

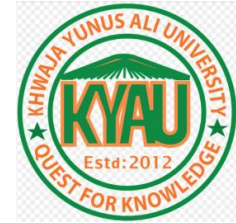
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Research Article

How organizational attributes impact on salespeople's performance? A study on Mobile Telecommunication Service Providers in Bangladesh

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Abstract

Due to changes in market conditions, long-term market issues, and market demand, the mobile telecommunications services business confronts a high level of instability. As a result, marketers must consider the preferences of their clients. With these concerns in mind, the purpose of this research is to see how the characteristics connected with the mobile communication services business are presented to the salesperson's performance and how this affects the sales staff. The study included both primary and secondary data sources. We employed a structured questionnaire in this study, with 1 indicating strongly disagree and 5 indicating strongly agree. The data was examined using both inferential and descriptive statistical approaches. In Bangladesh, where the

features of mobile service providers are clearly documented, speculative data was employed on aspects that impact salespeople's performance. Structural Equation Modeling was used to find out impact factors those were related to performance of sales peoples. Using a convenient sampling approach, data was acquired from active salespeople. Only two criteria, motivation and organizational involvement, have substantial effect factors in predicting salespeople's success in mobile telecommunications in Bangladesh, according to this study. As a result, the leaders of different firms should take more initiative to enhance their performance, as this would benefit both salespeople and their companies.

Keywords: Bangladesh, Salespeople Performance, Organizational Engagement, Motivation, Job Satisfaction, and Compensation.

1.0 Introduction

Bangladesh's mobile telecommunications market is highly volatile due to intense competition and rapid

change. A variety of marketing tactics are employed by mobile phone companies in an effort to satisfy customers and influence their purchase decisions. As a

result, the study's goal is to discover the variables that have an impact on the sales performance of mobile telecommunications agents in Bangladesh. Because the success of business organizations like the telecommunications industry is so dependent on salespeople, their jobs are receiving special attention. Many psychological studies have been conducted in order to better understand what affects sales performance (Vinchur, Shippmann, Switzer, & Roth, 1998).

Additionally, a growing problem in the telecommunications industry is the performance of salespeople who are motivated by their attractiveness (Dutt, 2015). In addition, the telecommunications industry is thriving despite the current economic downturn and intense competition in the industry (Uddin *et al.*, 2013). As a result, it is critical for mobile service company salespeople to perform better in order to increase profits. However, in addition to these statements, the purpose of this study is to examine the factors that contribute to the success of Bangladeshi telecom salespeople.

Furthermore, researchers have paid little attention to the effectiveness and efficiency of telecommunications industry salespeople, particularly in Bangladesh, where there is little empirical research in this area. To fill in this gap, this study will conduct an exploratory study on the performance of Bangladeshi telecommunications salespeople. The goal of this study was to determine the most important parameters affecting the success of mobile telecommunications service providers' salespeople in Bangladesh.

2.0 Review of Literature

2.1 Sales People's Performance

According to Parvinen *et al.* (2013), salespeople's performance is a part of businesses that have a high level of competence in achieving them. In order to improve sales management and administration and create a competitive advantage for a company, it is critical to identify factors that contribute to good sales performance. Apart from salespeople's competence, a previous study looked at the influence of other hierarchical and administrative elements on exhibiting a knowledge of the sufficiency of sales businesses (Hossain *et al.*, 2016; Bucuniene and Skudiene, 2015; Dey *et al.*, 2016). Furthermore, this study contributes

to establishing salespeople's salary, work pleasure, intrinsic and external motivation, and organizational engagement (Zain and Jan, 2014; Zain and Dahari, 2011).

2.2 Job Satisfaction

A person's overall sense of well-being at work is influenced by a variety of factors, including the work environment, workload, salary, company culture, and job security, among others. However, the overall style of the study is stunning in its validation of salespeople's performance and job satisfaction. Bangladesh has devised a methodical approach to assessing job satisfaction. The empirical study focuses on the measurement techniques of salespeople's effectiveness as perceived by sales professionals in India and then examines the new frontier of affiliation between salespeople's recognition and their level of satisfaction with marketing automation devices (Mittal, Gera, and Singhvi (2012).

