productivity KPIs(Activation & recharges).

2) **<u>Impact of channel engagement on productivity</u>:** For second, independent variable **Channel Engagement** Pillai's Trace value is 0.466 with F value of 1.585. This is significant at 5% level as the p value is 0.009.So we can reject the null hypothesis that the Factors of motivations which are categorized as Channel engagement are not at same level for productivity KPIs. This means **Channel engagement have significant impact on Productivity KPIs**(Activations & Recharges). Also partial eta value of 0.233 shows high impact of factors of Channel policy on productivity KPIs (Activation & recharges).

3) **<u>Impact of channel support on productivity</u>:** In case of **third, independent variable Channel Support** the Pillai's Trace value is 0.284 with F value of 1.459. This is not significant at 5% level as the p value is 0.058.So we cannot reject the null hypothesis that the Factors of motivations which are categorized

as Channel Support are at same level for all productivity KPIs. This means **channel support do not have significant impact on Productivity KPIs.**

4) **Impact of Channel policy and channel engagement on productivity:** Combination of **channel policy and channel engagement** have significant impact on productivity KPIs of retailers as Pillia's value is 0.979, F value of 1.453 and P value is 0.002 which less than 0.05. So, we can reject the null hypothesis that the combination of factors of motivations channel policy and channel engagement are at same level for both productivity KPIs(Activations and recharges).This means they **have significant impact** on Productivity KPIs. Partial eta value of 0.489 shows very high impact of combination of factors of motivation of Channel policy and channel engagement on productivity.

5) **Impact of Channel policy and channel support on productivity:** Combination of channel policy and channel support do not have significance impact on productivity KPIs of retailers as Pillia's value is 0.278, F value of 0.784 and P value is 0.868 which is much higher than 0.05. So, we cannot reject the null hypothesis that the combination of factors of motivations channel policy and channel support is at same level for both productivity KPIs(Activations and recharges). This means there is **no significant impact** on Productivity KPIs.

6) **Impact of Channel engagement and channel support on productivity:** Combination of channel engagement and channel support do not have significance impact on productivity KPIs of retailers as Pillia's value is 0.307, F value of 1.276 and P value is 0.133 which higher than 0.05. So, we cannot reject the null hypothesis that the combinations of factors of motivations channel policy and channel support are at same level for both productivity KPIs (Activations and recharges). This means there is **no significant impact** on Productivity KPIs.

7) **Impact of Channel policy, channel engagement and channel support on productivity:** Combination of all three factors channel policy, channel engagement and channel support do not have significance impact on productivity KPIs of retailers as Pillia's value is 0.103, F value of 1.524 and P value is 0.130 which higher than 0.05. So, cannot we reject the null hypothesis that the combinations of all three factors of motivations channel policy, channel engagement and channel support are at same level for both productivity KPIs (Activations and recharges).Which means there is **no significant impact** on Productivity KPIs.

Summary of retailers MANOVA test for factors of motivation:

Table 4.3.5 Summary of retailers MANOVA test for factors of motivation

Stratum-1;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 is 0 is lower than 0.05 & eta square value of 0.388 shows **this factor is having high impact** on motivation KPIs
Channel Engagement process	0.446	1.585	0.009	0.233	p value is 0.009 which is lower than 0.05 & eta square value of 0.233 shows **this factor is having high impact** on motivation 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 motivation KPIs
Channel policy & channel engagement	0.979	1.453	0.002	0.489	p value is 0.002 is lower than 0.05 & eta square value of 0.489 shows **combination of these factors have high impact** on motivation 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 motivation 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 motivation 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 motivation 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) <u>have influence on productivity KPIs</u>(Activation & Recharges) of retailers. While **channel support** (factor3) <u>does not influence productivity</u> at retailers level.

Hence, it can be concluded that 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

4.3.2 Stratum-2: DSEs-MANOVA test

First descriptive statistics of independent variables (Working conditions, monetary benefits & Channel Policy, Organization association)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 4.3.6 DSEs Box's Test for motivational factors

Box's Test of Equality of Covariance Matrices for DSEs	
Box's M	**91.356**
F	**1.281**
df1	**63**
df2	**8661.983**
Sig.	**.067**
Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups. a. Design: Intercept + WorkingConditions + MonetaryBenefit_ChannelPolicy + Organisation_Association + WorkingConditions * MonetaryBenefit_ChannelPolicy + WorkingConditions * Organisation_Association + MonetaryBenefit_ChannelPolicy * Organisation_Association + WorkingConditions * MonetaryBenefit_ChannelPolicy * Organisation_Association	

Source: MANOVA output

As the significance level is 0.067 which is higher than 0.05 hence we can reject the null hypothesis and MANOVA can be performed (Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017)

MANOVA F-Value:

Table 4.3.7 DSEs Multivariate Tests for motivational factors

Multivariate Tests-DSEs							
Effect		**Value**	**F**	**Hypothesis df**	**Error df**	**Sig.**	**Partial Eta Squared**
Intercept	Pillai's Trace	.773	439.816[a]	2.000	259.000	.000	.773
WorkingConditions	Pillai's Trace	.039	1.297	8.000	520.000	.242	.020
MonetaryBenefit_ChannelPolicy	Pillai's Trace	.028	.933	8.000	520.000	.488	.014
Organisation_Association	Pillai's Trace	.078	2.100	10.000	520.000	.023	.039
WorkingConditions * MonetaryBenefit_ChannelPolicy	Pillai's Trace	.102	2.796	10.000	520.000	.002	.051
WorkingConditions * Organisation_Association	Pillai's Trace	.073	1.972	10.000	520.000	.034	.037
MonetaryBenefit_ChannelPolicy * Organisation_Association	Pillai's Trace	.090	1.229	20.000	520.000	.224	.045
WorkingConditions * MonetaryBenefit_ChannelPolicy * Organisation_Association	Pillai's Trace	.026	.869	8.000	520.000	.542	.013

Source: MANOVA output

SPSS gives us four different approaches to calculate F value for MANOVA. All of them are used to test whether the vector of means of the groups are from the same sampling distribution or not. We can choose any of them for interpretation.

For this research 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)**.** Hence we have taken Pillai's trace score for interpretation.

1) **Impact of working conditions on productivity:** For First, independent variable **working conditions** Pillai's Trace value is 0.39 with F value of 1.297. This is not significant at 5% level as the p value is 0.242.So, we cannot reject the null hypothesis that the Factors of motivations which are categorized as working conditions are at same level for both productivity KPIs (Activations and recharges).This means **Channel Policy do not have significant impact on Productivity** KPIs(Activations & Recharges).

2) **Impact of monetary benefit and channel policy on productivity:** For second, independent variable **monetary benefit and channel policy** Pillai's Trace value is 0.028 with F value of 0.933. This is not significant at 5% level as the p value is 0.488.So we cannot reject the null hypothesis that the Factors of motivations which are categorized as **monetary benefit and channel policy** are at same level for productivity KPIs. This means monetary benefit and channel policy do not have significant impact on Productivity KPIs (Activations & Recharges).

3) **Impact of organization association on productivity:** In case of **third, independent variable organization association** the Pillai's Trace value is 0.078 with F value of 2.10. This is significant at 5% level as the p value is 0.023.So we can reject the null hypothesis that the Factors of motivations which are categorized as organization association are at same level for all productivity KPIs. This means organization association has significant impact on Productivity KPIs. Also partial eta value of 0.39 shows high impact of

factors of organization association on productivity KPIs (Activation & recharges).

4) **Impact of working conditions with monetary benefit and channel policy on productivity:** Combination of working conditions with monetary benefit and channel policy have significant impact on productivity KPIs of retailers as Pillia's value is 0.102, F value of 2.796 and P value is 0.002 which less than 0.05. So, we can reject the null hypothesis that the combination of factors of motivations working conditions with monetary benefit and channel policy are at same level for both productivity KPIs(Activations and recharges).This means they have **significant impact** on Productivity KPIs. Partial eta value of 0.051 shows small impact of combination of factors on productivity.

5) **Impact of working conditions and organization association on productivity:** Combination of working conditions and organization association have significance impact on productivity KPIs as Pillia's value is 0.34, F value of 1.792 and P value is 0.034 which is less than 0.05. So, we can reject the null hypothesis that the combination of factors of motivations working conditions and organization association are at same level for both productivity KPIs(Activations and recharges). This means there is significant impact of combination of above factors on Productivity KPIs. Partial eta value of 0.037 shows small impact of combination of factors on productivity.

6) **Impact of monetary benefit and channel policy with organization association on productivity:** Combination of monetary benefit and channel policy with organization association do not have significance impact on productivity KPIs as Pillia's value is 0.090, F value of 1.229 and P value is 0.224 which is much higher than 0.05. So, we cannot reject the null hypothesis that the combination of above factors of motivations is at same level for both productivity KPIs(Activations and recharges). This means there is no significant impact of combination of above factors on Productivity KPIs.

7) **Impact of working conditions, monetary benefit and channel policy, organization association on productivity:** Combination of all three factors working conditions, monetary benefit and channel policy, organization association do not have significance impact on productivity KPIs of retailers as Pillia's value is 0.026, F value of 0.869 and P value is 0.542 which is much higher than 0.05. So, we reject the null hypothesis that the combinations of all three factors of motivations are at same level for both productivity KPIs (Activations and recharges).This means there is **no significant impact** on Productivity KPIs.

Summary of DSEs MANOVA test for factors of motivation:

Table 4.3.8 Summary of DSEs MANOVA test for factors of motivation

Factors of motivation	Pillia's Trace value	F Score	Sig(P Value)	Partial Eta Square	Summary of findings
Stratum-2;DSEs-MANOVA Analysis					
Working Conditions	0.039	1.297	0.242	0.020	p value of 0.242 is higher than 0.05 hence **this factor do not having significant impact** on motivation KPIs
Monetary benefit & channel policy	0.028	0.933	0.488	0.014	p value of 0.488 higher than 0.05 hence **this factor do not having significant impact** on motivation KPIs
Organization Association	0.078	2.100	0.023	0.039	p value is 0.023 which is lower than 0.05 & eta square value of 0.039 shows **this factor is having some impact** on motivation KPIs
Working conditions with monetary benefit & channel policy	0.120	2.796	0.002	0.051	p value is 0.002 which is lower than 0.05 & eta square value of 0.051 shows **combination of these factors have some impact** on motivation KPIs
Working conditions with organization association	0.073	1.972	0.034	0.037	p value is 0.034 which is lower than 0.05 & eta square value of 0.037 shows **combination of these factors have some impact** on motivation KPIs
Monetary benefit & channel policy with organization association	0.090	1.229	0.224	0.045	p value of 0.242 is higher than 0.05 hence **combination of these factors do not having significant impact** on motivation KPIs
Working conditions with Monetary benefit & channel policy with organization	0.026	0.869	0.542	0.013	p value of 0.242 is higher than 0.05 hence **combination of these factors do not having significant impact** on

association					motivation KPIs

Source: MANOVA output

Above findings shows that **organization association (factor3), working conditions with monetary benefit & channel policy (combination), working conditions and organization association (combination)** <u>have influence on productivity KPIs(Activation & Recharges) of DSEs</u>. While working conditions(factor1),monetary and channel policy(factor2) individually do not influence productivity at DSEs level.

Hence, it can be concluded that null hypothesis taken was rejected and **alternate hypothesis which says Motivation have influence on productivity at DSEs level as mentioned below got accepted.**

- ➢ H0: Factors of Motivation do not influence productivity at DSEs level
- ➢ H1: Factors of Motivation influence productivity at DSEs level

4.3.3 Stratum-3: Distributors-MANOVA test

First descriptive statistics of independent variables (Channel profitability and processes, Channel engagement and growth, Nature of business) 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 4.3.9 Distributors Box's Test for motivational factors

Box's Test of Equality of Covariance Matrices for distributors	
Box's M	20.768
F	.729
df1	24
df2	1711.135
Sig.	.825

Source: MANOVA output

As the significance level is 0.825 which is higher than 0.05 hence we can reject the null hypothesis and MANOVA can be performed (Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017).

MANOVA F-Value:

MANOVA F-value of independent variables i.e., categories of motivations Channel profitability and processes, Channel engagement and growth, Nature of business are as follows-

Table 4.3.10 Distributors Multivariate Tests for motivational factors

Multivariate Tests-Distributors							
Effect		**Value**	**F**	**Hypothesis df**	**Error df**	**Sig.**	**Partial Eta Squared**
Intercept	Pillai's Trace	.932	639.558a	2.000	94.000	.000	.932
channelpprocess_Prof	Pillai's Trace	.105	1.762	6.000	190.000	.109	.053
channeleng_growth	Pillai's Trace	.253	2.756	10.000	190.000	.003	.127
Natureofbusiness	Pillai's Trace	.062	1.018	6.000	190.000	.415	.031
channelpprocess_Prof * channeleng_growth	Pillai's Trace	.080	.795	10.000	190.000	.634	.040
channelpprocess_Prof * Natureofbusiness	Pillai's Trace	.042	.678	6.000	190.000	.668	.021
channeleng_growth * Natureofbusiness	Pillai's Trace	.085	1.407	6.000	190.000	.214	.043
channelpprocess_Prof * channeleng_growth * Natureofbusiness	Pillai's Trace	.100	5.246a	2.000	94.000	.007	.100

Source: MANOVA output

SPSS gives us four different approaches to calculate F value for MANOVA. All of them are used to test whether the vector of means of the groups are from the same sampling distribution or not. We can choose any of them for interpretation.

For this research 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)**.** Hence we have taken Pillai's trace score for interpretation.

1) **<u>Impact of channel profitability and processes on productivity</u>:** For First**,** independent variable **channel profitability and processes** Pillai's Trace value is 0.105 with F value of 0.176. This is not significant at 5% level as the p value is 0.109.So, we cannot reject the null hypothesis that the Factors of motivations which are categorized as channel profitability and processes are at same level for both productivity KPIs (Activations and recharges). This means channel profitability and processes **do not have significant impact on Productivity** KPIs(Activations & Recharges).

2) **<u>Impact of channel engagement and growth on productivity</u>:** For second, independent variable channel engagement and growth Pillai's Trace value is 0.253 with F value of 2.756. This is significant at 5% level as the p value is 0.003.So we can reject the null hypothesis that the Factors of motivations which are categorized as channel engagement and growth are at same level for productivity KPIs. This means channel engagement and growth **have significant impact** on Productivity KPIs (Activations & Recharges). Partial eta square value of 0.127 shows high strength between the variables.

3) **<u>Impact of nature of business on productivity</u>:** In case of third, independent variable nature of business the Pillai's Trace value is 0.062 with F value of 1.018. This is not significant at 5% level as the p value is 0.415. So we cannot reject the null hypothesis that the Factors of motivations which are categorized as **nature of business** are at same level for all productivity KPIs. This means **nature of business do not have significant impact on Productivity KPIs.**

4) **Impact of channel profitability and processes with channel engagement and growth on productivity:** Combination of channel profitability and processes with channel engagement and growth do not have significant impact on productivity KPIs of retailers as Pillia's value is 0.080, F value is 0.795 and P value is 0.634 which is higher than 0.05. So, we cannot reject the null hypothesis that the combination of factors of channel profitability and processes with channel engagement and growth are at same level for both productivity KPIs(Activations and recharges).This means they **do not have significant impact** on Productivity KPIs.

