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The impact of intrinsic motivation on sales-force performance

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Abstract
Sales performance is critical for organisational success, particularly in the Fast-Moving Consumer Goods (FMCG) sector, where frontline sales personnel generate revenue through channel partnerships. While motivation predicts performance, this study investigates the impact of intrinsic motivation on sales outcomes. Grounded in self-determination theory and motivational models, this research explores six intrinsic motivators: opportunities for learning, autonomy, engaging work, career advancement, favourable work conditions, and personal growth. Multiple regression analysis indicated that intrinsic motivation significantly predicted sales performance, accounting for 37.5 per cent of the variance and with a substantial effect size. The findings show that salespeople driven by intrinsic motivation exhibit higher engagement, persistence, and performance effectiveness than those primarily motivated by extrinsic rewards. This study contributes to the understanding of motivation in sales management by highlighting the importance of fostering intrinsic drivers to enhance performance quality and productivity in the FMCG context.

Keywords: Sales performance, intrinsic motivation, sales personnel, self-determination theory, FMCG

Introduction

Background of the Study

Sales involve the exchange of products and values that benefit both buyers and sellers. Sales generate income for public and private organisations. Frontline Sales Personnel work with channel partners, such as Retailers, Wholesalers, and Distributors, to meet monthly revenue targets. Sales professionals must excel in various scenarios to achieve favourable outcomes. Research shows that motivation significantly impacts the performance of salespeople (Badovick, Hadaway, and Kaminski 1993) [3]. Motivation includes intrinsic and extrinsic components (Tyagi, 1982) [26], determined by valued rewards (Deci and Ryan 1985) [8]. Individual motivation depends on preferred rewards, whether they are internal or external (Amabile *et al*., 1994) [1]. Intrinsically motivated salespeople value personal development, a positive work environment, and freedom to express their ideas. These motivators affect performance through enjoyment, self-worth, and pride (Badovick, Hadaway, and Kaminski 1993) [3]. Verbeke *et al*. (2011) [27] identified key performance variables: 'Quality', 'Quantity', 'Effectiveness', and 'Efficiency'. Quality focuses on high-profit margin sales, quantity on revenue and unit sales, effectiveness on meeting targets, and efficiency on lead-to-deal conversion.

The underlying motivators of sales performance

In the Fast-Moving Consumer Goods (FMCG) sector, companies earn income through channel partners, including distributors, retailers, wholesalers, and sales staff. To boost performance, motivating the sales team is crucial, and strategies must be implemented to achieve organisational objectives. Understanding sales force motivation factors is essential for assessing performance effectiveness. These factors ensure the team is rewarded for efficiency, quality, target achievement, and revenue contribution (Verbeke *et al*., 2011) [27]. Intrinsic motivators play a significant role.

Intrinsic motivators, as delineated by Fishbach and Woolley (2022) [11], underscore the pivotal role of intrinsic motivation in sustaining persistence within the workplace. This is because individuals intrinsically view their work activities as having inherent value, thereby creating

a harmonious alignment between the activity and its intended goals. Intrinsic motivation, characterised by personal fulfilment, curiosity, and satisfaction, frequently contrasts with extrinsic motivation, which depends on external incentives. Intrinsic Motivators are divided into six items, such as developing new skills and knowledge at work, opportunity for independent thought and action at work, interesting work, opportunities for advancement at work, pleasant work conditions, and opportunities for growth and development at work.

The drive or motivation that originates from a person's inner goals and sense of fulfilment is known as intrinsic motivation (Hennessey *et al*., 2015) [16]. Intrinsic motives for a salesperson could include self-control, dedication, persistence, and tenacity. As a result, intrinsic motivation encourages a salesperson to enhance performance through personal qualities and characteristics. Increasing the sales role's engagement, granting autonomy, and promoting personal interest in the work can all help to foster intrinsic drive. When someone works on a task because they find it intriguing, captivating, or delightful, essentially, that person is said to be intrinsically motivated (Beach, 1980) [4]. Intrinsically motivated persons find happiness and contentment from the activities they perform, as this motivation is anchored in the inherent aspects of the job itself such as the accomplishment, fulfilment, enjoyment, interest, and responsibility associated with it (Kalleberg, 1977) [19].