H₁: There is a positive relationship between job satisfaction and salespeople's performance.

2.3 Organizational Engagement

A word describing an employee's emotional tie to a firm is "organizational engagement." We looked at the parts of administrative engagement, effort contentment, and socio-demographic variables as markers of employee engagement in assisting individuals to live better lives. Investigating organizational engagement is especially important because of its connection to employee turnover. According to the researchers, one way to gauge a company's engagement is to look at how committed its employees are in terms of showing proof, involvement, and consistency. Bucuniene and Skudine (2015) believe that salespeople's performance in an organization is linked to their level of engagement with the company. Some researchers have found in the literature that salespeople's performance has a negative relationship with their organizational engagement and their intention to leave the company (Bucuniene and Skudiene, 2015; Cogliser *et al.*, 2009; Boles *et al.*, 2012).

H₂: There is a positive relationship between organizational engagement and salespeople's performance.

2.4 Compensation

In return for the work an employee performs for the company, he or she receives a combination of monetary and non-monetary rewards from their employer. Employee health insurance is a major expense for most corporations. A person's compensation includes more than just their regular wages. Other forms of compensation are also included in this compensation package. The success of many products depends on the ability of a company's sales force to be effectively managed and motivated. As a result, little attention has been paid to the fact that one component of sales management's arsenal is overlooked: compensation for salespeople in the business organization. According to Segalla, Rouziès, Besson, and Weitz (2006), salespeople's compensation and the importance of a sale may lead salesmen to focus more on a specific product. But in order to fix this problem, organizations might pay long-term salespeople rather than hand out large bonuses right away (Ryals and Rogers, 2005). When it comes to long-term pay plans, some companies only pay a portion of their salespeople's salaries on a monthly basis.

3.0 Conceptual Framework

The purpose of this study is to discover the important aspects that influence mobile phone company salespeople's performance in Bangladesh. Below is a model of what we're talking about.

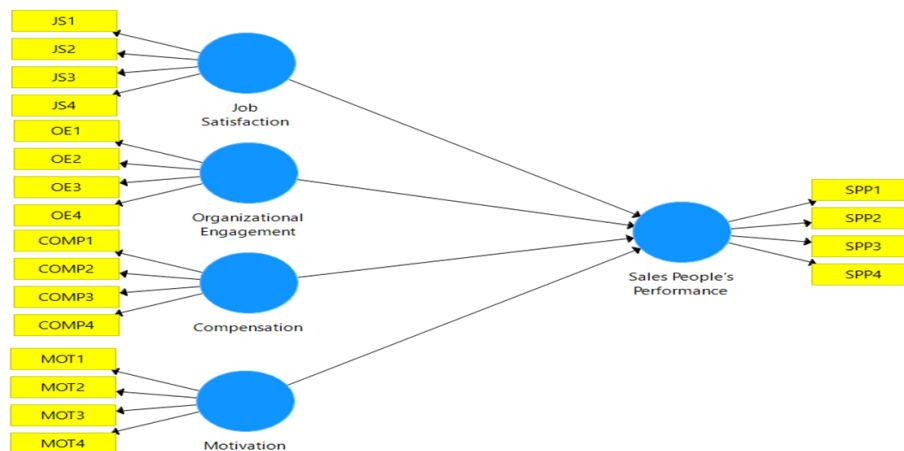


Figure 01 : Conceptual Framework

4.0 Methodology of the study

This study employed a combination of primary and secondary data. In Dhaka, 200 salespeople from five different mobile phone carriers were questioned. A total of 20 factors were investigated in this study, with at least 200 respondents serving as samples. The data

H₃: There is a positive relationship between compensation and salespeople's performance.

2.5 Motivation

Managers use motivation to encourage their employees to be more productive and efficient. Intrinsic and extrinsic motivations are the two main types. According to Yousaf, Yang, and Sanders (2015), intrinsic motivation has a direct effect on salespeople's performance, and this effect is mediated by occupational engagement. A number of revisions have examined the association between intrinsic and extrinsic motivation as well as the outcomes of self-sufficient and extrinsic motivation. According to Haines, Saba, and Choquette (2008), intrinsic vs. extrinsic motivation in the workplace has important implications for understanding representative workplace behavior and realizing human asset management.