5) **Impact of channel profitability and processes with nature of business on productivity:** Combination of channel profitability and processes with nature of business with nature of business do not have significance impact on productivity KPIs as Pillia's value is 0.042, F value of 0.678 and P value is 0.668 which is much higher than 0.05. So, we cannot reject the null hypothesis that the combination of channel profitability and processes with nature of business is at same level for both productivity KPIs(Activations and recharges). This means there is no significant impact of combination of above factors on Productivity KPIs.

6) **Impact of channel engagement and growth with nature of business on productivity::** Combination of channel engagement and growth with nature of business do not have significant impact on productivity KPIs as Pillia's value is 0.085, F value of 1.407 and P value is 0.214 which is much higher than

0.05. So, we can reject the null hypothesis that the combination of above factors of motivations is at same level for both productivity KPIs (Activations and recharges). This means there is **no significant impact of combination of above factors** on Productivity KPIs.

7) **Impact of channel profitability and processes, channel engagement and growth, nature of business on productivity:** Combination of all three factors channel profitability and processes, channel engagement and growth, nature of business have significant impact on productivity KPIs of retailers as Pillia's value is 0.100, F value of 5.246 and P value is 0.007 which is less than 0.05. So, we can reject the null hypothesis that the combinations of all three factors of motivations are at same level for both productivity KPIs (Activations and recharges).This means there is **significant impact of above three factors** on Productivity KPIs. Partial eta square value of 0.100 shows high strength between the variables.

Summary of Distributors MANOVA test for factors of motivation:

Table 4.3.11 Summary of Distributors MANOVA test for factors of motivation

Stratum-3;Distributors-MANOVA Analysis					
Factors of motivation	**Pillia's Trace value**	**F Score**	**Sig(P Value)**	**Partial Eta Square**	**Summary of findings**
Channel Profitability & processes	0.105	1.762	0.109	0.053	p value of 0.109 is much higher than 0.05 hence **this factor do not having significant impact** on motivation KPIs
Channel Engagement & growth	0.253	2.756	0.003	0.127	p value is 0.003 which is lower than 0.05 & eta square value of 0.127 shows **this factor is having some impact** on motivation KPIs
Nature of business	0.062	1.018	0.415	0.031	p value of 0.415 is higher than 0.05 hence **this factor do not having significant impact** on motivation KPIs
Channel Profitability & processes with Channel Engagement & growth	0.080	0.795	0.634	0.040	p value of 0.634 is higher than 0.05 **hence combination of these factors do not having significant impact** on motivation KPIs
Channel Profitability & processes with nature of business	0.042	0.678	0.668	0.021	p value of 0.668 is higher than 0.05 **hence combination of these factors do not having significant impact** on motivation KPIs
Channel Engagement & growth with Nature of business	0.085	1.407	0.214	0.043	p value of 0.214 is higher than 0.05 hence **combination of these factors do not having significant impact** on motivation KPIs
Channel Profitability & processes with Channel Engagement & growth with Nature of business	0.100	5.260	0.007	0.100	p value is 0.007 which is lower than 0.05 & eta square value of 0.100 shows **combination of these factors is having some impact** on motivation KPIs

Source: MANOVA output

Above findings shows that **channel engagement and growth** (factor2) and combination of all 3 factors channel profitability and processes, channel engagement and growth, nature of business together influence productivity KPIs(Activation & Recharges) of distributors. While channel profitability and process (factors1),nature of business(factor3) at an individual level does not influence productivity at distributors level.

Hence, it can be concluded that null hypothesis taken was rejected and alternate hypothesis **which says factors of motivation influence productivity at distributors level mentioned below got accepted.**

➢ H0: Factors of Motivation do not influence productivity at distributors level
➢ H1: Factors of Motivation influence productivity at distributors level

4.3.4 Stratum-4: Managers-MANOVA test

First descriptive statistics of independent variables (working environment, benefits) 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. As Box's test is not giving result hence MANOVA test cannot be done.

Table 4.3.12 Managers Box's Test for motivational factors

Warnings
Box's Test of Equality of Covariance Matrices is not computed because there are fewer than two nonsingular cell covariance matrices.

Source: MANOVA output

Above warnings of Box's test shows that due to small sample size box's test is not giving desired result.

MANOVA F-Value:

MANOVA test does not give desired results at this level.

Managers-ANOVA test:

As MANOVA test could not be applied for measuring impact of factors of motivation on hence it was decided to do ANOVA test between 2 factors of motivation and 2 productivity KPIs-Activations and recharges. ANOVA test was done to reject null hypothesis and accept alternate hypothesis.

➤ H0: Motivation does not have influence on productivity at managers level
➤ H1: Motivation have influence on productivity at managers level

1. **Impact of working environment on Activations:**

One way ANOVA is applied to know whether the working environment as a factor of motivation has significant impact on activations or not.

Table 4.3.13 Descriptives for Managers level ANOVA between working environment & Activations

Descriptives				
Activation				
		N	Mean	Std. Deviation
	4	1	1.00	.
	4.5	4	1.25	.500
Scores for working environment (As a factor of motivation)	5	7	1.71	.756
	5.5	7	1.86	.690
	6	4	2.00	.816
	6.5	6	1.83	.753
	7	1	1.00	.
	Total	30	1.70	.702

Source: ANOVA output

Table 4.3.14 Managers level ANOVA between working environment & Activations

ANOVA					
Activation					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.431	6	.405	.785	.590
Within Groups	11.869	23	.516		
Total	14.300	29			

Source: ANOVA output

H: working environment does not have influence on activations.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between working environment on activations of managers.

2. **Impact of benefits on Activations:**

One way ANOVA is applied to know whether the Benefits as a factor of motivation have significant impact on activations or not.

Table 4.3.15 Descriptives for Managers level ANOVA between Benefits& Activations

Descriptives				
Activation				
		N	Mean	Std. Deviation
Scores for Benefits (As a factor of motivation)	4.7	2	1.50	.707
	5	8	1.88	.641
	5.3	4	1.50	.577
	5.7	4	1.50	.577
	6	8	2.13	.835
	6.3	3	1.00	.000
	6.7	1	1.00	0.000
	Total	30	1.70	.702

Source: ANOVA output

<p align="center">**Table 4.3.16 Managers level ANOVA between Benefits & Activations**</p>

ANOVA					
Activation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.050	6	.675	1.515	.218
Within Groups	10.250	23	.446		
Total	14.300	29			

Source: ANOVA output

H: Benefits does not have influence on activations.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between benefits on activations of managers.

3. **Impact of working environment on recharges:**

One way ANOVA is applied to know whether the working environment as a factor of motivation has significant impact on recharges or not.

<p align="center">**Table 4.3.17 Descriptives for Managers level ANOVA between working environment & recharges**</p>

Descriptives				
Recharges				
		N	Mean	Std. Deviation
Scores for working environment (As a factor of motivation)	4	1	2.00	.
	4.5	4	2.25	1.258
	5	7	2.71	.756
	5.5	7	3.29	.756
	6	4	2.25	.500
	6.5	6	2.67	.816
	7	1	2.00	.
	Total	30	2.67	.844

Source: ANOVA output

Table 4.3.18 Managers level ANOVA between working environment & recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.976	6	.829	1.216	.334
Within Groups	15.690	23	.682		
Total	20.667	29			

Source: ANOVA output

H: working environment does not have influence on recharges.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between working environment on recharges of managers.

4. **Impact of benefits on recharges:**

One way ANOVA is applied to know whether the benefits as a factor of motivation have significant impact on recharges or not.

Table 4.3.19 Descriptives for Managers level ANOVA between Benefits & recharges

Descriptives				
Recharges				
		N	Mean	Std. Deviation
Scores for Benefits (As a factor of motivation)	4.7	2	3.00	1.414
	5	8	2.75	.886
	5.3	4	2.25	1.258
	5.7	4	2.25	.500
	6	8	3.13	.641
	6.3	3	2.00	.000
	6.7	1	3.00	.
	Total	30	2.67	.844

Source: ANOVA output

Table 4.3.20 Managers level ANOVA between Benefits & recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.792	6	.799	1.157	.363
Within Groups	15.875	23	.690		
Total	20.667	29			

Source: ANOVA output

H: Benefits does not have influence on recharges.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between benefits on recharges of managers.

Summary of Managers ANOVA test for factors of motivation:

Table 4.3.21 Summary of Managers ANOVA test for factors of motivation

Stratum-4;Managers-ANOVA Analysis			
Factors of motivation	**Productivity KPI**	**Sig (P Value)**	**Summary of findings**
Working Environment	Activations	0.590	p value of 0.590 is much higher than 0.05 hence **this factor do not having significant impact** on productivity KPI
Working Environment	Recharges	0.334	p value of 0.334 is much higher than 0.05 hence this factor do not having significant impact on productivity KPI
Benefits	Activations	0.218	p value of 0.218 is much higher than 0.05 hence this factor do not having significant impact on productivity KPI
Benefits	Recharges	0.363	p value of 0.363 is much higher than 0.05 hence this factor do not having significant impact on productivity KPI

Source: ANOVA output

From ANOVA test done above it can be concluded that null hypothesis given below got accepted and alternate hypothesis got rejected..

➢ H0: Factors of Motivation do not influence productivity at managers level

➢ H1: Factors of Motivation influence productivity at managers level

Hence, at managers level factors of motivation do not have influence on productivity KPIs. Findings above are different from expectations probable due to following reasons:

➢ Due to Smaller sample size statistical analysis are not giving relevant output.

➢ Managers are part of organization and they drive many other productivity KPIs of organization in addition to activations & recharges.

4.4 Measuring Impact of working Factors on Productivity KPIs:

In real world there are many factors which are important and plays significant role in getting desired results. This is also true for telecom industry where productivity is not only resultant of motivation of people but also dependent on many working factors.

There are four important **working factors -time given for business, distributor market working, sales manager market visit, DSE market visit** which are identified as important factors. Hence, measuring their impact on productivity KPIs are desired.

MANOVA/ANOVA test has been done at all 4 stratum level to measure the impact of working factors on Productivity KPIs (Activation and recharges).

Scores of working factors of motivation (Post PCA analysis) has been derived by taking individual scores captured through questionnaires for all four stratums (Retailers, DSEs, Distributors, Managers).

4.4.1 Stratum-1: Retailers-MANOVA test:

First descriptive statistics of independent variables (**retailers time given for business, distributors market working, sales managers market visit, DSEs market visit**) 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 4.4.1 Retailers Box's Test for working factors

Box's Test of Equality of Covariance Matrices[a]	
Box's M	179.128
F	1.165
df1	123
df2	5245.761
Sig.	.105

Source: MANOVA analysis output

As the significance level is 0.105 which is higher than 0.05 hence we can reject the null hypothesis and MANOVA can be performed. MANOVA test was done to reject null hypothesis and accept alternate hypothesis(Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017).

- H0: working factors do not influence productivity at retailers level
- H1: working factors influence productivity at retailers level

MANOVAF-Value:

Table 4.4.2 Retailers Multivariate Tests for working factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Multivariate Tests-Retailers							
Intercept	Pillai's Trace	.637	376.741[a]	2.000	429.000	.000	.637
TimeGiven	Pillai's Trace	.028	1.201	10.000	860.000	.286	.014
Dist_MarketVisit	Pillai's Trace	.056	2.083	12.000	860.000	.016	.028
SM_MarketVisit	Pillai's Trace	.050	1.836	12.000	860.000	.039	.025
DSE_MarketVisit	Pillai's Trace	.023	.852	12.000	860.000	.597	.012
TimeGiven * Dist_MarketVisit	Pillai's Trace	.105	1.697	28.000	860.000	.014	.052
TimeGiven * SM_MarketVisit	Pillai's Trace	.098	1.297	34.000	860.000	.121	.049
TimeGiven * DSE_MarketVisit	Pillai's Trace	.024	.640	16.000	860.000	.853	.012
Dist_MarketVisit * SM_MarketVisit	Pillai's Trace	.185	1.511	58.000	860.000	.010	.092
Dist_MarketVisit * DSE_MarketVisit	Pillai's Trace	.060	1.024	26.000	860.000	.431	.030
SM_MarketVisit * DSE_MarketVisit	Pillai's Trace	.042	1.019	18.000	860.000	.435	.021
TimeGiven * Dist_MarketVisit * SM_MarketVisit	Pillai's Trace	.055	.715	34.000	860.000	.887	.027
TimeGiven * Dist_MarketVisit * DSE_MarketVisit	Pillai's Trace	.014	.975	6.000	860.000	.441	.007
TimeGiven * SM_MarketVisit * DSE_MarketVisit	Pillai's Trace	.013	1.436	4.000	860.000	.220	.007
Dist_MarketVisit * SM_MarketVisit * DSE_MarketVisit	Pillai's Trace	.026	1.134	10.000	860.000	.333	.013

Source: MANOVA output

1) **Impact of Time given by retailers for their business on productivity:** For First**,** independent variable **time given by retailers for their business** Pillai's Trace value is 0.028 with F value of 1.201. This is not significant at 5% level as the p value is 0.286.So, we cannot reject the null hypothesis that the Time given by

retailers are at same level for both productivity KPIs (Activations and recharges). This means time given by retailers **do not have significant impact on Productivity** KPIs (Activations & Recharges).

2) **Impact of distributors market visit on productivity:** For second, independent variable **distributors market value** Pillai's Trace value is 0.056 with F value of 2.083. This is significant at 5% level as the p value is 0.016.So we can reject the null hypothesis that the distributors market visit are at the same level for productivity KPIs. This means distributors market visit **have significant impact** on Productivity KPIs (Activations & Recharges). **Partial eta square value of 0.028** shows small strength between the variables.

3) **Impact of sales managers market visit on productivity:** In case of third, independent variable sales managers market visit the Pillai's Trace value is 0.050 with F value of 1.836.This is significant at 5% level as the p value is 0.039. So we can reject the null hypothesis that the **sales managers market visit** is at same level for all productivity KPIs. This means **sales managers market visit have significant impact on Productivity KPIs.**

4) **Impact of DSEs market visit on productivity:** For forth**,** independent variable **DSEs market visit** Pillai's Trace value is 0.023 with F value of 0.852. This is not significant at 5% level as the p value is 0.597. So, we cannot reject the null hypothesis that DSEs market visit are at same level for both productivity KPIs

(Activations and recharges). This means DSEs market visit **do not have significant impact on Productivity** KPIs(Activations & Recharges).

5) **<u>Impact of time given by retailers with distributors market visit on productivity:</u>** For combination of time given by retailers and distributors market visit the Pillai's Trace value is 0.105 with F value of 1.697.This is significant at 5% level as the p value is 0.014. So we can reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of time given by retailers with distributors market visit have significant impact on Productivity KPIs.

6) **<u>Impact of time given by retailers with sales managers market visit on productivity:</u>** For combination of time given by retailer and sales managers market visit the Pillai's Trace value is 0.098 with F value of 1.297.This is not significant at 5% level as the p value is 0.121. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of time given by retailers with sales managers market visit do not have significant impact on Productivity KPIs.