Curiosity, autonomy, diversity, exploring new chances, and progression motivations like the drive for personal growth are all linked to intrinsic motivation in individualistic societies (Hennessey *et al*., 2015) [16]. According to Fishbach and Woolley (2022) [11], genuinely motivated people see their job as a means to an end in and of themselves, which creates a synergy between the activity and its goals. This underscores the importance of intrinsic motivation in maintaining persistence at work.

Therefore, the research question is stated as follows:

***RQ*: Whether and how salespersons' intrinsic motivation impacts their sales performance?**

Intrinsic Motivators

Intrinsic motivation plays a pivotal role in driving long-term performance and success, particularly in fields like sales, where personal drive and sustained effort are essential. Unlike extrinsic motivation, which depends on external rewards such as bonuses or recognition, intrinsic motivation comes from within an individual, fueled by personal satisfaction and a sense of accomplishment (Hennessey *et al*., 2015) [16]. Understanding the importance of intrinsic motivation is crucial for organisations looking to cultivate a motivated, resilient, and high-performing salesforce.

One key aspect of intrinsic motivation is that it encourages individuals to perform tasks because they find them inherently interesting, enjoyable, or rewarding (Beach, 1980) [4]. Sales personnel who are intrinsically motivated derive satisfaction from the job itself, whether through the thrill of closing a deal, the challenge of solving customer problems, or the sense of responsibility and autonomy they feel in their roles. This form of motivation leads to deeper engagement and a sense of ownership over the work, driving employees to go above and beyond without the need for constant external incentives.

Moreover, intrinsic motivation is closely tied to personal growth and development, particularly in cultures that emphasise individualism and autonomy (Hennessey *et al*., 2015) [16]. Salespeople who are motivated intrinsically are often driven by the desire to learn, explore new opportunities, and continuously improve their skills. This personal investment in growth not only benefits the individual but also enhances the overall performance of the sales team and the organisation. Intrinsically motivated employees tend to take initiative, seek out new challenges, and strive for excellence, which can lead to innovation and increased productivity.

Research has shown that intrinsic motivation also plays a critical role in fostering persistence at work. Fishbach and Woolley (2022) [11] highlight that when employees view their work as inherently meaningful, they are more likely to remain committed to their tasks, even in the face of challenges. This persistence is particularly valuable in sales, where setbacks and rejection are common. Intrinsically motivated salespeople are more likely to bounce back from these challenges because their motivation is deeply rooted in personal satisfaction and the enjoyment they find in the work itself. This resilience and persistence can lead to better long-term performance and higher levels of success.

The distinction between intrinsic and extrinsic motivation is important for organisations to understand. While extrinsic rewards like bonuses or promotions can temporarily boost motivation, they do not necessarily foster the same level of commitment or long-term engagement as intrinsic motivation. explain that intrinsic motivation, which is based on enjoyment, interest, and personal satisfaction, often leads to higher levels of creativity, innovation, and sustained effort. By cultivating an environment where employees feel intrinsically motivated, organisations can foster a more self-driven, engaged, and committed workforce.

Intrinsic Motivators are divided into six items, such as -

- **Developing new skills and knowledge at work:** Smith, J. & Brown, A. (2015) [24], shed light on the notion that developing new skills and Knowledge at work is crucial for individual growth and organisational success. This literature review examines various studies focusing on the processes and factors involved in skill and knowledge development in the workplace.
- **Opportunity for independent thought and action at work:** This concept offers "a more contemporary perspective" (Ingram *et al*., 2005, p. 137) [18] when contemplating new directions in sales leadership, indicative of the initiatives undertaken by numerous companies to enhance and cultivate leadership capabilities within their organisations (Giber, Carter, & Goldsmith, 2000) [12].

Interesting work

Hackman and Oldham (1976) [14] examine literature that discusses the significance of interesting work as a motivator for salespersons. They investigate how factors like task variety, autonomy, and challenge contribute to sales professionals' perception of work as interesting and engaging.

Opportunities for advancement at work

Wilson and Madsen (2017) [28] emphasise the importance of advancement opportunities in enhancing salespersons' job satisfaction, performance, and retention. The study also

examines factors affecting the availability of such opportunities, such as organisational structure, managerial support, and individual characteristics.