H₄: There is a positive relationship between motivation and salespeople's performance

was gathered by a group of well-trained students who had received proper training and were well supervised. Data was collected by means of a well-organized questionnaire. The information was compiled through secondary sources such as scholarly publications and BTRC annual reports. A straightforward sampling

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procedure was applied to restrict the pool of possible volunteers. It employs a thorough screening procedure to eliminate incorrect and incomplete queries. SPSS 26.0 software was used for data preparation and analysis. The SmartPLS-3.3.2 program was used to discover the most critical parameters impacting mobile communications service providers' salespeople's performance in Bangladesh. The elements impacting sales success were identified using a self-guided questionnaire. The data was collected using a five-point Likert scale. On a scale of one to five, one

signifies strongly disagreeing and five means strongly agreeing. A reliability test of the questionnaires used in this study was also conducted using the SPSS 26.0 software. The correctness of the data was evaluated using the SPSS program. The data was analyzed using descriptive and inferential statistics. Factor Analysis (EFA), Confirmative Factor Analysis (CFA), and Structural Equation Modelling (SEM) were applied to uncover key factors connected to the performance of mobile communications service providers' salespeople in Bangladesh.

5.0 Analysis and Discussion

5.1 Normality of the Data:

Regarding skewness, our indicators of latent factors had a distribution that was fairly close to normal. The values of kurtosis ranged from -0.81 to 3.09.

Table 01 shows that Sposito *et al.* (1983) proposed a

normality threshold of 3.3 as the upper limit of normality. This violates strict normality rules, but it conforms to the more relaxed normality rules that they proposed.