7) **<u>Impact of time given by retailers with DSEs market visit on productivity:</u>** For combination of time given by retailer and DSEs market visit the Pillai's Trace value is 0.024 with F value of 0.640.This is not significant at 5% level as the p value is 0.853. So we cannot reject the null hypothesis that combinations of both

above factors are at same level for all productivity KPIs. This means combinations of time given by retailers with DSEs market visit do not have significant impact on Productivity KPIs.

8) **Impact of distributors market visit with sales managers market visit on productivity:** For combination of distributors market visit and sales managers market visit the Pillai's Trace value is 0.185 with F value of 1.511.This is significant at 5% level as the p value is 0.010. So we can reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of working KPIs distributors market visit with sales managers market visit have significant impact on Productivity KPIs. **Partial eta square value of 0.092 shows good strength between the variables.**

9) **Impact of distributors market visit with DSEs market visit on productivity:** For combination of distributors market visit and DSEs market visit the Pillai's Trace value is 0.060 with F value of 1.024.This is not significant at 5% level as the p value is 0.431. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. Which means combinations of working KPI distributors market visit with DSEs market visit **do not have significant impact on Productivity KPIs.**

10) **Impact of sales managers market visit with DSEs market visit on productivity:** For combination of sales managers market visit and DSEs market visit the Pillai's Trace value is 0.042 with F value of 1.019.This is not significant

at 5% level as the p value is 0.435. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of working KPIs sales managers market visit with DSEs market visit **do not have significant impact on Productivity KPIs.**

11) **Impact of Time given by retailers with distributors market visit with sales managers market visit on productivity:** For combination of Time given by retailers with distributors market visit with sales managers market visit the Pillai's Trace value is 0.055 with F value of 0.887.This is not significant at 5% level as the p value is 0.441. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of working KPIs- Time given by retailers with distributors market visit with sales managers market **do not have significant impact on Productivity KPIs.**

12) **Impact of Time given by retailers with distributors market visit with DSEs market visit on productivity:** For combination of Time given by retailers with distributors market visit with DSEs market visit the Pillai's Trace value is 0.014 with F value of 0.975.This is not significant at 5% level as the p value is 0.441. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of working KPIs- Time given by retailers with distributors market visit with DSEs market visit **do not have significant impact on Productivity KPIs.**

13) **Impact of Time given by retailers with sales managers market visit with DSEs market visit on productivity:** For combination of Time given by retailers with sales managers market visit with DSEs market visit the Pillai's Trace value is 0.013 with F value of 1.436.This is not significant at 5% level as the p value is 0.220. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of working factors- Time given by retailers with sales managers market visit with DSEs market **do not have significant impact on Productivity KPIs.**

14) **Impact of distributors market visit with sales managers market visit with DSEs market visit on productivity:** For combination of distributors market visit with sales managers market visit with DSEs market visit the Pillai's Trace value is 0.026 with F value of 1.134.This is not significant at 5% level as the p value is 0.333. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. Which means combinations of working factors- distributors market visit with sales managers market visit with DSEs market visit **do not have significant impact on Productivity KPIs.**

Summary of retailers MANOVA test for working factors:

Table 4.4.3 Summary of retailers MANOVA test for working factors

Stratum-1;Retailers-MANOVA Analysis for working factors					
Working Factors	**Pillia's Trace value**	**F Score**	**Sig(P Value)**	**Partial Eta Square**	**Summary of findings**
Time given by retailers on their business	0.028	1.201	0.286	0.014	p value is 0.286 is which is higher than 0.05 hence **this factor do not having significant impact** on productivity KPIs
Distributors market visit	0.056	2.083	0.016	0.028	p value is 0.016 which is lower than 0.05 & eta square value of 0.028 shows **this factor is having some impact** on productivity KPIs
Sales Managers market visit	0.050	1.836	0.039	0.025	p value is 0.039 which is lower than 0.05 & eta square value of 0.025 shows this factor is **having some impact on productivity KPIs**
DSEs market visit	0.023	0.852	0.597	0.012	p value is 0.597 is which is higher than 0.05 hence this factor **do not having significant impact** on productivity KPIs
Time given with distributors market visit	0.105	1.697	0.014	0.052	p value is 0.014 which is lower than 0.05 & eta square value of 0.052 shows **factors are having some impact** on productivity KPIs
Time given with sales managers market visit	0.098	1.297	0.121	0.049	p value is 0.121 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Time given with DSEs market visit	0.024	0.640	0.853	0.012	p value is 0.853 is which is much higher than 0.05 hence **factors**

					does not having significant impact on productivity KPIs
Market visit by retailers with Sales Managers market visit	0.185	1.511	0.010	0.092	p value is 0.010 which is lower than 0.05 & eta square value of 0.092 **shows factors are having impact** on productivity KPIs
Distributors market visit with DSEs market visit	0.060	1.024	0.431	0.030	p value is 0.431 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Sales Managers market visit with DSEs market visit	0.042	1.019	0.435	0.021	p value is 0.435 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Time given by retailers with distributors market visit with sales managers market visit	0.055	0.715	0.887	0.027	p value is 0.887 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Time given by retailers with distributors market visit with DSEs market visit	0.014	0.975	0.441	0.007	p value is 0.441 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Time given by retailers with sales managers market visit with DSEs market visit	0.013	1.436	0.220	0.007	p value is 0.220 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Distributors market visit with sales Managers market visit with DSEs market visit	0.026	1.134	0.333	0.013	p value is 0.333 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs

Source: MANOVA output

All above findings shows that **Distributors market visit, sales managers market visit, combination of time given by retailers with distributors market visit and combination of distributors market visit with sales managers market visit influence productivity KPIs(Activation & Recharges) for retailers.**

Hence, it can be concluded that null hypothesis taken was rejected and **alternate hypothesis working factors have influence on productivity at retailers level mentioned below got accepted.**

- H0: working factors do not influence on productivity at retailers level
- H1: working factors influence on productivity at retailers level

4.4.2 Stratum-2: DSEs-MANOVA test:

First descriptive statistics of independent variables **(Frequency of gate meeting, frequency of DSEs review meeting, distributors market visit and sales managers market visit)** 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 4.4.4 DSEs Box's Test for working factors

Box's Test of Equality of Covariance Matrices[a]	
Box's M	82.968
F	1.159
df1	60
df2	4136.621
Sig.	.189

Source: MANOVA analysis output

As the significance level is 0.189 which is much higher than 0.05 hence we can reject the null hypothesis and MANOVA can be performed. MANOVA test was done to reject null hypothesis and accept alternate hypothesis(Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017).

➢ H0: working factors do not influence productivity at DSEs level

➢ H1: working factors influence productivity at DSEs level

MANOVAF-Value:

Table 4.4.5 DSEs Multivariate Tests for working factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Multivariate Test -DSEs							
Intercept	Pillai's Trace	.847	641.525ᵃ	2.000	231.000	.000	.847
Frequency_gateMeeting	Pillai's Trace	.068	2.742	6.000	464.000	.013	.034
Frequency_DSEReview	Pillai's Trace	.046	1.354	8.000	464.000	.215	.023
Distributor_MarketVisit	Pillai's Trace	.113	2.778	10.000	464.000	.002	.056
SalesManager_MarketVisit	Pillai's Trace	.126	2.606	12.000	464.000	.002	.063
Frequency_gateMeeting * Frequency_DSEReview	Pillai's Trace	.000	.ᵃ	.000	.000	.	.
Frequency_gateMeeting * Distributor_MarketVisit	Pillai's Trace	.002	.224ᵃ	2.000	231.000	.799	.002
Frequency_gateMeeting * SalesManager_MarketVisit	Pillai's Trace	.036	1.074	8.000	464.000	.380	.018
Frequency_DSEReview * Distributor_MarketVisit	Pillai's Trace	.022	.874	6.000	464.000	.514	.011
Frequency_DSEReview * SalesManager_MarketVisit	Pillai's Trace	.062	1.857	8.000	464.000	.065	.031
Distributor_MarketVisit * SalesManager_MarketVisit	Pillai's Trace	.179	2.276	20.000	464.000	.001	.089

Source: MANOVA analysis output

1) <u>**Impact of frequency of gate meeting on productivity:**</u> For First**,** independent variable **frequency of gate meeting** Pillai's Trace value is 0.068 with F value of 2.742. This is significant at 5% level as the p value is 0.013.So, we can reject the null hypothesis that the frequency of gate meeting are at same level for both productivity KPIs (Activations and recharges). This means frequency of gate meeting **have significant impact on Productivity** KPIs (Activations & Recharges). **Partial eta square value of 0.034 shows good strength between the variables.**

2) **<u>Impact of frequency of DSEs review on productivity</u>:** For second, independent variable **frequency of DSEs review** Pillai's Trace value is 0.046 with F value of 1.354. This is not significant at 5% level as the p value is 0.215. So we cannot reject the null hypothesis that the frequency of DSE review are at the same level for productivity KPIs. This means frequency of DSE review done **do not have significant impact** on Productivity KPIs (Activations & Recharges).

3) **<u>Impact of distributors market visit on productivity</u>:** In case of third, independent variable distributors market visit the Pillai's Trace value is 0.113 with F value of 2.778. This is significant at 5% level as the p value is 0.002. So we can reject the null hypothesis that the **distributor market visit** is at same level for all productivity KPIs. This means **distributors market visit have significant impact on Productivity KPIs. Partial eta square value of 0.056 shows good strength between the variables.**

4) **<u>Impact of sales managers market visit on productivity</u>:** For forth, independent variable **sales managers market visit** Pillai's Trace value is 0.126 with F value of 2.606. This is significant at 5% level as the p value is 0.002. So, we can reject the null hypothesis that sales manager market visit are at same level for both productivity KPIs (Activations and recharges). This means sales managers market visit **have significant impact on Productivity** KPIs(Activations & Recharges). **Partial eta square value of 0.063 shows good strength between the variables.**

5) **Impact of frequency of gate meeting with frequency of DSEs review on productivity:** For combination of frequency of gate meeting with frequency of DSEs review the Pillai's Trace value is 0.000 with F value of 0.00.This is not significant at 5% level as the p value is also 0.00. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of frequency of gate meeting with frequency of DSE review **do not have significant impact on Productivity KPIs.**

6) **Impact of frequency of gate meeting with distributors market visit on productivity:** For combination of frequency of gate meeting with distributors market visit the Pillai's Trace value is 0.002 with F value of 0.224.This is not significant at 5% level as the p value is 0.799. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of frequency of gate meeting with distributor market visit **do not have significant impact on Productivity KPIs.**

7) **Impact of frequency of gate meeting with sales managers market visit on productivity:** For combination of frequency of gate meeting with sales managers market visit the Pillai's Trace value is 0.036 with F value of 1.074.This is not significant at 5% level as the p value is 0.380. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of frequency of gate meeting with sales manager market visit do not have significant impact on Productivity KPIs.

8) **Impact of frequency of DSEs review with distributors market visit on productivity:** For combination of frequency of DSEs review with distributors market visit the Pillai's Trace value is 0.022 with F value of 0.874.This is significant at 5% level as the p value is 0.514. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of frequency of DSEs review with distributors market visit **does not have significant impact on Productivity KPIs.**

9) **Impact of frequency of DSEs review with sales managers market visit on productivity:** For combination of distributors market visit and sales managers market visit the Pillai's Trace value is 0.062 with F value of 1.854.This is not significant at 5% level as the p value is 0.065. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of distributors market visit and sales managers market visit **do not have significant impact on Productivity KPIs.**

10) **Impact of distributor market visit with sales manager market visit on productivity:** For combination of distributors market visit with sales managers market visit the Pillai's Trace value is 0.179 with F value of 2.276.This is not significant at 5% level as the p value is 0.001. So we can reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combinations of combination of distributors market visit with sales managers market visit have significant impact on Productivity KPIs. **Partial eta square value of 0.089 shows good strength between the variables.**

Summary of DSEs MANOVA test for working factors:

Table 4.4.6 Summary of DSEs MANOVA test for working factors

Stratum-2;DSEs-MANOVA Analysis for working factors					
Working Factors	**Pillia's Trace value**	**F Score**	**Sig(P Value)**	**Partial Eta Square**	**Summary of findings**
Frequency of gate meeting	0.068	2.742	0.013	0.034	p value is 0.013 which is lower than 0.05 & eta square value of 0.034 shows **this factor is having some impact** on productivity KPIs
Frequency of DSEs review	0.046	1.354	0.215	0.023	p value is 0.215 is which is higher than 0.05 hence **this factor do not having significant impact** on productivity KPIs
Distributors market visit	0.113	2.778	0.002	0.056	p value is 0.002 which is lower than 0.05 & eta square value of 0.056 shows **this factor is having some impact** on productivity KPIs
Sales Managers market visit	0.126	2.606	0.002	0.063	p value is 0.002 which is lower than 0.05 & eta square value of 0.063 shows **this factor is having good impact** on productivity KPIs
Frequency of gate meeting with frequency of DSEs review	0.000	0.000	0.000	0.000	No output data is reflecting
Frequency of gate meeting with distributor market visit	0.002	0.224	0.799	0.002	p value is 0.799 is which is much higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Frequency of gate meeting with sales	0.036	1.074	0.380	0.018	p value is 0.380 is which is much higher than 0.05 hence **factors**

managers market visit					**does not having significant impact** on productivity KPIs
Frequency of DSEs review with distributors market visit	0.022	0.874	0.514	0.011	p value is 0.514 is which is much higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Frequency of DSEs review with sales managers market visit	0.062	1.857	0.065	0.031	p value is 0.065 is which is higher than 0.05 hence **factors does not having significant impact** on productivity KPIs
Distributors market visit with sales managers market visit	0.179	2.276	0.001	0.089	p value is 0.001 which is lower than 0.05 & eta square value of 0.089 shows **factors are having high impact** on productivity KPIs

Source: MANOVA analysis output

All above findings shows that **frequency of gate meeting, distributors market visit, sales managers market visit and combination of distributors market visit with sales managers market** visit influence productivity KPIs(Activation & Recharges) for DSEs.

Hence, it can be concluded that null hypothesis taken was rejected and **alternate hypothesis working factors have influence on productivity at DSEs level as mentioned below got accepted.**

➤ H0: working factors do not influence productivity at DSEs level

➤ H1: working factors influence productivity at DSEs level

4.4.3 Stratum-3: Distributors-MANOVA test:

First descriptive statistics of independent variables **(Time given for business, frequency of gate meeting, frequency of DSEs review and frequency of market visit)**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 4.4.7 Distributors Box's Test for working factors

Box's Test of Equality of Covariance Matrices[a]	
Box's M	15.835
F	0.916
df1	15
df2	1874.93
Sig.	0.546

Source: MANOVA analysis output

As the significance level is 0.546 which is much higher than 0.05 hence we can reject the null hypothesis and MANOVA can be performed. MANOVA test was done to reject null hypothesis and accept alternate hypothesis(Giri, https://www.projectguru.in/publications/multivariate-analysis-dependent-variable/, 2017).