Pleasant work conditions

Spector, P. E. (1997) [25] articulated the fact that the work conditions of salespersons significantly influence their performance, job satisfaction, and overall well-being. It examines various factors contributing to pleasant work conditions, such as organisational support, job autonomy, positive interpersonal relationships, and physical work environment.

Opportunities for growth and development at work

According to an article released by Accountancy in the year 1986, it has focused on the importance of salespeople in organisational growth.

Measures of Sales Performance

Verbeke *et al*. (2011) [27] pinpointed five essential performance variables ' Quality,' 'Quantity,' 'Effectiveness,' and 'Efficiency' that are pivotal to this research:

***Quality*:** Involves achieving sales of products with the highest profit margins. Androniceanu *et al*. (2019) [2] highlight that sales profitability is one of the most vital metrics for assessing an organisation's operational performance. This can be evaluated using ratios of different profit indicators (such as marginal, gross, sales profit, profit before tax, net profit, etc.) and income indicators.

***Quantity*:** Entails generating substantial sales revenue and achieving a high volume of unit sales. It includes two subcomponents, such as:

- Achieving a high level of sales revenue. Cravens and LaForge (1983) [7] provided a comprehensive analysis of sales force deployment strategies and their impact on generating sales revenue.
- Achieving a high volume of unit sales is crucial in many sales organisations, where the deployment of the sales force is essential for boosting profits and reaching substantial sales figures (Cravens and LaForge, 1983; Lodish *et al*., 1988; Capron and Hulland, 1999; Zoltners and Lorimer, 2000) [7, 21, 5, 29].

Effectiveness is defined as meeting sales objectives. Lin (2017) [20] explored whether a salesperson should be commended for their inherent talent or the effort they exert in their role. The research also examined performance, goal orientation, and feedback based on processes. Efficiency evaluates the proportion of leads that are successfully converted into deals. McClure (2007) [23] provided insights on how listening to potential customers can help salespeople establish a friendly rapport with them.

Based on the above review of literature, the research objective is defined as: To empirically evaluate the impact of salesperson's intrinsic motivation on their sales performance.

Therefore, the following hypothesis is constructed:

H1: Sales persons' intrinsic motivation has a significant Positive impact on their sales performance.

Research methodology

This research employs non-time-dependent data. A cross-sectional study ensured representative sampling and minimised response bias (Malhotra, 2007) [22]. Sample Design Population focused on FMCG salespeople in West Bengal, aged 24 to 59 years. The sampling units are identical to population elements. The sampling frame comprised frontline sales staff from three FMCG companies in West Bengal, India. A judgmental sampling approach was used (Hair *et al*. 2006) [15], with snowball sampling due to salespeople's unique nature and lack of a comprehensive list. Following Cochran's formula, 425 participants were deemed adequate. Data Collection used primary data through structured surveys and secondary data from literature review. The survey used closed-ended questions to minimise bias and cognitive load (Hair *et al*., 2006) [15]. Data analysis assessed measure quality through pre-testing with 100 samples (Hair *et al*., 2006) [15], examining content validity, construct validity, and reliability. Discriminant validity was established using exploratory factor analysis and a factor correlation matrix. Sampling Adequacy was confirmed via Bartlett's test, KMO test, communalities, and correlation matrix determinant. Convergent validity employed confirmatory factor analysis and item-to-total correlation. Reliability used Cronbach's α. multiple regression analyses assessed model fit using SPSS, testing for linearity, homoscedasticity, independence of errors, normality, and multicollinearity. A descriptive analysis included item analysis and sample profiling.

Results of Pretesting of the Measures Used Content validity, Construct validity and reliability

Discriminant validity was assessed using Principal Component Analysis (PCA) by examining cross-loadings, variance explained, and the factor correlation matrix (Field, 2000). PCA determined the number of extracted factors and compared them with factors identified in the literature (Hair *et al*., 2006) [15]. Cross-loadings were examined in the factor pattern matrices to evaluate unidimensionality (Hair *et al*., 2006) [15]. Convergent validity was assessed through factor loading, item-to-total correlations, and alpha if the item was deleted (Field, 2000) [9]. Data were evaluated for sampling adequacy through: (1) Bartlett's test of sphericity and KaiserMeyer-Olkin (KMO) measure (Field, 2000; Hair *et al*., 2006) [9, 15]. KMO values for individual items were determined in the anti-image correlation matrix, with values above 0.5 considered satisfactory (Hutcheson & Sofroniou, 1999) [17]. (2) The intercorrelations between the variables were evaluated. Test questions measuring the same dimensions should correlate, even when assessing different aspects of the construct. However, extreme multicollinearity and singularity should be avoided (Field, 2000) [9]. The correlation matrix determinant was checked for multicollinearity, with values less than 1.0E-05 indicating non-multicollinearity (Field, 2000) [9].