Table 01: Descriptive Statistics

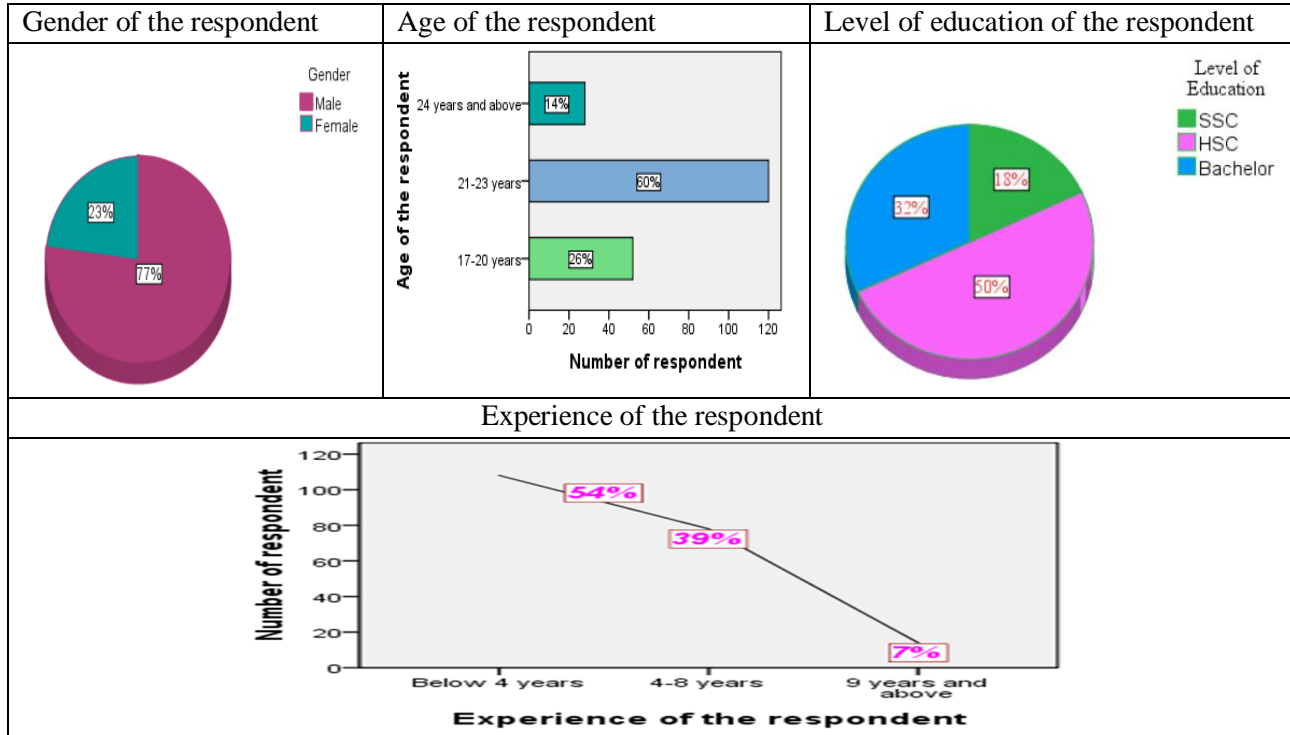
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
JS1	200	2.81	1.15	0.16	0.17	-0.87	0.34
JS2	200	2.815	1.19	0.08	0.17	-0.98	0.34
JS3	200	2.655	1.19	0.35	0.17	-0.86	0.34
JS4	200	2.79	1.18	-0.01	0.17	-1.13	0.34
OE1	200	2.385	0.91	0.57	0.17	-0.19	0.34
OE2	200	2.185	0.92	0.53	0.17	-0.46	0.34
OE3	200	2.1	0.93	0.82	0.17	0.31	0.34
OE4	200	2.06	0.98	0.96	0.17	0.46	0.34
COMP1	200	2.415	1.00	0.72	0.17	-0.23	0.34
COMP2	200	2.405	1.07	0.57	0.17	-0.58	0.34
COMP3	200	2.225	0.88	0.63	0.17	-0.16	0.34
COMP4	200	2.275	0.93	0.54	0.17	-0.52	0.34
MOT1	200	3.795	0.67	-1.02	0.17	2.09	0.34
MOT2	200	3.74	0.69	-0.73	0.17	1.28	0.34
MOT3	200	4.04	0.52	0.06	0.17	0.74	0.34
MOT4	200	3.95	0.55	-0.41	0.17	1.62	0.34
SPP1	200	2.995	0.91	0.01	0.17	-0.54	0.34
SPP2	200	3.61	0.82	-0.55	0.17	-0.24	0.34
SPP3	200	3.125	1.03	-0.14	0.17	-0.62	0.34
SPP4	200	3.565	0.83	-0.32	0.17	-0.19	0.34

5.2 Demographic information

Participants in the survey were chosen to represent a variety of perspectives on the performance of salespeople in Bangladesh's mobile telecommunications sector. **Table 02** lists the

gender, age, level of education, and experience of respondents who completed structured and unstructured questionnaires.

Table-02: Demographic information of respondents based on questionnaire



More than 77% of respondents were male and the largest group was aged 21-23 years old, as shown in Table 02. The HSC was taken at some time in the academic lives of exactly half of the people who

responded to this question. Finally, more over half of those polled who had less than four years of work experience confirmed this.

5.3 Measurement tool

Data was collected from consumers using a five-point Likert scale through the use of a structured questionnaire (Table 03), which was included in the

measurement tool. After the reliability and validity tests have been completed, the number of items is shown in Table 03.

Table-03: Number of constructs before and after the reliability and validity tests

Latent variables	Number of items	
	Before	After
Job Satisfaction	4	4
Motivation	4	3
Organizational Engagement	4	3
Compensation	4	3
Sales People Performance	4	4
Total	20	17

5.4 Results of Factor Analysis

Exploratory factor analysis was used in analyzing the data which is a widely utilized and broadly applied

statistical technique in social science. The factor analysis technique has been applied to identify impact on salespeople's performance of mobile telecommunication service providers in Bangladesh. A total of 20 variables were identified for salespeople's performance of mobile telecommunication service providers in Bangladesh through literature review. After EFA, 17 variables were found and these variables categorized into five factors (Table 04). The factors were: (i) Organizational Engagement, (ii) Job Satisfaction, (iii) Motivation, (iv) Compensation, and (v) Sales People Performance.