➢ H0: working factors do not have influence on productivity at Distributors level
➢ H1: working factors influence productivity at Distributors level

MANOVA F-Value:

Table 4.4.8 Distributors Multivariate Tests for working factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Multivariate Tests-Distributors							
Intercept	Pillai's Trace	.941	690.872ᵃ	2.000	87.000	.000	.941
TimeGiven	Pillai's Trace	.255	4.293	6.000	176.000	.000	.128
frequency_GateMeeting	Pillai's Trace	.264	4.459	6.000	176.000	.000	.132
Frequency_DSEReview	Pillai's Trace	.109	1.686	6.000	176.000	.127	.054
Frequency_MarketVisit	Pillai's Trace	.103	1.195	8.000	176.000	.305	.052
TimeGiven * frequency_GateMeeting	Pillai's Trace	.003	.146ᵃ	2.000	87.000	.865	.003
TimeGiven * Frequency_DSEReview	Pillai's Trace	.000	.ᵃ	.000	.000	.	.
TimeGiven * Frequency_MarketVisit	Pillai's Trace	.061	1.395	4.000	176.000	.237	.031
frequency_GateMeeting * Frequency_DSEReview	Pillai's Trace	.066	3.067ᵃ	2.000	87.000	.052	.066
frequency_GateMeeting * Frequency_MarketVisit	Pillai's Trace	.042	.945	4.000	176.000	.439	.021
Frequency_DSEReview * Frequency_MarketVisit	Pillai's Trace	.008	.362ᵃ	2.000	87.000	.697	.008

Source: MANOVA analysis output

1) **Impact of time given by distributors on productivity:** For First**,** independent variable **impact of time given by distributors** Pillai's Trace value is 0.255 with F value of 4.293. This is significant at 5% level as the p value is 0.00.So, we can reject the null hypothesis that the impact of time given by distributors for both productivity KPIs (Activations and recharges). This means impact of time given by distributors **have significant impact on Productivity** KPIs (Activations & Recharges). **Partial eta square value of 0.128 shows very high strength between the variables.**

2) **Impact of frequency of gate meeting on productivity:** For second, independent variable **frequency of gate meeting** Pillai's Trace value is 0.264 with F value of 4.459. This is not significant at 5% level as the p value is 0.00. So we cannot reject the null hypothesis that the frequency of DSEs review are at the same level for productivity KPIs. This means frequency of DSEs review done **do not have significant impact** on Productivity KPIs (Activations & Recharges).

3) **Impact of frequency of DSEs review on productivity:** In case of third, independent variable frequency of DSEs review the Pillai's Trace value is 0.109 with F value of 1.686.This is significant at 5% level as the p value is 0.127. So we cannot reject the null hypothesis that the frequency of DSEs review is at same level for all productivity KPIs. This means frequency of DSEs review **do not have significant impact on Productivity KPIs.**

4) **Impact of frequency of distributors market visit on productivity:** For forth**,** independent variable frequency of distributors market visits Pillai's Trace value is 0.103 with F value of 1.195. This is significant at 5% level as the p value is 0305. So, we cannot reject the null hypothesis that frequency of distributors market visits are at same level for both productivity KPIs (Activations and recharges). This means frequency of distributors market visits **do not have significant impact on Productivity** KPIs(Activations & Recharges).

5) **Impact of time given with frequency of gate meeting on productivity:** For combination of time given with frequency of gate meeting the Pillai's Trace value

is 0.003 with F value of 0.146.This is not significant at 5% level as the p value is also 0.865. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of time given with frequency of gate meeting **do not have significant impact on Productivity KPIs.**

6) <u>**Impact of time given with frequency of distributors market visit on productivity:**</u> For combination of time given with frequency of distributors market visit the Pillai's Trace value is 0.061 with F value of 1.395.This is not significant at 5% level as the p value is 0.237. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of time given with frequency of distributor market visit **do not have significant impact on Productivity KPIs.**

7) <u>**Impact of frequency of gate meeting with frequency of DSEs review on productivity:**</u> For combination of frequency of gate meeting with frequency of DSEs review the Pillai's Trace value is 0.077 with F value of 3.067.This is not significant at 5% level as the p value is 0.052. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of frequency of gate meeting with frequency of DSEs review **do not have significant impact on Productivity KPIs.**

8) **<u>Impact of frequency of gate meeting with frequency of distributors market visit on productivity</u>:** For combination of frequency of gate meeting with frequency of distributors market visit the Pillai's Trace value is 0.042 with F value of 0.945.This is not significant at 5% level as the p value is 0.439. So we cannot reject the null hypothesis that combinations of frequency of gate meeting with frequency of distributors market visit are at same level for all productivity KPIs. This means combination of above **does not have significant impact on Productivity KPIs.**

9) **<u>Impact of frequency of DSEs review with frequency of distributors market visit on productivity:</u>** For combination of frequency of DSEs review with frequency of distributors market visit the Pillai's Trace value is 0.008 with F value of 0.362.This is not significant at 5% level as the p value is 0.697. So we cannot reject the null hypothesis that combinations of both above factors are at same level for all productivity KPIs. This means combination of frequency of DSEs review with frequency of distributors market visit **do not have significant impact on Productivity KPIs.**

Summary of distributors MANOVA test for working factors:

Table 4.4.9 Summary of distributors MANOVA test for working factors

Stratum-3;Distributors-MANOVA Analysis for working factors					
Working Factors	**Pillia's Trace value**	**F Score**	**Sig(P Value)**	**Partial Eta Square**	**Summary of findings**
Time given by distributors	0.255	4.293	0.000	0.128	p value is 0.000 which is lower than 0.05 & eta square value of 0.128 shows **this factor is having good impact** on productivity KPIs
Frequency of gate meeting	0.264	4.459	0.000	0.132	p value is 0.000 which is lower than 0.05 & eta square value of 0.132 shows **this factor is having good impact** on productivity KPIs
Frequency of DSEs review	0.109	1.686	0.127	0.054	p value is 0.127 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of distributors market visit	0.103	1.195	0.305	0.052	p value is 0.305 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Time given by distributors with frequency of gate meeting	0.003	0.146	0.865	0.003	p value is 0.865 is which is much higher than 0.05 hence **these factors does not having significant impact** on productivity KPIs
Time given by distributors with frequency of distributors market visit	0.061	1.395	0.237	0.031	p value is 0.237 is which is much higher than 0.05 hence **these factors does not having significant impact** on productivity KPIs

Frequency of gate meeting with frequency of DSEs review	0.066	3.067	0.052	0.066	p value is 0.052 is which is higher than 0.05 hence **these factors does not having significant impact** on productivity KPIs
Frequency of gate meeting with frequency of distributors market visit	0.042	0.945	0.439	0.021	p value is 0.439 is which is higher than 0.05 hence **these factors does not having significant impact** on productivity KPIs
Frequency of DSEs review with frequency of distributors market visit	0.008	0.362	0.697	0.008	p value is 0.697 is which is higher than 0.05 hence **these factors does not having significant impact** on productivity KPIs

Source: MANOVA analysis output

All above findings shows that **two factors- time given by distributors on business, frequency of gate meeting have significant impact on productivity KPIs (Activation& Recharges) for distributors.While combination of factors do not influence productivity.**

Hence, it can be concluded that null hypothesis taken was rejected and **alternate hypothesis working factors have influence on productivity at Distributors level as mentioned below got accepted.**

➢ H0: working factors do not influence productivity at Distributors level
➢ H1: working factors influence productivity at Distributors level

4.4.4 Stratum-4: Managers-MANOVA test:

First descriptive statistics of independent variables (Time given by managers, frequency of gate meeting, frequency of DSEs review and frequency of distributors review)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. As Box's test is not giving result hence MANOVA test cannot be done.

Table 4.4.10 Managers Box's Test for working factors

Warnings
Box's Test of Equality of Covariance Matrices is not computed because there are fewer than two nonsingular cell covariance matrices.

Source: MANOVA analysis output

Above warnings of Box's test shows that due to small sample size box's test is not giving desired result.

Managers-ANOVA test

As MANOVA has not given desired output hence ANOVA test was also done to measure impact of four key other factors time given, frequency of gate meeting, frequency of DSEs review, frequency of distributors review of Managers on productivity KPIs of Activation and Recharges has been measured using one-way ANOVA analysis.

1) <u>**Impact of time given by managers on Activations:**</u>

One way ANOVA is applied to know whether the time given by Managers has significant impact on activations or not.

Table 4.4.11Descriptives for Managers level ANOVA between time given &activations

Descriptives				
Activation				
Scores for time given (As a working factor)		N	Mean	Std. Deviation
	1	11	1.64	.674
	2	19	1.74	.733
	Total	30	1.70	.702

Source: ANOVA output

Table 4.4.12 Managers' level ANOVA between time given & Activations

ANOVA					
Activation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.070	1	.070	.138	.713
Within Groups	14.230	28	.508		
Total	14.300	29			

Source: ANOVA output

H: Time given does not have influence on activations of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected .In other words there is no significant impact between time given by managers on work to activations.

2) **Frequency of Gate meetings on Activations:**

One way ANOVA is applied to know whether frequency of gate meetings done by Managers has significant impact on activations or not.

Table 4.4.13Descriptives for Managers level ANOVA between gate meeting &activations

Descriptives				
Activation				
		N	Mean	Std. Deviation
Scores for gate meeting (As a working factor)	1	13	1.85	.689
	2	9	1.56	.726
	3	8	1.63	.744
	Total	30	1.70	.702

Source: ANOVA output

Table 4.4.14 Managers level ANOVA between Frequency of gate meetings & Activations

ANOVA					
Activation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.510	2	.255	.500	.612
Within Groups	13.790	27	.511		
Total	14.300	29			

Source: ANOVA output

H: Frequency of gate meetings does not have influence on activations of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between frequency of gate meetings on activations.

3) **Frequency of DSEs reviews on Activations:**

One way ANOVA is applied to know whether DSEs review meetings done by Managers has significant impact on activations or not.

Table 4.4.15Descriptives for Managers level ANOVA between DSEs review&activations

Descriptives				
Activation				
		N	Mean	Std. Deviation
Scores for DSEs review (As a working factor)	1	11	1.64	.505
	2	9	2.00	.866
	3	7	1.29	.488
	4	3	2.00	1.000
	Total	30	1.70	.702

Source: ANOVA output

Table 4.4.16 Managers level ANOVA between Frequency of DSEs reviews & Activations

ANOVA					
Activation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.326	3	.775	1.684	.195
Within Groups	11.974	26	.461		
Total	14.300	29			

Source: ANOVA output

H: Frequency of DSEs reviews does not have influence on activations of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected .In other words there is no significant impact between frequency of DSEs reviews on activations.

4) **Frequency of distributors reviews on Activations:**

One way ANOVA is applied to know whether frequency of distributors reviews done by Managers has significant impact on activations or not.

Table 4.4.17 Descriptives for Managers level ANOVA between distributors reviews & activations

Descriptives				
Activation				
		N	Mean	Std. Deviation
Scores for distributors review (As a working factor)	1	2	1.50	.707
	3	10	1.60	.699
	4	12	1.67	.651
	5	6	2.00	.894
	Total	30	1.70	.702

Source: ANOVA output

Table 4.4.18 Managers level ANOVA between Frequency of Distributors reviews & Activations

ANOVA					
Activation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.733	3	.244	.468	.707
Within Groups	13.567	26	.522		
Total	14.300	29			

Source: ANOVA output

H: Frequency of distributors reviews does not have influence on activations of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected .In other words there is no significant impact between frequency of distributors reviews on activations.

5. **Impact of time given by managers on recharges:**

One way ANOVA is applied to know whether the time given by managers has significant impact on recharges or not.

Table 4.4.19 Descriptives for Managers level ANOVA between time given &recharges

Descriptives				
Recharges				
Scores for time given (As a working factor)		N	Mean	Std. Deviation
	1	11	2.73	.905
	2	19	2.63	.831
	Total	30	2.67	.844

Source: ANOVA output

Table 4.4.20 Managers level ANOVA between time given &recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.064	1	.064	.087	.771
Within Groups	20.603	28	.736		
Total	20.667	29			

Source: ANOVA output

H: Time given does not have influence recharges of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between time given by managers on work to recharges.

6. Frequency of Gate meetings on recharges:

One way ANOVA is applied to know whether frequency of gate meetings done by Managers has significant impact on recharges or not.

Table 4.4.21 Descriptives for Managers level ANOVA between gate meetings & recharges

Descriptives				
Recharges				
		N	Mean	Std. Deviation
Scores for gate meeting (As a working factor)	1	13	2.85	.987
	2	9	2.56	.726
	3	8	2.50	.756
	Total	30	2.67	.844

Source: ANOVA output

Table 4.4.22 Managers level ANOVA between Frequency of gate meetings & recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.752	2	.376	.510	.606
Within Groups	19.915	27	.738		
Total	20.667	29			

Source: ANOVA output

H: Frequency of gate meetings does not have influence recharges of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between frequency of gate meetings on recharges.

7. **Frequency of DSEs reviews on recharges:**

   One way ANOVA is applied to know whether DSEs review meetings done by managers has significant impact on recharges or not.

Table 4.4.23Descriptives for Managers level ANOVA between DSEs review &recharges

Descriptives				
Recharges				
		N	Mean	Std. Deviation
Scores for DSEs review (As a working factor)	1	11	2.91	.944
	2	9	2.78	.667
	3	7	2.00	.577
	4	3	3.00	1.000
	Total	30	2.67	.844

Source: ANOVA output

Table 4.4.24 Managers level ANOVA between DSEs review & recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.202	3	1.401	2.212	.111
Within Groups	16.465	26	.633		
Total	20.667	29			

Source: ANOVA output

H: Frequency of DSEs reviews does not have influence on recharges of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected. In other words there is no significant impact between frequency of DSEs reviews on recharges.

8. **Frequency of distributors reviews on recharges:**

One way ANOVA is applied to know whether frequency of distributors reviews done by Managers has significant impact on recharges or not.

Table 4.4.25 Descriptives for Managers level ANOVA between distributors review &recharges

Descriptives				
Recharges				
		N	Mean	Std. Deviation
Scores for distributors review (As a working factor)	1	2	3.50	.707
	3	10	2.60	.843
	4	12	2.75	.866
	5	6	2.33	.816
	Total	30	2.67	.844

Source: ANOVA output

Table 4.4.26 Managers level ANOVA between Frequency of Distributors reviews & recharges

ANOVA					
Recharges					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.183	3	.728	1.024	.398
Within Groups	18.483	26	.711		
Total	20.667	29			

Source: ANOVA output

H: Distributors review do not have influence on recharges of managers.

As the P-value is more than alpha value 0.05 hence null hypothesis cannot be rejected .In other words there is no significant impact between frequency of distributors reviews on recharges.

From ANOVA test done above it was found that none of the factors **(Time given by managers, frequency of gate meeting, frequency of DSEs review and frequency of distributor review) have found to have significant impact on productivity KPIs(Activation & Recharges) for Managers.**

Hence, it can be re-validated that null hypothesis taken below has been accepted and alternate hypothesis mentioned below got rejected.