Table 1: KMO and Bartlett's Test for the Intrinsic Motivation scale

Test statistics		Intrinsic Motivation scale
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
Bartlett's Test of Sphericity	Approx. Chi-Square	167.424
	Df	15
	Sig.	.000

n = 100

The result of the Bartlett's Test of Sphericity (Table 1) shows that the Chi-square value of the Intrinsic Motivation scale is large and the Bartlett's test is highly significant (p<0.001). The significant test tells us that there are some relationships between the variables we wish to include in the analysis, implying that the R-matrix is not an identity matrix (Field, 2000) [9]. The KMO value is higher than 0.5, which establishes adequacy of the relationships of the items in each scale (Hutcheson and Sofroniou, 1999) [17].

The KMO values of the individual items of each scale were also determined, as exhibited in the anti-image correlation matrix (Table 2).

Table 2: Anti-image Correlation Matrix for the Intrinsic Motivation scale

Variables	New Skills & Knowledge Development	Independent Thought Opportunity	Interesting Work Pattern	Advancement at Work	Pleasant Work Condition	Growth & Development - Opportunity
New Skills & Knowledge Development	.740[a]					
Independent Thought Opportunity		.712[a]				
Interesting Work Pattern			.781[a]			
Advancement at Work				.793[a]		
Pleasant Work Condition					.793[a]	
Growth & Development - Opportunity						.807[a]

a. Measures of Sampling Adequacy (MSA); n = 100

The KMO values of the individual items are also higher than 0.5. The high KMO values indicate that patterns of correlations are relatively compact and factor analysis is expected to yield distinct and reliable results (Field, 2006) [10].

The correlation matrix determinant value is 0.175 for the intrinsic motivation scale. This value is not less than 1.0E-05. This implies that there is some multicollinearity among the items in this scale. As these are intended to measure the same variable, while they are conceptually exclusive, some correlation is expected among them. These tests establish that the data have a good measure of sampling adequacy (MSA) and are appropriate for factor analysis (Field, 2006) [10].

Table 3: Component Matrix of the Intrinsic Motivation scale

	Component
	1
New Skills & Knowledge Development	.673
Independent Thought Opportunity	.752
Interesting Work Pattern	.609
Advancement at Work	.790
Pleasant Work Condition	.696
Growth & Development - Opportunity	.695
Extraction Method: Principal Component Anal	ysis.

Table 4: Total variance explained by the extracted factors of the Intrinsic Motivation scale

Component	Initial Eigenvalues			Rotated Sum of Squared Loadings	
	Total	% of Variance	Cumulative%	Total	Cumulative%
1	2.980	49.663	49.663	2.980	49.663

Table 5: Correlation Matrix for the Intrinsic Motivation scale

Variables	New Skills & Knowledge Development	Independent Thought Opportunity	Interesting Work Pattern	Advancement at Work	Pleasant Work Conditions	Growth & Development - Opportunity
New Skills & Knowledge Development	1					
Independent Thought Opportunity	.55*	1				
Interesting Work Pattern	.27*	.25*	1			
Advancement at Work	.36*	.53*	.47*	1		
Pleasant Work Conditions	.39*	.31*	.43*	.40*	1	
Growth & Development - Opportunity	.30*	.50*	.25*	.48*	.39*	1

*Correlation is significant at the 0.01 level (1-tailed); n = 100

The results of PCA (Table 3) depict that the intrinsic motivation scale items are loaded on one factor with 0.3 absolute value of loading. There are no cross-factor loadings of the items above 0.3 in absolute value of loading. This conforms with the number of factors specified in the intrinsic motivation scale. Also, it can be seen that only one factor has an eigenvalue greater than one, which accounts for about 49.663 percent of the variance (Table 4). The inter-item correlation matrix (Table 5) shows no significant correlations (greater than 0.85) between any of the items in the intrinsic motivation scale. This implies that there is no conceptual overlapping among the items. These findings establish that while there is some correlation among the items measuring the intrinsic scale, they are conceptually exclusive.