5.4.1 Organizational Engagement

This factor includes variables like: “employee development is important to my company, my company is based on mutual trust, my company provides a lot of help to its employees”, etc. which are the major components of organizational engagement.

5.4.2 Job Satisfaction

This factor includes variables like: “my sales manager is always looking out for our best interests, my job makes me proud of myself, my job is satisfactory to me, I am pleased with the management in my current position etc. which are the major components of job satisfaction.

5.4.3 Motivation

This factor includes variables like: “my job gives me a lot of leeway, which i appreciate, participating in a sales position improves my self-esteem, my job provides me with a high sense of self-esteem”, etc. which are the major components of motivation.

5.4.4 Compensation

This factor includes variables like: “I am happy with my pay in relation to my performance, I am pleased with the pay I receive for my work, my performance and pay are inextricably linked etc. which are the major components of compensation.

5.4.5 Sales People Performance

This factor includes variables like: “I sell a lot of new products quickly, I am capable of meeting my manager's sales targets, my company benefits from my substantial market share, I am one of the highest achievers in my department etc. which are the major components of sales people performance.

6.0 Partial Least Squares Structural Equation Modeling (PLS-SEM)

The Partial Least Square based Structural Equation Modeling (PLS-SEM) approach was used to evaluate the data in this study. According to Hair *et al.*, 2014, this idea is a second-generation statistical approach that works with both big and small sample sizes. Because it predicts and assesses the model, it was chosen for this investigation (Chin, 2010). Ringle created this software. In addition, variable trajectories and standard deviations were calculated using the SPSS 26 software package. The PLS technique allows for two evaluation models in PLS-SEM research: (a) measurement model and (b) structural model evaluation. The bootstrapping approach is applied for substantial testing of the coefficients of structural measurement model, whereas the blindfold method was identified path coefficient from structural model.

6.1 Evaluation of the measurement model

This approach is used to obtain evidence nearby a model's psychometric qualities, such as internal consistency, convergent validity, and discriminant validity. When the composite dependability of individually portion on a scale is more than 0.70, the data measures' internal consistency is confirmed (Nunnally & Bernstein, 1994; Hair *et al.*, 2014). Cronbach's alpha value is used to determine the internal consistency of all measures in this study. If the alpha score is more than 0.70, it means that all of the constructions have shown internal consistency dependability.

Table 04 contains the test findings for the measuring scales' discriminant validity. In all situations, the off-diagonal fundamentals in each respective row and column are bigger than the elements in parenthesis in the matrix diagonals indicating the square roots of the AVEs. The discriminant validity of the scales is supported by this outcome. In general, all of the constructs utilized in this study have sufficient psychometric test qualities. The Fornell and Larcker Principle (Fornell and Larcker, 1981) is a more conservative technique to determining discriminant validity.

When each concept takes an average variance extracted (AVE) of at least 0.50, convergent validity is

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established (Fornell & Larcker, 1981). This indicates that the outer loading of an indicator should be more than .708, because that value squared (.708²) equals .50. In most cases, however, a level of .60 is regarded appropriate (Hulland, 1999; Hair *et al.*, 2014).

The AVE values varied from .65 to .89 in this study, and **Table 04** reveals that all indicator items' factor

loadings and cross loadings ranged from .65 to .96, and that they loaded more heavily on their individual constructs than any other construct. This finding backed up the scales' convergent validity. When an indicator's loading on a concept is larger than all of its cross loadings with other constructs, discriminant validity is proven (Hair *et al.*, 2014).