➢ H0: working factors do not influence productivity at Managers level
➢ H1: working factors influence productivity at Managers level

Summary of managers ANOVA test for working factors:

Table 4.4.27 Summary of managers ANOVA test for working factors

Stratum-4; Managers-ANOVA Analysis for working factors			
Working Factors	**F Score**	**Sig(P Value)**	**Summary of findings**
Time given by managers on activations	0.138	0.713	p value is 0.713 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of gate meeting on activations	0.500	0.612	p value is 0.612 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of DSEs review on activations	1.684	0.195	p value is 0.195 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of Distributors review on activations	0.468	0.707	p value is 0.707 is which is much higher than 0.05 **hence this factor is not having significant impact** on productivity KPIs
Time given by managers on recharges	0.087	0.771	p value is 0.771 is which is much higher than 0.05 **hence this factor is not having significant impact** on productivity KPIs
Frequency of gate meeting on recharges	0.510	0.606	p value is 0.606 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of DSEs review on recharges	2.212	0.111	p value is 0.111 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs
Frequency of Distributors review on recharges	1.024	0.398	p value is 0.398 is which is much higher than 0.05 hence **this factor is not having significant impact** on productivity KPIs

Source: MANOVA analysis output

None of the factors (Time given by managers, frequency of gate meeting, frequency of DSEs review and frequency of distributors review) have found to have significant impact on productivity KPIs (Activation & Recharges) for Managers.

Hence, it can be concluded that null hypothesis **working factors does not influence on productivity at Managers level** as mentioned below was accepted and alternate hypothesis mentioned below got rejected.

➢ H0: working factors do not influence productivity at Managers level

➢ H1: working factors influence productivity at Managers level

Findings above are different from expectations probable due to following reasons:

➢ Due to Smaller sample size statistical analysis are not giving relevant output.

➢ Managers are part of organization and they lead productivity of distribution channel hence, there are many other productivity KPIs in addition to Activations and recharges which measures the productivity of managers.

CHAPTER 5: RESULTS, DISCUSSION &CONCLUSION

CHAPTER 5

RESULTS, DISCUSSION &CONCLUSION

5.1 Overview:

Keeping in view of research objectives all planned steps and process has been followed to get the desired results. The basic intend to this research work was to study the factors of motivations of channels members who works at different stratums of distribution channels and then re-establishing the basic theoretical premise that motivation results in better productivity in context of distribution channel.

Distribution channels are considered as backbone of organizations. They run their operations for different organizations and majority of channels are external partners and they are not part of organizations. Hence, little focus has been given by researcher and academician to study the motivation level of peoples working in distribution channels at different level. Channel connects organizations with end customers as they work as brand ambassadors for companies. They have capability to influence customers by different ways and means.

Various factors of motivation got identified from extensive literatures reviews and basic theories of motivation. These factors got validated by market surveys and then statistical tool, principal component analysis(PCA) was used to categorize various motivational factors into relevant few factors. With the help of multivariate analysis (MANOVA) and ANOVA above categories of

factors of motivation studied about their impact on productivity. Also impacts of other working factors on productivity KPIs were studied.

5.2 Results and discussions:

5.2.1 Stratum of Telecom Channel:

This research work covered four levels of channels sales which were identified basis engagement of people in driving productivities. As this research work is more focused on studying motivation and its impact on productivity hence following four stratum levels were taken for study.

Table 5.2.1 Channel stratum of a telecom company

Channel stratum of a telecom company	
Level-1	Retailers
Level-2	DSEs (Distributor Sales Executives)
Level-3	Distributors
Level-4	Managers

Source: Channel structure of telecom company

5.2.2 Factors of Motivation identified from literature reviews:

This research work started with identification of factors of motivations from extensive literature reviews.

Various factors which are identified as factors of motivation are-Target or goal, Incentive or money, ease of completing the work, belonginess, freedom, scope of development, career perspective, openness, internal environment, rationality, no pressure feeling, goal setting, employee engagement in decision

making, work environment, flexible human resource policy, flexible time, work from home, pay and benefit, company culture, feedback from immediate supervisor, decision making autonomy, human supervision, independence, achievement, working conditions, promotion, job security, management support, feeling important, information, realistic goal, recognition of an extra effort, feedback and suggestions, controlling and evaluating sales performance, asking for views, social pressure, communication processes, team training, creating team goals and team base incentive, higher education, other personal developmental factors, appreciation, age, education and service, work interest, recreational facilities, competition, sales quotas, job security, extra earnings, company reputation, sales culture, basic rewarding system, special financial rewards, non-financial rewards, sales training, directing, personal evaluation, job components, existence needs, relationship needs. All above factors are listed in Table 2.7.1 of chapter2.

5.2.3 Factors of motivation taken for research work at different stratums:

Factors of motivation which got identified from literature surveys as mentioned above got reviewed for their applicability at different stratums of channels. Industry leaders' inputs also incorporated while listing factors of motivation for different stratums.

Factors of motivation and other working factors got incorporated in stratum wise questionnaires.

5.2.4 Statistically derived factors of Motivation:

Initially identified factors of motivation from all 4 stratums went through statistical analysis and with the help of principal component analysis (PCA) and varimax rotation and they got categorized into key factors of motivation. Findings of principal component analysis (PCA) for all 4 levels of stratums (Retailers, DSEs, Distributors and Managers) are below.

KMO & Bartlett's test (KMO>0.5) has been done for sample adequacy and factors having eigen value >1 has been taken for categorization factors of motivation.

Table 5.2.2 Summary of stratum wise factors of motivation

Factors of Motivation-At a Glance(all 4 Stratum)			
Retailers	**DSEs**	**Distributors**	**Managers**
Channel Policy Channel Engagement process Channel Support	Working Conditions Monetary Benefits & Channel Policy Association with organization	Channel Profitability& processes Channel Engagement& growth Nature of business	Working Environment Benefits

Source: SPSS output

5.2.5. Measuring impact of motivational factors on productivity:

In telecom industry for sales & channel team activations and recharges are two common KPIs (Key performance Indicators) which are driven across channel stratums and also these are most important performance indicators.

As there are multiple factors of motivation and multiple KPI of productivity hence multivariate analysis (MANOVA) found to be most suitable to get the desired output of measuring impact of factors of motivations of productivity.

MANOVA analysis validates significance of following factors which has impact on productivity KPIs of activations and recharges.

SPSS gives us four different approaches to calculate F value for MANOVA. All of them are used to test whether the vector of means of the groups are from the same sampling distribution or not. We can choose any of them for interpretation.

For this research 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,1994).** Hence we have taken Pillai's trace score for interpretation.

❖ **At Retailers level**-Channel policy, channel engagement process and combined impact of channel policy & channel engagement process have direct impact on productivity KPIs of activation & recharges. Eta square which measures the strength of relationship in MANOVA for channel policy is 0.388, channel

engagement is 0.233 and Channel policy with channel engagement is 0.489.All above reflects high strengths of relationship.

At retailers level 3rd factors of motivation channel support which is indicator of four sub-factors- distributors/DSEs support, sales manager/company support, relationship with DSEs/distributors and relationship with sales managers do not have signification impact on productivity KPIs probable due to gap in working of distributors and managers due to which they fails to buildup good relationship with retailers. On basis of individual factor score above four factors have high weightage in priority hence distributors, DSEs, managers should maintain good relationship with retailers.

❖ **At DSEs level**-Organization association, combination of **two factors** working conditions with monetary benefit & channel policy, combination of working condition with organization association have direct impact on productivity KPIs of activation & recharges. Eta square which measures the strength of relationship in MANOVA for organization association is 0.039, combination of working conditions with monetary benefit & channel policy is 0.051 and Channel policy with channel engagement is 0.037.All above reflects medium strengths of relationship.

At DSEs level two other factors of motivation working conditions, monetary benefits and channel policy do not have impact of productivity KPIs and only one factor of motivation Association with organization has impact on their motivation which is probable due to DSEs who are generally young people (75% are in age group of 21-30 year, table 4.1.12) and studying in colleges are

seeking good career and looking for job role at an organization level for which they are working on distributor roll. Hence, only factors which associate them with organization have impact of their productivity and performance. Salary, Incentives are also important for them but they know they can earn their salary or incentive easily just by changing their distributors as there are plenty of requirement for frontline sales executive in market.

❖ **At Distributors level**-Channel engagement & growth, combination of all three factors channel profitability & process, channel engagement & growth, nature of business have direct impact on productivity KPIs of activation & recharges.

Eta square which measures the strength of relationship in MANOVA for Channel engagement & growth is 0.127, combination of all three factors channel profitability & process, channel engagement & growth, nature of business is 0.100. All above reflects medium strengths of relationship.

At Distributors level two factors of motivation channel profitability & process, nature of business do not have impact of productivity KPIs and only nature of business which is representing various sub-factors– products and services, business turnover, good ROI, legally complaint, new generation business, good network, good culture, relationship with company person, being owner of his business, proper communication from company have impact on productivity which is probable to high level of maturity of surveyed distributors. They know very well that if they are associated with good brand which is having all above they will earn good profitability. The associated

factors of channel profitability and process and channel engagement and growth are daily working requirements which a distributor has to adhere and they are cyclic in process. Majority of distributors(80% as shown in figure 4.1.26) were associated with telecom business since more than last 3 years and 72% are associated with distribution business since more than 3 years(figure 4.1.27) hence they would have evaluated other factors prior to taking new distribution of telecom.

❖ **At Managers level**-working environment and benefits do not have direct impact on productivity KPIs of activation & recharges. Both MANOA and ANOVA is not giving desired output. For managers due to small universe and sample size MANOVA is not getting desired output also ANOVA analysis which also got applied is not giving desired output probable due to as managers are part of organization and they also drive many other productivity KPIs (like setting up distribution infra, retailers business participations, distribution hygiene, driving productivity, training of team etc.) organization in addition to activations & recharges.

5.2.6 Measuring impact of working factors on productivity(MANOVA test):

There are some important working factors which has impact on productivity in context of channel sales management. Hence, measuring their impact on productivity KPIs are desired.

MANOVA test was done used to measure impact of working factors on productivity KPIs.

❖ **At Retailers level**- Distributors market visit, sales managers market visit, combination of time given by retailers with distributors market visit and combination of retailers market visit with sales managers market visit have direct impact on productivity KPIs of activation & recharges for retailers.

Eta square which measures the strength of relationship in MANOVA for Distributors market visit is 0.028, sales managers market visit is 0.025 and combination of time given by retailers with distributors market visit is 0.052,combination of retailers market visit with sales managers market visit is 0.092 combination of retailers market visit with sales managers market visit.

At retailers level 1st working factor-Time given by retailers on their business,4th working factor DSEs market visit do not have signification impact on productivity KPIs probably due to the fact although retailers are spending of time on their shop but number of customers who are getting serviced through them are low or they are not providing quality service due to which spending more time is not resulting in better productivity. The 4th working

factor i.e., DSEs market visit not impacting better productivity also reflects that although retailers are getting serviced from DSEs on regular basis but as customer size or customer servicing quality of retailers are not good hence it is not resulting in better productivity.

❖ **At DSEs level**-frequency of gate meeting, distributor market visit, sales manager market visit and combination of distributor market visit with sales manager market visit have direct impact on productivity KPIs of activation & recharges.

Eta square which measures the strength of relationship in MANOVA for frequency of gate meeting is 0.034, distributor market visit is 0.056, sales manager market visit is 0.063 and combination of distributor market visit with sales manager market visit is 0.089. All above reflects good strengths of relationship.

At DSEs level one other working factor frequency of DSEs review does not have impact on productivity KPIs which is probable due to quality of DSEs review. DSEs review is happening regularly but for making it impactful there should be enough preparation and also post review DSEs should get motivated enough so that they get aligned with their targets and start working accordingly.

❖ **At Distributors level**-Time given by distributors, frequency of gate meeting

has direct impact on productivity KPIs of activation & recharge.

Eta square which measures the strength of relationship in MANOVA for Time

given by distributors is 0.128, frequency of gate meeting is 0.132.Which

reflects high strengths of relationship between these working KPIs and

productivity.

There are other two working factors frequency of DSEs review, frequency of

distributors market visit which do not have impact of productivity KPIs which

is probable due to poor quality of DSEs review. DSEs review is happening

regularly but for making it impactful there should be enough preparation and

also post review DSEs should get motivated enough so that they get aligned

with their targets and start working accordingly. The same finding also came

for low impact of DSEs review on DSEs productivity and same is true for poor

distributors productivity.

Frequency of distributors review is having no impact on productivity as half of

distributors frequency of market visit is low and balance who are visiting the

market are also not doing it will rigor. They are probable doing market visit

casually with much readiness. It is always suggested to any channel sales

people to visit the market always with factors and figures, how company

offerings are profitable to them and how it is better than competitors'

offerings. If channels sales people visit the market with complete readiness of

how their products or services are **Best for Retail**, **Best for customer** and

have availability of sufficient stocks **(Stocks till neck)** then only it results in better productivity.

❖ **At Managers level** none of the four working KPIs-Time given by managers, frequency of gate meeting, frequency of DSEs review, frequency of distributors review do not have direct impact on productivity KPIs of activation & recharges. For managers due to small universe and sample size MANOVA is not getting desired output also ANOVA analysis which also got applied is not giving desired output probable due to as managers are part of organization and they also drive many other productivity KPIs (like setting up distribution infra, retailers business participations, distribution hygiene, driving productivity, training of team etc.) organization in addition to activations & recharges.

5.3 Managerial Implications:

This study is an extensive study with focus on channel members-retailers, DSEs, Distributors and managers. The findings of research have various aspects of implications which are as below:

Theoretical Implications:

- ✓ This research work reveals the factors of motivation at four levels of distribution channels- retailers, DSEs, Distributors and managers. Out of which three levels are part of external partners and were low focused by academicians and researchers in past studies.

- ✓ In addition to the factors of motivations there are many working factors which are also important to drive productivity are also been identified.

- ✓ This study able to re-establish the relationship between factors of motivation and other working factors with productivity in the context of channel sales.

- ✓ Various statistical tools like Principal component analysis (PCA), MANOVA, ANOVA used in the context of channel sales to establish the linkages between motivation and productivity.

Practical Implications:

- ✓ This study will help managers and organizations in devising their employee engagement or motivation strategy to be more impactful.

- ✓ There are many other working factors which have direct impact on productivity which got found from this study. Managers and organization must give due considerations to all these working factors.

- ✓ Findings of this research can be used by Telecom and other industry to design and develop their channel policy which will result in long term sustainable business, low employee and distributor turnover.

Social Implications:

- ✓ This study able to reiterates the importance of people in context of channel sales management and shows that in any competitive scenarios it is always important to take care of behavioral aspect of people to keep their motivation high which has direct impact of productivity.
- ✓ As this is work to study the behavioral aspects of channel sales motivation and its impact on productivity hence this is not limited to specific geography or sectors. Similar distribution structures are followed by other sectors like FMCG, FMCD, paint, device industry, lubricants etc. for which this study is relevant and findings can be used.

5.4 Comparison of findings of this study with existing literature:

Herzberg's two factor theory (Motivation-Hygiene theory) which creates the foundation for factors of motivation and **Vroom's Expectancy theory** which connects the effect of motivation to performance are the two basic theories which create the foundation of my research work.

As per Herzberg's two factor theory Intrinsic factors, such as work itself, responsibilities and achievement are related with job satisfaction while there are other factors which are extrinsic like supervision, pay, company policies and working condition are found to be related with job dis-satisfaction.