Subsequently, the convergent validity of the scale is assessed.

Table 6: Summary of the factor loadings, item-to-total correlation, and alpha if item deleted analyses of the intrinsic motivation scale

Items	Factor Loadings*	Item-Total Correlation	Cronbach's Alpha if Item Deleted
New Skills & Knowledge Development	.673	.517	.768
Independent Thought Opportunity	.752	.600	.747
Interesting Work Pattern	.609	.450	.782
Advancement at Work	.790	.648	.739
Pleasant Work Conditions	.696	.541	.764
Growth & Development - Opportunity	.695	.536	.764

* Extraction Method: Principal Component Analysis; n = 100

Table 7: Cronbach's alpha of the Intrinsic Motivation scale

Scale	Cronbach's Alpha
Intrinsic Motivation	0.793

The results in Table 6 and Table 7 show that the factor loadings of the items on their specified factor are higher than 0.3. All the item-to-total correlations are higher than 0.4; and no item shows an alpha value to become higher than the Cronbach's alpha value, on its deletion. These establish the high convergent validity of the intrinsic motivation scale. The high alpha value of .793 depicts the good reliability of the scale (Hair, *et al*., 2006) [15].

Table 8: KMO and Bartlett's Test for the Performance scale

Test statistics		Performance scale
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	176.577
	Df	10
	Sig.	.000

n = 100

The result of the Bartlett's Test of Sphericity (Table 8) shows that the Chi-square value of the Performance scale is large and the Bartlett's test is highly significant (p<0.001). The significant test tells us that there are some relationships between the variables we wish to include in the analysis, implying that the R-matrix is not an identity matrix (Field, 2000) [9]. The KMO value is higher than 0.5, which establishes adequacy of the relationships of the items in each scale (Hutcheson and Sofroniou, 1999) [17].

The KMO values of the individual items of each scale were also determined, as exhibited in the anti-image correlation matrix (Table 9).

Table 9: Anti-image Correlation Matrix for the Performance scale

Variables	HL of Sales Revenue	HL of Unit Sales	HL of Product Sales with the Highest PM	HL of Sales Target	HL of Conversation
HL of Sales Revenue	.762[a]				
HL of Unit Sales		.773[a]			
HL of Product Sales with the Highest PM			.841[a]		
HL of Sales Target				.878[a]	
HL of Conversation					.851[a]

a. Measures of Sampling Adequacy (MSA); n = 100

The KMO values of the individual items are also higher than 0.5. The high KMO values indicate that patterns of correlations are relatively compact and factor analysis is expected to yield distinct and reliable results (Field, 2006) [10].

The correlation matrix determinant value is 0.160 for the performance scale. This value is not less than 1.0E-05. This implies that there is some multicollinearity among the items in this scale. As these are intended to measure the same variable, while they are conceptually exclusive, some correlation is expected among them. These tests establish that the data have a good measure of sampling adequacy (MSA) and are appropriate for factor analysis (Field, 2006) [10].

Table 10: Component Matrix of the Sales Performance scale

	Component
	1
HL of Sales Revenue	.824
HL of Unit Sales	.811
HL of Product Sales with Highest PM	.803
HL of Sales Target	.710
HL of Conversation	.702
Extraction Method: Principal Component Anal	ysis; n = 100

Table 11: Total variance explained by the extracted factors of the Sales Performance scale

Component	I	Nitial Eigenvalues		Rotated Sum of Squared Loadings	
	Total	% of Variance	Cumulative%	Total	Cumulative%
1	2.979	59.574	59.574	2.979	59.574

Table 12: Inter-Item Correlation Matrix for the Sales Performance scale

Variables	HL of Sales Revenue	HL of Unit Sales	HL of Product Sales with Highest PM	HL of Sales Target	HL of Conversation
HL of Sales Revenue	1				
HL of Unit Sales	0.69*	1			
HL of Product Sales with Highest PM	0.56*	0.53*	1		
HL of Sales Target	0.48*	0.42*	0.49*	1	
HL of Conversation	0.41*	0.44*	0.51*	0.40*	1