Table 04: Exploratory factor analysis of mobile telecommunication service providers in Bangladesh

Factor's Name	Association	Original Sample	Standard Deviation	T Statistics	Cronbach's Alpha	CR	AVE
Compensation	COMP1 <- Compensation	0.94	0.14	6.68	0.93	0.95	0.87
	COMP2 <- Compensation	0.93	0.15	6.15			
	COMP3 <- Compensation	0.93	0.11	8.38			
Job Satisfaction	JS1 <- Job Satisfaction	0.94	0.19	4.88	0.96	0.97	0.89
	JS2 <- Job Satisfaction	0.96	0.19	5.15			
	JS3 <- Job Satisfaction	0.92	0.21	4.37			
	JS4 <- Job Satisfaction	0.95	0.20	4.71			
Motivation	MOT1 <- Motivation	0.90	0.02	58.64	0.83	0.89	0.74
	MOT2 <- Motivation	0.92	0.01	74.06			
	MOT3 <- Motivation	0.74	0.06	12.44			
Organizational Engagement	OE1 <- Organizational Engagement	0.85	0.13	6.58	0.78	0.85	0.65
	OE2 <- Organizational Engagement	0.65	0.19	3.50			
	OE3 <- Organizational Engagement	0.90	0.13	7.12			
Sales People's Performance	SPP1 <- Sales People's Performance	0.89	0.02	47.37	0.88	0.92	0.74
	SPP2 <- Sales People's Performance	0.83	0.03	28.06			
	SPP3 <- Sales People's Performance	0.85	0.03	32.85			
	SPP4 <- Sales People's Performance	0.86	0.02	43.54			

6.2 Tests of Reliability and Validity

For the purpose of establishing the data's credibility, according to **Table 04**. By comparing the AVE value to other variables with identical correlation values, the Fornell and Larcker (1981) concept was utilized to conclude that the AVE value possessed discriminant validity. In terms of significance, the correlations with other variables were less significant than the square root of the average variance (AVE) which is shown by

table 04. According to Hair *et al.*, 2019. As a general rule, if the value of Q^2 in the PLS-path model exceeds 0, 0.25, and 0.50, the model indicates weak, moderate, and substantially predictive significance, respectively. The Q^2 value for the direct association between independent variables (pay, work satisfaction, motivation, and organizational engagement) and salespeople's performance is 0.14, suggesting little predictive usefulness.

Table-05: Model validity measures

Discriminant Validity	Mean	Standard Deviation	1	2	3	4	5	Q ² value
1. Compensation	2.42	1.00	0.93					
2. Job Satisfaction	2.81	1.15	0.55	0.94				
3. Motivation	3.80	0.67	0.08	-0.07	0.86			
4. Organizational Engagement	2.39	0.91	0.08	-0.07	0.06	0.81		
5. Sales People's Performance	3.00	0.91	0.12	0.07	0.41	0.16	0.86	0.14

7.3 Evaluation of the Structural Model

'SmartPLS' software was utilized to determine the key salesperson performance variables from the components obtained through factor analysis using a multivariate analytic approach called structural equation modeling (SEM). The path coefficient (β), the R² value, and the t-values make up this model. The direct effect on the predicted latent constructs is shown by path coefficient values. The R² value indicates the cumulative effects of the independent latent variables on the dependent latent variable, and it describes a construct's variation in the expected model as a percentage.

Path significance, as determined by t-statistic results, was used to assess the study's hypotheses. The structural model's results are shown in Figure 02. H₄ was supported by the results, which displayed that motivation had a significant and high degree of valuable effect on salespeople's performance ($\beta = .41$, $p < .001$). Organizational involvement had a substantial and beneficial influence on salespeople's performance ($\beta = .14$, $p < .005$), according to the findings. As a result, H₂ was backed up. However, because the p-value of those components is more than 0.05, there is no significant association between work happiness, salary, and salespeople's performance. As a result, neither H₁ nor H₃ are supported.

For dependent variables, Chin (1988) offered R² values of 0.19, 0.33, and 0.26, with 0.19 being the least significant. It was also suggested that endogenous latent constructs had R² values larger than 0.10 to account for the variation explained by such constructs (Falk and Miller, 1992). Falk and Miller (1992) create that all of the preceding components jointly described

20% of the disparity in the dependent variable (1988). As demonstrated in **Table 06**, all of the VIF values are much below the 3.3 criterion (Diamantopoulos & Siguaw, 2006), representing that the constructs are not collinear.