5.4.1 Retailers(Stratum-1):Validation of Herzberg's 2 factor theory:

All factors of motivation of retailers were categorised into Motivation and Hygiene factors basis Herzberg's 2 factors theory and post this research analysis they were again re-categorized into Motivation and Hygiene factors; factors which found to have impact on productivity got defined as Motivation Factors and other factors got categorised as Hygiene factor which is given in below table.

There are **eleven factors** service oriented business, culture, proper communication, brand association, products and services, sales target, Good network, no conflict in business, expiry and replacement policy, claim settlement and Commission/margin/incentive which are Hygiene factors as

per Herzberg's theory found to be working as motivation factor for retailers and motivate them for higher productivity.

There are **five factors** recognition from distributor and company, social recognition, performance feedback, suggestion taken, reward and recognition which are motivation factors as per Herzberg's theory also found to be working as motivation factor for retailers and motivate them for higher productivity.

There are **four factors** relationship with sales managers, sales manager's support, relationship with DSEs& distributor, DSEs/Distributors support which are hygiene factors as per Herzberg's theory are also found to be working as hygiene factors for retailers and do not found to motivate them for higher productivity.

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Table 5.4.1 Validation of Herzberg's two factor theory for retailers

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Factors of Motivation	2 factors categorizations (As per Herzberg's two-factor Theory)	2 factors categorizations (Basis this research work)
Relationship_SalesMgr	Hygiene factor	Hygiene factor
SM_CompanySupport	Hygiene factor	Hygiene factor
Recognition_Distributor_Company	**Motivation factor**	**Motivation factor**
Social_Recognition	**Motivation factor**	**Motivation factor**
Relationship_DSEDist	Hygiene factor	Hygiene factor
Service_oriented	Hygiene factor	**Motivation factor**
DSE_Dist_Support	Hygiene factor	Hygiene factor
Culture	Hygiene factor	**Motivation factor**
Proper_Communication	Hygiene factor	**Motivation factor**
Performance_Feedback	**Motivation factor**	**Motivation factor**
Brand_Association	Hygiene factor	**Motivation factor**
Suggestions_Taken	**Motivation factor**	**Motivation factor**
Reward_Recognition	**Motivation factor**	**Motivation factor**
Products_Services	Hygiene factor	**Motivation factor**
Sales_Target	Hygiene factor	**Motivation factor**

GoodNetwork	Hygiene factor	**Motivation factor**
NoConflict	Hygiene factor	**Motivation factor**
Expriy_Replacement_Policy	Hygiene factor	**Motivation factor**
Claim_Settlement	Hygiene factor	**Motivation factor**
Commission_Margin_Incentive	Hygiene factor	**Motivation factor**

Source:MANOVA output

DSEs (Stratum-2): Validation of Herzberg's 2 factor theory:

All factors of motivation of DSEs were categorised into Motivation and Hygiene factors basis Herzberg's 2 factors theory and post this research analysis they were again re-categorized into Motivation and Hygiene factors; factors which found to have impact on productivity got defined as Motivation Factors and other factors got categorised as Hygiene factor which is given in below table.

There is **only one factor-**service oriented business which is Hygiene factor as per Herzberg's theory found to be working as motivation factor for DSEs and motivate them for higher productivity.

There are **six factors** recognition from distributor and company, social recognition, performance feedback, views and suggestion taken, reward and growth opportunities and responsibilities given which are motivation factors as per Herzberg's theory also found to be working as motivation factor for DSEs and motivate them for higher productivity.

There are **two factors-** time to study and personal work and reward and recognition which are motivational factors as per Herzberg's theory found to

be working as hygiene factors for DSEs and do not found to motivate them for higher productivity.

There are **sixteen factors-**training support, service oriented business, faster and fair claim settlement, sales target, retailer scheme, comfortable environment, proper communication, expiry and replacement policy, salary/commission/incentive, products and services, good network, joint market working, relationship wise distributor and sales manager, culture, relationship with retailers, sales manager engagement and brand association which are hygiene factors as per Herzberg's theory also found to be working as hygiene factors DSEs and do not found to motivate them for higher productivity.

Table 5.4.2 Validation of Herzberg's two factor theory for DSEs

Factors of Motivation	2 factors categorizations (As per Herzberg's two-factor Theory)	2 factors categorizations (Basis this research work)
TrainingSupport	Hygiene factor	Hygiene factor
Recognition_DistrCompany	**Motivation factor**	**Motivation factor**
Service_Oriented_Business	Hygiene factor	**Motivation factor**
Social_Recognition	**Motivation factor**	**Motivation factor**
Views_suggestions_taken	**Motivation factor**	**Motivation factor**
PerformanceFeedback	**Motivation factor**	**Motivation factor**
FasterFair_ClaimSettlement	Hygiene factor	Hygiene factor
Time_StudyPersonalwork	**Motivation factor**	Hygiene factor
Sales_Target	Hygiene factor	Hygiene factor
Reward_RnR	**Motivation factor**	Hygiene factor
Retailer_Scheme	Hygiene factor	Hygiene factor
ComfortableEnvironment	Hygiene factor	Hygiene factor
ProperCommunication	Hygiene factor	Hygiene factor
Expiry_ReplacementPolicy	Hygiene factor	Hygiene factor
Salary_Commission_Incentive	Hygiene factor	Hygiene factor
Products_Services	Hygiene factor	Hygiene factor
Growth_DevOpportunities	**Motivation factor**	**Motivation factor**
GoodNetwork	Hygiene factor	Hygiene factor
JointMarketworking	Hygiene factor	Hygiene factor
Relationship_Dist_SM	Hygiene factor	Hygiene factor
Culture	Hygiene factor	Hygiene factor
Relationship_Retailers	Hygiene factor	Hygiene factor
SM_Engagement	Hygiene factor	Hygiene factor
BrandAssociation	Hygiene factor	Hygiene factor
Additional_Responsibilities	**Motivation factor**	**Motivation factor**

Source:MANOVA output

Distributors (Stratum-3): Validation of Herzberg's 2 factor theory:

All factors of motivation of distributors were categorised into Motivation and Hygiene factors basis Herzberg's 2 factors theory and post this research analysis they were again re-categorized into Motivation and Hygiene factors; factors which found to have impact on productivity got defined as Motivation Factors and other factors got categorised as Hygiene factor which is given in below table.

There are **three factors-**performance feedback, being owner of own business, reward and recognition which are motivation factors as per Herzberg's theory found to be working as hygiene factors for Distributors and do motivate them for higher productivity.

There are **three factors** growth& developmental opportunities, additional responsibilities given and views/suggestions are taken by the company which are motivation factors as per Herzberg's theory also found to be working as motivation factor for Distributors and motivate them for higher productivity.

There are **nine factors-**sales target, training support, appointment and retrenchment policy, defined geography of working, commission/margin, service oriented business, market working with company person, social recognition, company person's engagement are hygiene factors as per Herzberg's theory found to be working as motivation factors for distributors and do not found to motivate them for higher productivity.

There are **twenty two factors (as listed below)**which are hygiene factors as per Herzberg's theory also found to be working as hygiene factors for distributors and do not found to motivate them for higher productivity.

Table 5.4.3 Validation of Herzberg's two factor theory for Distributors

Factors of Motivation	2 factors categorizations (As per Herzberg's two-factor Theory)	2 factors categorizations (Basis this research work)
Association with Brand Name	Hygiene factor	Hygiene factor
Good Culture	Hygiene factor	Hygiene factor
Performance Feedback	**Motivation factor**	Hygiene factor
DSE Scheme	Hygiene factor	Hygiene factor
Sales Target	Hygiene factor	**Motivation factor**
Training Support	Hygiene factor	**Motivation factor**
Being Owner	**Motivation factor**	Hygiene factor
Easy Exit	Hygiene factor	Hygiene factor
Space Requirement	Hygiene factor	Hygiene factor
Relationship with Company Person	Hygiene factor	Hygiene factor
Growth & Development Opportunities	**Motivation factor**	**Motivation factor**
New Generation Business	Hygiene factor	Hygiene factor
Comfortable working Environ	Hygiene factor	Hygiene factor
Appointment & Retrenchment Policy	Hygiene factor	**Motivation factor**
Products & services	Hygiene factor	Hygiene factor
Low Credit Business	Hygiene factor	Hygiene factor
Defined Geography	Hygiene factor	**Motivation factor**
Good ROI	Hygiene factor	Hygiene factor
Low Risk	Hygiene factor	Hygiene factor
Business TO	Hygiene factor	Hygiene factor
Commission_Margin	Hygiene factor	**Motivation factor**
Service Oriented Business	Hygiene factor	**Motivation factor**
Sales Team	Hygiene factor	Hygiene factor
Proper Communication from Company	Hygiene factor	Hygiene factor
Expiry & Replacement Policy	Hygiene factor	Hygiene factor
Good Network	Hygiene factor	Hygiene factor
Market working with Company person	Hygiene factor	**Motivation factor**
Social Recognition	Hygiene factor	**Motivation factor**
Legally Complaint	Hygiene factor	Hygiene factor
Retailer Scheme	Hygiene factor	Hygiene factor
Company Person's Engagement	Hygiene factor	**Motivation factor**
Additional Responsibilities	**Motivation factor**	**Motivation factor**

Fair Settlement	Hygiene factor	Hygiene factor
IncentiveContest	Hygiene factor	Hygiene factor
RewardRecog	**Motivation factor**	Hygiene factor
View/Suggestions taken by company	**Motivation factor**	**Motivation factor**
No Conflict/Dispute	Hygiene factor	Hygiene factor

Source: SPSS output

Managers (Stratum-4): Validation of Herzberg's 2 factor theory:

All factors of motivation of managers were categorised into Motivation and Hygiene factors basis Herzberg's 2 factors theory and post this research analysis they were again re-categorized into Motivation and Hygiene factors; factors which found to have impact on productivity got defined as Motivation Factors and other factors got categorised as Hygiene factor which is given in below table.

There are **four factors-**Job role, reward & recognition, growth opportunities and social recognition which are motivation factors as per Herzberg's theory found to be working as hygiene factors for Managers and do motivate them for higher productivity.

There are **four other factors**-training & learning, brand association, employee policy and salary/incentives which are hygiene factors as per Herzberg's theory also found to be working as hygiene factors for managers and do not found to motivate them for higher productivity.

Table 5.4.4 Validation of Herzberg's two factor theory for Managers

Factors of Motivation	2 factors categorizations (As per Herzberg's two-factor Theory)	2 factors categorizations (Basis this research work)
Training_Learning	Hygiene factor	Hygiene factor
JobRole	**Motivation factor**	Hygiene factor
Brand_Association	Hygiene factor	Hygiene factor
Reward_Recognition	**Motivation factor**	Hygiene factor
Growth_Opportunities	**Motivation factor**	Hygiene factor
Social_Recognition	**Motivation factor**	Hygiene factor
Employee_Policy	Hygiene factor	Hygiene factor
Salary_Incentives	Hygiene factor	Hygiene factor

Source:MANOVA output

5.4.2 Validation of Vroom's theory:

As per Vroom's expectancy theory the strength of a tendency to act in certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome for the individual. The theory focuses on following three relationships:

1. Effort-performance relationship: The probability perceived by the individual that exerting a given amount of effort will lead to performance.

2. Performance reward relationship: The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.

3. Reward-Personal goals relationship: The degree to which organizational reward satisfy an individual's personal goals or needs the attractiveness of those potential rewards for the individual (Robbins,2003).

Out of above 3 kind of relationships, the **1st relationship i.e., Effort-performance relationship** got tested by MANOVA/ANOVA test by finding the impact of other working KPIs which are primarily the actions or effort given by channel members which results in performance or productivity.

Retailers (Stratum-1): Validation of Vroom's theory:

At retailer level **Time given by retailers** for his business does not found to have significant impact on productivity which is opposite to Vroom's theory.

In competitive scenario there are many other factors which support productivity like retailer do not have sufficient customer base, there is intensive competition among retailers etc.

DSEs (Stratum-2): Validation of Vroom's theory:

At DSEs level **Frequency of Gate Meetings and Frequency of DSEs review** are two effort related activities done by DSEs. Out of which Frequency of gate meeting found to be positively co-related with productivity. But there must be some improvement required in conducting DSEs reviews due to which it is not giving desired productivity.

Distributors (Stratum-3): Validation of Vroom's theory:

At Distributors level **Time given by distributors, frequency of gate meeting, frequency of DSE review and frequency of distributor market visit** are the four effort related activities done by distributors. Out of which Time given by distributor on his business and frequency of gate meeting found to be positively co-related with productivity. However there must be some improvement required in doing DSEs review and in frequency of distributor market visit hence desired productivity from above actions is not coming.

Managers (Stratum-4): Validation of Vroom's theory:

At manager level none of four effort related actions **Time given by managers, frequency of gate meeting, frequency of DSEs review and frequency of distributors review** found to be positively co-related with productivity.

Which is might be due to the other stakeholders of channel sales retailers, distributors, DSEs are not their work properly hence poor productivity is coming. Also there might be some other factors like products, network etc due to which the desired productivity is not coming.

5.4.3 Comparison of findings of this study with research articles:

Table 5.4.5 Comparison with existing literatures

Comparison of Existing literatures with research findings				
SL No	**Articles Topic**	**Article Details**	**Author**	**Article Findings**	**Research Findings**

SL No	Articles Topic	Article Details	Author	Article Findings	Research Findings
1	Does motivation really count for sales force performance in pharmaceutical industry?	Business and management research(2014),vol3,no2., pg 1-9	Sahoo, Saroj Kumar et.al.	The article analysed the impact of sales force motivation on selling performance. Exploratory factor analysis was used to extract 9factors from list of 31factors.These factors are put into ordinal regression with selling performance. The results show that five factors have significant positive impact on selling performance.	In this research principal component analysis with MANOVA analysis has been used to measure impact of factors of motivation on productivity kpi's. This research finding shows positive impact of factors of motivation on productivity.
2	Reexamination of Herzberg's two factor theory of motivation in the Korean army foodservices operations	Journal of food service business research(2011),14,Pg 100-121	Hyun,Sungmin &Oh,Haemoon	This study compares general job satisfaction between soldier and officer groups and assesses the effect of Herzberg's motivators and hygiene factors.For soldiers hygiene factors were more powerful predictor of job satisfaction than motivators. While motivators had more significant association with officers. ANOVA and multiple regression method was used in deriving the results.	In this research also similar result has been found. There are many motivational factors which found to be working as hygiene factor at different stratum of channel sales and also vis-a-versa i.e., many hygiene factors of Herzberg's theory found to working as motivation factors.
3	Managing work motivation at the bottom-A case from footwear manufacturing organsiation in India	Vilakshan,X IM Journal of Management (2010),March	Bhat,Suneeta &Shah, Hardik	This article provides an explanation of how employee motivation affects employee behaviour within organization. It also gives insight of creating and developing satisfied workforce. Relationship between motivation and productivity got tested through hypothesis. Descriptive research analysis with cluster analysis has been used for data analysis and findings.	This research also establishes the relationship between factors of motivation and productivity. Descriptive research analysis method with MANOVA analysis used for establishing the relationship.