*Correlation is significant at the 0.01 level (1-tailed); n = 100

The results of PCA (Table 10) depict that the Sales Performance scale items are loaded on one factor with 0.3 absolute value of loading. There are no cross-factor loadings of the items above 0.3 in absolute value of loading. This conforms with the number of factors specified in the performance scale. Also, it can be seen that only one factor has an eigenvalue greater than one, which accounts for about 59.574 percent of the variance (Table 11). The inter-item correlation matrix (Table 12) shows no significant correlations (greater than 0.85) between any of the items in the performance scale. This implies that there is no conceptual overlapping among the items. These findings establish that though the items are measuring the same variable, they are conceptually exclusive.

Subsequently, the convergent validity of the scale is assessed.

Table 13: Summary of the factor loadings, item-to-total correlation, and alpha if item deleted analyses of the Performance scale

Items	Factor Loadings*	Item-Total Correlation	Cronbach's Alpha if Item Deleted
HL of Sales Revenue	.824	.692	.775
HL of Unit Sales	.811	.666	.780
HL of Product Sales with Highest PM	.803	.667	.781
HL of Sales Target	.710	.555	.814
HL of Conversation	.702	.548	.813

* Extraction Method: Principal Component Analysis

Table 14: Cronbach's alpha of the Performance scale

Scale	Cronbach's Alpha
Performance	0.827

The results in Table 13 and Table 14 show that the factor loadings of the items on their specified factor are higher than 0.3. All the item-to-total correlations are higher than 0.4; and no item shows an alpha value to become higher than the Cronbach's alpha value, on its deletion. These establish the high convergent validity of the Sales Performance scale. The high alpha value of .827 depicts the good reliability of the scale (Hair, *et al*., 2006) [15].

Results of hypothesis testing through regression analysis

Data Cleaning and Screening

A box plot analysis did not show any outliers after three iterations for any of the variables. The data cleaning process resulted in a final usable sample size of 425 out of the 449 completed questionnaires obtained.

Profiling of the respondents

Out of the total 425 respondents, age-wise, 51% respondents were from the age group of 24 to 34 years, whereas 40% were aged between 35 and 44 years, and the remaining 9% were between 45 and 59 years. In the sample, 57% respondents had less than 10 years of work experience, and the remaining 43% had more than 10 years of work experience. Hierarchy-wise wise 55% of the respondents worked at non-managerial positions, and the remaining 45% respondents worked at managerial positions. When considering the highest educational degree completed, 31% were undergraduates, and the remaining 69% were graduates or postgraduates.

Assumption testing of the regression models

An evaluation of regression models was conducted to check for any violations of their assumptions. When multiple variables are involved in research findings, failure to meet these assumptions may lead to biases. The assessment focused on five key assumptions: Linearity, Homoscedasticity, Normality, Multicollinearity, and Independence of Error terms (Hair *et al*., 2006) [15].

The statistical results of the Shapiro-Wilk and Kolmogorov-Smirnov tests surpass the significance level of 0.05. Thus, the data's normal distribution is demonstrated. Moreover, the Q-Q plots demonstrate a good distribution of the observed values around the linear expected values, supporting the acceptance of the normal distribution hypothesis.

According to the collinearity statistics, there appears to be no multicollinearity among the antecedent variables, as none of them have tolerance values below 0.1 or VIF values above 10.0 (Field, 2000) [9]. The condition index values are less than 15, reiterating the absence of extreme multicollinearity. Standardised residual plots show that the residuals are dispersed randomly around their mean of zero. The Durbin-Watson test statistics are close to 2, indicating that the errors in the model are uncorrelated (Field, 2000) [9]. The partial regression plots depict the error terms randomly distributed around the mean. The collinearity statistics, Durbin-Watson statistics, normal probability plots of standardised residuals, standardised residual plots, and partial regression plots all indicate that there is no significant violation of the regression assumptions. Therefore, the regression results can be considered acceptable.

Results of Regression Analysis

The evaluation of the assumptions underlying the regression models discussed earlier reveals no significant breaches. This section will present and analyze the findings of the regression analysis.

Table 15: Regression Results: Unstandardized beta values

Antecedent Variable	Beta Value	Significance	Model Variance Explained (R^2)	F-Change*
Intrinsic Motivators	0.63	p = .000	.375	253.38
Dependent variable: Sales Performance				
p = .000				

(**Source:** Developed by author)

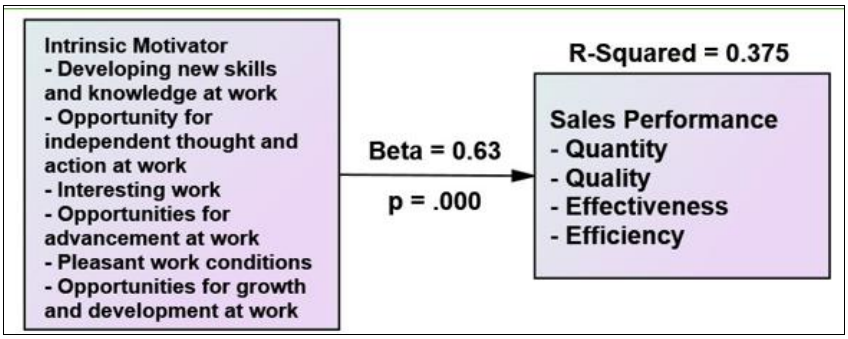

Fig 1: Regression results of the effect of intrinsic motivation variable on sales performance

Table 16: Effect size (Cohen's f^2) statistics of the antecedent variables

Variable	Cohen's f^2	Effect size
Intrinsic Motivation	0.61	Large

(**Source:** Developed by the author)

As presented in Table 16, the Cohen's f^2 effect size of intrinsic motivators is large, whereas the effect size of the financial motivators and non-financial motivators is small. This implies that the greater variance in sales performance can be attributed to the salesperson's intrinsic motivation factors compared to extrinsic motivation factors, such as financial and nonfinancial incentives.

Table 17: Summary of the results of hypothesis testing

Independent variable	Hypotheses
	Impact of the Independent variable on Sales performance
Intrinsic Motivators (H1)	Supported

(**Source:** Developed by author)

Concluding remarks

As presented in Table 15, the results of the multiple regression analysis depict that the hypotheses of the effect of intrinsic motivators are supported. The findings of the regression analysis regarding the impact of intrinsic motivation on sales performance demonstrate that the factors that contribute to intrinsic motivation namely, learning new skills and knowledge at work, having the freedom to think and act independently, having interesting work to do, having the chance to advance in one's career, having a pleasant work environment, and having the opportunity to grow and develop have a significant and positive influence on sales performance. These factors account for 37.5 percent of the variance in sales performance. Cohen's f^2 effect size of intrinsic motivators is large. This implies that greater variance of sales performance can be explained by the salesperson's intrinsic motivation factors.

Conclusions and implications

Theoretical implications

This study has reaffirmed the significance of motivation in

enhancing work performance. It has added to the body of literature by exploring the different aspects of intrinsic motivation. The research now provides evidence on whether various motivational levels are viewed as similar or distinct. Additionally, the study has evaluated the quality of the measures employed, confirming their relevance in the Indian context. It has also partially addressed the lack of empirical research concerning the connection between different motivators and work performance within the Indian setting.

Marketing Implications

The findings of this research envisage certain recommendations for marketing practitioners. For example, the manager needs to allocate a portion of the budget for training sales staff based on their needs. It's important to ensure that salespeople have the chance to enhance their skills and knowledge, staying current with the latest marketing techniques and practices. This will help them increase their professional value. Experienced staff should provide structured guidance and training to younger salespeople, which can boost their morale regarding the organisation and their roles. The company should allow salespeople the freedom to think creatively and act innovatively. Additionally, they should work in a professional environment free from excessive pressure and negativity, feeling that there is ample room for hierarchical growth. They should also have opportunities for new work experiences and responsibilities.

Limitations and Scope for Future Research

- The conclusions of the study rely on data provided by participants themselves. Future investigations should incorporate sales performance metrics aligned with the company's standards and evaluation system.
- This study focuses solely on sales staff. Future research could include a variety of professional groups to enhance the generalizability of the results.
- This research is limited to FMCG companies. Future studies might explore these relationships in a wider range of companies to improve generalisation.

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