4	Reexamination of Herzberg's two factor theory of motivation in the Korean army foodservices operations	Journal of food service business research(2011),14,Pg 100-121	Hyun,S ungmin &Oh,H aemoon	The purpose of this study was to develop an instrument to explore food tourists motivation. Exploratory factors analysis with varimax rotation was done to explore push and pull factors of motivation.	For finding the factors of motivation which are significant principal component analysis and varimax rotation has been used in this research work
5	Impact of employee motivation on performance(pr oductivity) In private organisation	International Journal of business trends and technology(2 012),vol 2,Issue4,pg 29-35	Chaudh ary,Nu pur&Sh arma,B harti	Objective of this study was to identify the factors that encourage positive motivational behaviour among employees. Descriptive research methodology has been used.	In this research in addition to descriptive study statistical methods-PCA & MANOVA analysis has also been used.
6	Improving sales performance through sales force motivation strategies:A study of pharmaceutical firms in Nigeria	International Journal of Business Management & Economic research(201 2),Vol 3(5),Pg 620-626	John,A mue.G onewa et. al.	This paper explores improvement in sales force performance from sales force motivation strategy. The result shows strong relationship between dimensions of motivation strategy and sales performance.CFA analysis with least square method used to test the hypothesis.	This research also establishes the relationship between factors of motivation and productivity. Descriptive research analysis method with MANOVA analysis used for establishing the relationship.
7	The effect of team process and key compensation factors while motivating high performance in pharmaceutical sales teams	International Journal of Research in commerce,I T and management (2012),Vol.2 ,Issue3(Marc h),Pg 56-60	Kumar, Dr.Sure ndra	This paper explores the background of sales team in pharmaceutical industry on team motivation and compensation factor. Interview method was used in getting feedback from people working in pharmaceutical industry. Findings of research shows that pharmaceutical companies can improve the motivational of their sales team by improving communication processes, developing and implementing team training, creating team goals and developing a team based incentive plan.	In this research factors of motivation got derived with the help of PCA with varimax rotation

5.5 Limitations of the research:

➢ This study has been done only for three selected telecom operators of Jharkhand

➢ The study is limited to pre-paid business of telecom. post-paid channel has not been study as it has only 2 layer of distribution channels

➢ This study is done for distribution channel of wireless business only. Wireline business is not included for this study.

5.6 Scope of future Research:

➢ This study finds factors of motivations at different level however there was no comparison done between factors of motivations at different level which can be studied further.

➢ Similarly, the impact of motivation on productivity at different level can be studied further.

➢ There are many other KPIs like time given, distributors market visit, sales managers market visit, gate meetings etc. which have impact on productivity at each stratums level which can be studied further in future.

➢ Future researcher can also study the impact of behaviour of organizations on respective channel stratums as channel sales is an extended arm of organization.

➢ Separate study at each stratum level can be done to get further insight of factors of motivation, working factors and productivity.

5.7 Summary:

Motivation is most commonly used terminology in area of sales and channel management, as people know this results in between results and productivity. Every day channel sales people devise new ways of motivating people to get desired results. This study definitely validates the basic motivational theories which studied the importance of practice of motivating people working in channel sales and how it impacts their productivity. Also in addition to motivational factors there are various working factors which are responsible for productivity of channel sales.

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APPENDICES

Date of Interview:				; Questionnaire No:	

Respondent Name:				; Outlet Name:	

Date of Interview: _____ ; **Questionnaire No:** _____

Respondent Name: _____ ; **Outlet Name:** _____

Address: _____ ;**Town/City:** _____

Pin code: _____ **MobNo:** _____ ; **Email Id:** _____

Please Circle or Tick the Center of Survey:							
Jamshedpur	1	Dhanbad	1	Ranchi	1	Bokaro Steel City	1
Deoghar	2	Phusro	2	Hazaribagh	2	Giridih	2
Ramgarh	2	Medininagar	2	Chirkunda	2	XXXXXXXXXXXX	X

Good morning …, I am Ajitabh Dubey, doing Research work to study Telecom Service Providers of Jharkhand.I would be grateful if you could spare some time to give us your opinion. I assure you that as per the norms of Marketing Research your responses would be kept confidential and your identity will not be disclosed in any way.

SECTION A: BASIC DATA

Q.A1. AGE(in years):

1-20years ☐

21-30years ☐

31-40years ☐

41-50 years ☐

>50 years ☐

Q.A2. GENDER: MALE: ☐ FEMALE: ☐

Q.A3. Marital Status: Married: ☐ Single: ☐

Q.A4. What is your education Level?
Illiterate ☐
School Up to 4Years ☐
School 5-9Years ☐
SSC/HSC ☐
Some college but not Graduate ☐
Graduate/PG General ☐
Graduate/PG Professional ☐

Q.A5. Can you please share the details of your Businesses?

Company Name: **Turnover Monthly (in Thousands)**

Aircel:_____

Idea:_____

Docomo:_____

Q.A6. Since how long are you associated with Telecom Business?

Less Than 1Year	☐
1-3years	☐
3-5Years	☐
5-10Years	☐
>10Years	☐

Q.A7. WhichTelecom Company's gross you did the Maximum (in last 30-60Days)?

Aircel	☐
Idea	☐
Tata-Docomo	☐

Q.A8. Since how long are you associated with Retail Business?

Less Than 1Year	☐
1-3years	☐
3-5Years	☐
5-10Years	☐
>10Years	☐

Q.A9. Before Telecom Business which sector of Business you were/are associated with?

FMCG	☐
Durables	☐
Paint	☐
Manufacturing	☐
Retail	☐
Any Others	☐

Q.A10. What is structure of your firm?

Proprietorship	☐
Partnership	☐
Pvt Ltd Company	☐

SECTION B: OPINIONS

I have with me a list of various factors which might be Important/Un- important for you to do Business. Please rate these Factors-with the help of scale provided –**your extent of Importance with the Factors.** Please remember that there is no right or wrong answer. It is your opinion that counts.

Please Rate the statements On a Scale of 1 to 7.

1-Not at All Importance; 2-Low Importance; 3-Slightly Important; 4-Neutral;

5-Moderate Importance; 6-Very Important; 7-Extremely Important

CARD B-		NI	LI	SI	N	MI	VI	EI
Q.B1.	Commission, Margin Or Incentives	1	2	3	4	5	6	7
Q.B2.	Reward or Recognition	1	2	3	4	5	6	7
Q.B3.	Sales Targets	1	2	3	4	5	6	7
Q.B4.	claim settlement cycle	1	2	3	4	5	6	7
Q.B5.	There is no Conflict/Dispute	1	2	3	4	5	6	7
Q.B6.	Company's Expiry or replacement policy	1	2	3	4	5	6	7
Q.B7.	Company's services/products	1	2	3	4	5	6	7
Q.B8.	Company's Network is Good	1	2	3	4	5	6	7
Q.B9.	Views/suggestions are taken by company/Distributor	1	2	3	4	5	6	7
Q.B10.	Service oriented business	1	2	3	4	5	6	7
Q.B11.	Performance Feedback	1	2	3	4	5	6	7
Q.B12.	Support from DSE/Distributor	1	2	3	4	5	6	7
Q.B13.	Support from Sales Manager/Company	1	2	3	4	5	6	7
Q.B14.	Recognition from Distributor/Company	1	2	3	4	5	6	7
Q.B15.	Social Recognition	1	2	3	4	5	6	7
Q.B16.	Relationship with DSE/Distributor	1	2	3	4	5	6	7
Q.B17.	Relationship with Sales Manager	1	2	3	4	5	6	7
Q.B18.	Association with Brand Name	1	2	3	4	5	6	7
Q.B19.	Culture of organization	1	2	3	4	5	6	7
Q.B20.	Proper Communication from company	1	2	3	4	5	6	7

SECTION C:KPI DATAS

Q.C1.   What is your Total Monthly volume/Turnover?
0-2Lacs   ☐
2-5Lacs   ☐
5-10Lacs   ☐
10-20Lacs   ☐
20-40Lacs   ☐
>40Lacs   ☐

Q.C2.   How much Investment you have done in your existing Telecom Business?
0-2Lacs   ☐
2-5Lacs   ☐
5-10Lacs   ☐
10-20Lacs   ☐
20-40Lacs   ☐
>40Lacs   ☐

Q.C3.   How many manpower do you have?
Promoter-   ☐
MIS-   ☐
CAF Filler-   ☐
Any Other-   ☐

Q.C4.   How much is your Profit Margin on Gross Activation (In Amount Rs.)?
0-5-   ☐
6-10   ☐
11-20   ☐
>20   ☐

Q.C5.   Please tell me amount of other Incentive or support (In Amount) you earn or given by company?
0-5k   ☐
5k-10k   ☐
10k-20k   ☐
20k-50k   ☐
>50k   ☐

Q.C6.   How much time you give to your Telecom Business?
No Time   ☐
1-2Hrs
2-5Hrs   ☐
5-8Hrs
8-12Hrs   ☐
>12Hrs

Q.C7. what is frequency of your Distributor's Market visit (Refer working of Top operator) (as per QA7)?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C8. what is frequency of your Company's Sales Manager's Market visit (Refer working of Top Operator SM) (as per Q.A.7)?

Daily. ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C9. what is frequency of your DSE's Market visit or working (Refer DSE of Top Operator as per Q.A.7)?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C10. Are you looking for New Business?

Yes ☐

No ☐

Q.C11. On a scale of 1 to 7 how will you rate your motivation level?

1: Low Motivation ☐

7: High Motivation

Q.C12. On a scale of 1 to 7 how will you rate your performance/productivity?

1: Low Productivity

7: High Productivity

Q.C13. How much Activations(in nos) you do in a month?

1-10 ☐

11-25 ☐

26-50 ☐

51-100 ☐

101-300 ☐

301-500 ☐

501 & above ☐

Q.C14. How much recharges you do in a month?

1-10000 ☐

10001-25000 ☐

25001-50000 ☐

50001-100000 ☐

100001-300000 ☐

300001-500000 ☐

500001 & above ☐

Q.C15. Brand recommended by Retailer from his retailer point in order (For Gross):

Aircel ☐

Idea ☐

Docomo ☐

----Thank Respondent & Terminate Interview------

Date of Interview:			; Questionnaire No;_____	
Respondent's Name:			; Distributor Name:_____	
Address:_____			; Town/City:_____	
Pin code:_____ Mob No:_____			; Email Id:_____	

Please Circle or Tick the Center of Survey:							
Jamshedpur	1	Dhanbad	1	Ranchi	1	Bokaro Steel City	1
Deoghar	2	Phusro	2	Hazaribagh	2	Giridih	2
Ramgarh	2	Medininagar	2	Chirkunda	2	XXXXXXXXXXXX	X

Good morning …,I am Ajitabh Dubey a student, doing Research work to study Telecom Service Providers of Jharkhand. I would be grateful if you could spare some time to give me your opinion. We assure you that as per the norms of Marketing Research your responses would be kept confidential and your identity will not be disclosed in any way.

SECTION A: BASIC DATA

Q.A1. AGE(in years):

1-20years ☐

21-30years ☐

31-40years ☐

41-50 years ☐

>50 years ☐

Q.A2. GENDER: MALE: ☐   FEMALE: ☐

Q.A3. Marital Status: Married: ☐   Single: ☐

Q.A4. What is your education Level?

No Formal Schooling ☐

School Upto 4Years ☐

School 5-9Years ☐

SSC/HSC ☐

Some college but not Graduate ☐

Graduate/PG General ☐

Graduate/PG Professional ☐

Q.A5.   OCCUPATION(Other Occupation besides DSE):

_____

Q.A6.   Since how long are you associated with Telecom Business?
Less Than 1Year ☐
1-3years ☐
3-5Years ☐
5-10Years ☐
>10Years ☐

Q.A7.Which Telecom company you are associated with?

Operators	Code
Airtel	1
Reliance	2
Vodafone	3
Idea	4
Tata-Docomo	5
Uninor	6
Aircel	7
BSNL	8

Q.A8.   Since how long are you are doing job of a DSE?
Less Than 1Year ☐
1-3years ☐
3-5Years ☐
5-10Years ☐
>10Years ☐

Q.A9.   Before Telecom Business which sector of Business you were/are associated with?
FMCG ☐
Durables ☐
Paint ☐
Manufacturing ☐
Retail ☐
Any Others ☐
Not Associated ☐

SECTION B: OPINIONS

I have with me a list of various factors which might be Important/Un- important for you to do Business. Please rate these Factors-with the help of scale provided –**your extent of Importance with the Factors.** Please remember that there is no right or wrong answer. It is your opinion that counts.

Please Rate the statements On a Scale of 1 to 7.

1-Not at All Importance

2-Low Importance

3-Slightly Important

4-Neutral

5-Moderate Importance

6-Very Important

7-Extremely Important

CARD B-		NI	LI	SI	N	MI	VI	EI
Q.B1.	Salary, Incentive& Commission Structure	1	2	3	4	5	6	7
Q.B2.	Rewards & Recognition	1	2	3	4	5	6	7
Q.B3.	Comfortable working environment	1	2	3	4	5	6	7
Q.B4.	Good Retailer Scheme	1	2	3	4	5	6	7
Q.B5.	Sales Target	1	2	3	4	5	6	7
Q.B6.	Fair & Faster claim settlement cycle	1	2	3	4	5	6	7
Q.B7.	Company's Expiry and replacement policy	1	2	3	4	5	6	7
Q.B8.	Company's services/products	1	2	3	4	5	6	7
Q.B9.	Company's Network is Good	1	2	3	4	5	6	7
Q.B10.	Growth & Developmental Opportunities	1	2	3	4	5	6	7
Q.B11.	Gets time to Study and personal work	1	2	3	4	5	6	7
Q.B12.	Training support from company	1	2	3	4	5	6	7

Q.B13.	Performance Feedback	1	2	3	4	5	6	7
Q.B14.	Recognition from Distributor/Company	1	2	3	4	5	6	7
Q.B15.	Social Recognition	1	2	3	4	5	6	7
Q.B16.	Additional responsibilities given	1	2	3	4	5	6	7
Q.B17.	Association with Brand Name	1	2	3	4	5	6	7
Q.B18.	Culture of organization	1	2	3	4	5	6	7
Q.B19.	Relationship with Distributor/company person	1	2	3	4	5	6	7
Q.B20.	Relationship with Retailers	1	2	3	4	5	6	7
Q.B21.	Company persons engagement in Business	1	2	3	4	5	6	7
Q.B22.	Joint Market working with company person	1	2	3	4	5	6	7
Q.B23.	Proper Communication from company	1	2	3	4	5	6	7
Q.B24.	Views/suggestions are taken by company/Distributor	1	2	3	4	5	6	7
Q.B25.	Service oriented business	1	2	3	4	5	6	7

SECTION C: ACTION/PROCESS RELATED QUESTIONS

Q.C1. What is your Total Monthly volume of business /Turnover?

0-2Lacs ☐
2-5Lacs ☐
5-10Lacs ☐
10-20Lacs ☐
20-40Lacs ☐
>40Lacs ☐

Q.C2. How much is your salary?

Less Than 3K ☐
3k-5k ☐
5k-8k ☐
8k-12k ☐
>12k ☐

Q.C3. Please tell me amount of other Incentive (In Amount) you earn or given by company?

<500 ☐
500-1K ☐
1K-1.5K ☐
1.5K-2K ☐
>2K ☐

Q.C4. How much of your time you work?

1-2Hrs ☐
2-5Hrs ☐
5-8hrs ☐
>8Hrs ☐
>12Hrs ☐

Q.C5. What is frequency of Gate Meeting/Morning Meeting at your Distributor point?

Daily ☐
Alternate Day ☐
Twice a week ☐
Weekly ☐
More Than A week ☐

Q.C6. What is frequency of DSE Review Meeting at your Distributor point?

Daily ☐
Alternate Day ☐
Twice a week ☐
Weekly ☐
More Than A week ☐

Q.C7. what is frequency of Market visit or working of your distributor?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C8. what is frequency of Market visit or working of your Company Sales Manager?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C9. How frequently you follow Beat plan as assigned to you?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Q.C.10. Are you looking for a new job?

Yes ☐

No ☐

Q.C.11. On a scale of 1 to 7 how you rate your motivation level?

1: Low Motivation

7: High Motivation ☐

Q.C.12. On a scale of 1 to 7 how you rate your performance/productivity?

1:Low Performance

7: High Performance ☐

Q.C13. How much Activations (in nos) you do in a month?

1-100 ☐

101-200 ☐

201-500 ☐

>500 ☐

Q.C14. How much recharges you do in a month?

1-100000 ☐

100001-300000 ☐

300001-500000 ☐

>50000 ☐

---Thank, Respondent & Terminate Interview------

Date of Interview:				;Questionnaire No:_____	
Respondent's Name:				;Name of the Firm:_____	
Address:_____				;Town/City:_____	
Pin code:_____ Tel No:_____				;Email Id:_____	

Please Circle or Tick the Center of Survey:							
Jamshedpur	1	Dhanbad	1	Ranchi	1	Bokaro Steel City	1
Deoghar	2	Phusro	2	Hazaribagh	2	Giridih	2
Ramgarh	2	Medininagar	2	Chirkunda	2	XXXXXXXXXXXX	X

Good morning …,I am Ajitabh Dubey, doing Research work to study Telecom Service Providers of Jharkhand.I would be grateful if you could spare some time to give me your opinion. I assure you that as per the norms of Marketing Research your responses would be kept confidential and your identity will not be disclosed in any way.

SECTION A:BASIC DATA

Q.A1.   AGE(in years):

1-20years

21-30years

31-40years

41-50 years

>50 years

Q.A2.   GENDER: Male: Female:

Q.A3.   Marital Status: Married: Single:

Q.A4.   What is your education Level?
Illiterate

School Upto 4Years

School 5-9Years

SSC/HSC

Some college but not Graduate

Graduate/PG General

Graduate/PG Professional

Q.A5.   Can you please share the details of your Businesses?
Company Name: Turnover Monthly(In Lacs)

_____
_____
_____
_____
_____

Q.A6.   Since how long are you associated with Telecom Business?
Less Than 1Year   ☐
1-3years   ☐
3-5Years   ☐
5-10Years   ☐
>10Years   ☐

Q.A7. Which Telecom company/Companies you are associated with?

Operators	Code
Airtel	1
Reliance	2
Vodafone	3
Idea	4
Tata-Docomo	5
Uninor	6
Aircel	7
BSNL	8

Q.A8.Since how long you are associated with Distribution Business?
Less Than 1Year   ☐
1-3years   ☐
3-5Years   ☐
5-10Years   ☐
>10Years   ☐

Q.A9.   What is structure of your firm?
Proprietorship   ☐
Partnership   ☐
Pvt Ltd Company   ☐

SECTION B: OPINIONS

I have with me a list of various factors which might be Important/Un- important for you to do Business.Please rate these Factors-with the help of scale provided –**your extent of Importance with the Factors.** Please remember that there is no right or wrong answer. It is your opinion that counts.

Please Rate the statements On a Scale of 1 to 7.

1-Not at All Importance; 2-Low Importance; 3-Slightly Important; 4-Neutral;

5-Moderate Importance; 6-Very Important; 7-Extremely Important

CARD B-		NI	LI	SI	N	M I	VI	EI
Q.B1.	Margin/Commission structure	1	2	3	4	5	6	7
Q.B2.	Incentives/Contest or Monetary scheme	1	2	3	4	5	6	7
Q.B3.	Reward & Recognition	1	2	3	4	5	6	7
Q.B4.	Telecom is a Low credit Business	1	2	3	4	5	6	7
Q.B5.	Sales Target	1	2	3	4	5	6	7
Q.B6.	Good DSE Scheme	1	2	3	4	5	6	7
Q.B7.	Good Retailer Scheme	1	2	3	4	5	6	7
Q.B8.	space Requirement is less	1	2	3	4	5	6	7
Q.B9.	Low Business Risk	1	2	3	4	5	6	7
Q.B10.	Fair & Faster claim settlement cycle	1	2	3	4	5	6	7
Q.B11.	Good Sales Team	1	2	3	4	5	6	7
Q.B12.	Easy exit from Telecom Business	1	2	3	4	5	6	7
Q.B13.	Defined Geographical area of working	1	2	3	4	5	6	7
Q.B14.	Company's appointment & Retrenchment Policy	1	2	3	4	5	6	7
Q.B15.	Company's Expiry or replacement policy	1	2	3	4	5	6	7
Q.B16.	Company's services/products	1	2	3	4	5	6	7
Q.B17.	Comfortable working environment	1	2	3	4	5	6	7
Q.B18.	There is no Conflict/Dispute	1	2	3	4	5	6	7
Q.B19.	High Business Turnover	1	2	3	4	5	6	7
Q.B20.	Good ROI	1	2	3	4	5	6	7
Q.B21.	Legally Complaint Business	1	2	3	4	5	6	7

Q.B22.	Growth & Developmental Opportunities	1	2	3	4	5	6	7
Q.B23.	Telecom is business of new generation	1	2	3	4	5	6	7
Q.B24.	Company's Network is Good	1	2	3	4	5	6	7
Q.B25.	Social Recognition	1	2	3	4	5	6	7
Q.B26.	Training support from company	1	2	3	4	5	6	7
Q.B27.	Additional responsibilities given	1	2	3	4	5	6	7
Q.B28.	Association with Brand Name	1	2	3	4	5	6	7
Q.B29.	Good Culture of organization	1	2	3	4	5	6	7
Q.B30.	Relationship with company person	1	2	3	4	5	6	7
Q.B31.	Company persons engagement in Business	1	2	3	4	5	6	7
Q.B32.	Being Owner/Boss of your Business	1	2	3	4	5	6	7
Q.B33.	Joint Market working with company person	1	2	3	4	5	6	7
Q.B34.	Proper Communication from company	1	2	3	4	5	6	7
Q.B35.	Your Views/suggestions are taken by company	1	2	3	4	5	6	7
Q.B36.	Service oriented business	1	2	3	4	5	6	7
Q.B37.	Performance Feedback	1	2	3	4	5	6	7

SECTION C: ACTION/PROCESS RELATED QUESTIONS

Q.C1. What is your Total Monthly volume/Turnover?

0-2Lacs ☐
2-5Lacs ☐
5-10Lacs ☐
10-20Lacs ☐
20-40Lacs ☐
>40Lacs ☐

Q.C2. How much Investment you have done in your existing Telecom Business?

0-2Lacs ☐
2-5Lacs ☐
5-10Lacs ☐
10-20Lacs ☐
20-40Lacs ☐
>40Lacs ☐

Q.C3. How many (count) manpower do you have?

DSE- ☐
MIS- ☐
Runner- ☐
CAF Filler- ☐
Any Other- ☐

Q.C4. How much is your Incentive Margin on Gross Activation (In Rs.)?

0-5- ☐
6-10 ☐
11-20 ☐
Others ☐

Q.C5. Incentive or support (In Amount) you earn or given by company?

0-5k ☐
5k-10k ☐
10k-20k ☐
20k-50k ☐
>50k ☐
No Incentive ☐

Q.C6. How much time you give to your Telecom Business?

No Time ☐
1-2Hrs ☐
2-5Hrs ☐
5-8Hrs ☐
8-12Hrs ☐
>12Hrs ☐

Q.C7.   What is the frequency of Gate Meeting/Morning Meeting you do at your Distributor point?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

More Than A week ☐

Q.C8.   What is frequency of DSE Review Meeting done by you at your Distributor point?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

More Than A week ☐

Q.C9. What is frequency of your Market visit or working?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C10. What is your DSE Turnover rate (an average basis)?

Every Month- ☐

3Months- ☐

6Months- ☐

1year- ☐

1-3Years- ☐

>3Years- ☐

Q.C11. Are you planning to expand your existing Telecom Business?

Yes ☐

No ☐

Q.C12. On a scale of 1 to 7 how you rate your motivation level?

1: Low Motivation

7: High Motivation ☐

Q.C13. On a scale of 1 to 7 how you rate your performance/productivity?

1:Low Performance

7: High Performance

Q.C14. How much Activations (in nos) you do in a month?

1-500

501-1000

1001-2000

2001-4000

4001 & Above

Q.C15. How much recharges you do in a month?

1-500000

500001-1000000

1000001-2000000

2000001-4000000

4000001 & Above

----Thank Respondent & Terminate Interview------

Date of Interview :				;Questionnaire No:	
Respondent's Name :				;Name of the	
Organization					
Address:				;Town/City:	
Pin code :		Tel No :		; Email Id:	

Please Circle or Tick the Center of Survey:							
Jamshedpur	1	Dhanbad	1	Ranchi	1	Bokaro Steel City	1
Deoghar	2	Phusro	2	Hazaribagh	2	Giridih	2
Ramgarh	2	Medininagar	2	Chirkunda	2	XXXXXXXXXXXX	X

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SECTION A:BASIC DATA

Q.A1.   AGE(in years):

1-20years

21-30years

31-40years

41-50 years

>50 years

Q.A2.   GENDER: Male: Female:

Q.A3.   Marital Status: Married: Single:

Q.A4.   What is your education Level?
Illiterate
School Upto 4Years
School 5-9Years
SSC/HSC
Some college but not Graduate
Graduate/PG General
Graduate/PG Professional

Q.A5. Can you please share the details of your past experiences?
Company Name: Years of Association

       _____

       _____

       _____

       _____

       _____

Q.A6. Since how long are you working in Telecom Sector?

Less Than 1Year   ☐

1-3years   ☐

3-5Years   ☐

5-10Years   ☐

>10Years   ☐

Q.A7. Which Telecom company/Companies you are working with?

Operators	Code
Airtel	1
Reliance	2
Vodafone	3
Idea	4
Tata-Docomo	5
Uninor	6
Aircel	7
BSNL	8

Q.A8.Since how long are you working in Distribution function?

Less Than 1Year   ☐

1-3years   ☐

3-5Years   ☐

5-10Years   ☐

>10Years   ☐

SECTION B: OPINIONS

I have with me a list of various factors which might be Important/Un- important for you to do Business. Please rate these Factors-with the help of scale provided –**your extent of Importance with the Factors.** Please remember that there is no right or wrong answer. It is your opinion that counts.

Please Rate the statements On a Scale of 1 to 7.

1-Not at All Importance; 2-Low Importance; 3-Slightly Important; 4-Neutral;

5-Moderate Importance; 6-Very Important; 7-Extremely Important

CARD B-		NI	LI	SI	N	MI	VI	EI
Q.B1.	Salary/Incentives	1	2	3	4	5	6	7
Q.B2.	Reward & Recognition	1	2	3	4	5	6	7
Q.B3.	My job role is good and relevant	1	2	3	4	5	6	7
Q.B4.	Company's Employee Policy	1	2	3	4	5	6	7
Q.B5.	Association with Brand Name	1	2	3	4	5	6	7
Q.B6.	Growth Opportunities	1	2	3	4	5	6	7
Q.B7.	Training & learning Opportunities	1	2	3	4	5	6	7
Q.B8.	Social Recognition	1	2	3	4	5	6	7

SECTION C: ACTION/PROCESS RELATED QUESTIONS

Q.C1. What is your Monthly business volume/Turnover?

0-2Lacs ☐
2-5Lacs ☐
5-10Lacs ☐
10-20Lacs ☐
20-40Lacs ☐
>40Lacs ☐

Q.C2. How many (count) manpowers your territory have?

DSE- ☐
MIS- ☐
Runner- ☐
CAF Filler- ☐
Any Other- ☐

Q.C3. How much of time you give daily to your job?

8-10Hrs ☐
10-12Hrs ☐
12-15Hrs ☐
>15Hrs ☐

Q.C4. What is the frequency of your Gate Meeting/Morning Meeting?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

More Than A week ☐

Q.C5. What is the frequency of your DSE Review Meeting ?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

More Than A week ☐

Q.C6. What is the frequency of your Distributor Review Meeting?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

More Than A week ☐

Q.C7. What is the frequency of your Market visit or working?

Daily ☐

Alternate Day ☐

Twice a week ☐

Weekly ☐

Fortnightly ☐

Monthly ☐

More Than a Month ☐

Q.C8. Are you planning to leave your existing organization?
Yes ☐
No ☐

Q.C9.   On a scale of 1 to 7   how you rate your motivation level?

1: Low Motivation ☐

7: High Motivation

Q.C10. On a scale of 1 to 7 how you rate your performance/productivity?

1: Low Performance ☐

7: High Performance

Q.C11. How much Activations (in nos) you do in a month?

1-2000 ☐

2001-3000 ☐

3001 & Above ☐

Q.C12. How much recharges you do in a month?

1-2500000 ☐

2500001-5000000 ☐

5000001-7500000 ☐

7500001 & Above ☐

----Thank Respondent & Terminate Interview------

PUBLICATIONS AND PRESENTATIONS:

- Published a paper titled "Motivational Factors Influencing Telecom Retailers: A Study in the State of Jharkhand" in International Journal of Advance & Innovative Research Vol.6, Issue2(XVIII):April-June2019(ISSN:2394-7780). UGC Indexed Journal 63571 with Impact score of 7.36, Thomson Reuter Index.

- Published a paper titled "Motivations of Distributor Sales Executives (DSEs) in the Telecom Sector: An Exploratory research in the state of Jharkhand, India" in South Asian Journal of Management(SAJM) vol25,No.3,July-Sep2018(ISSN:0971-5428). EBSCO; Proquest USA;ERA;ABDC Indexed.

- Published a paper titled "Distribution Channel Design-A dynamic approach with human touch" in Shodh Prerak Journal Vol IV,Issue-1, Jan2014(ISSN:2231-413X).

- Presented a paper titled "Impact of Motivation on Productivity of Telecom Retailers: A study in the state of Jharkhand" in International Conference on "VISION 2022-The Way Forward Towards Sustainable Development" organized by Jharkhand Rai University (JRU),Ranchi on 1st-2nd June2019.

- Presented a paper titled "Identification of Motivational Factors for Telecom Retailers: A Study in the State of Jharkhand" in International Conference on "Society and Business in the New Millennium" organized by ICFAI Business School(IBS),Kolkata on 12th -13th April2019.

- Presented a paper titled "Understanding Factors of Motivation for Distributors engaged in Channel Sales in Telecommunication Sector in Bihar & Jharkhand" in International Conference on "Innovation, Market Competition and Economic Development" organized by International Management Institute(IMI),Bhubaneswar on 9th-10th Dec2016.