The model lacked multicollinearity since the VIF values were below the 3.3 criterion. For path modeling, a Global Fit measurement (GOF) was used in most cases. The geometric mean of regular homogeneity and mean R² (mainly dependent variables) is used to calculate it (Chin, 2010). (See the formula). The GOF value in this study remained 0.39 (R² = 0.20, average AVE = 0.778 for the impact of organizational aspects on salespeople's performance). As an effect, the value of GOF was biggest cut-off value (0.36), representing that the indorsed model had greater potential based on the recommended GOF large = 0.36, GOF small = 0.1, and GOF medium = 0.25, values (AKTER *et al.*, 2011).

$$GOF = \sqrt{(AVE \times R^2)}$$

Table 06: Hypothesis Testing

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	VIF
Job Satisfaction -> Sales People’s Performance	0.09	0.09	0.06	1.40	0.16	1.49
Organizational Engagement -> Sales People’s Performance	0.14	0.15	0.05	2.70	0.01	1.03
Compensation -> Sales People’s Performance	0.03	0.04	0.06	0.49	0.63	1.49
Motivation -> Sales People’s Performance	0.41	0.41	0.05	8.00	0.00	1.02
R-Square value	0.20					
Model fit (SRMR)	0.06					

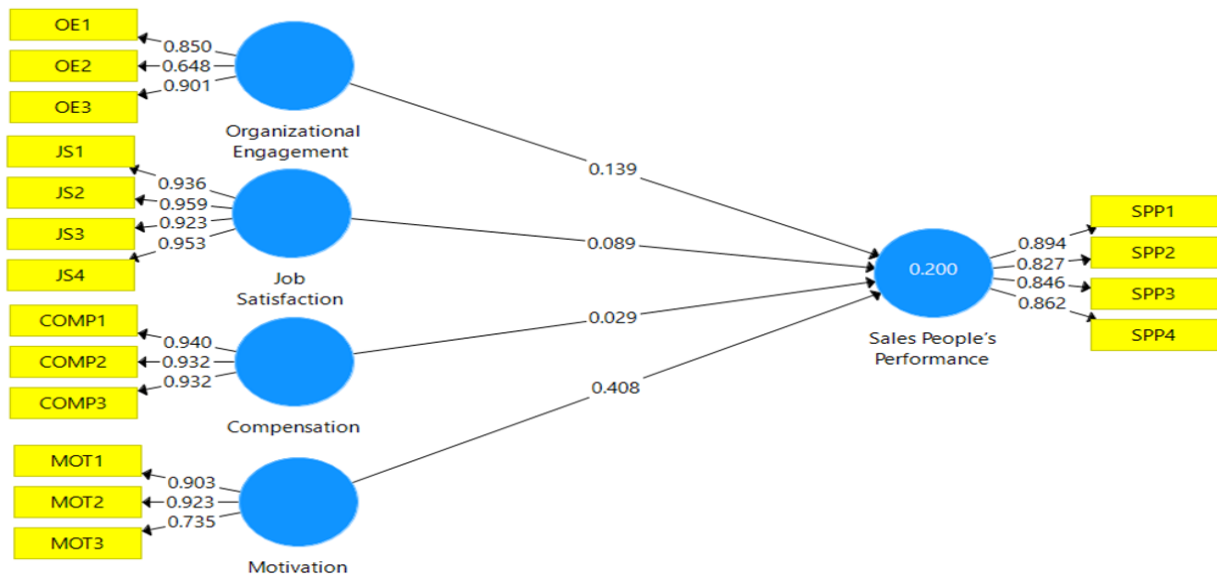


Figure 02: Path Model

7.0 Conclusion

The goal of this study was to look into and determine the important aspects that influence the performance of mobile telecommunications salespeople in Bangladesh. Only two aspects, motivation and organizational engagement, were shown to have substantial effect factors in predicting salespeople's success in mobile telecommunications in Bangladesh, according to Buciuene and Skudine (2015); Sikorska-Simmons (2005); Haines, Saba, and Choquette (2008). That is, the results confirmed that motivation had a promising effect on salespeople's performance, verifying the fourth hypothesis (H4). This finding backs with the theoretical arguments made in the literature (Haines, Saba, and Choquette) (2008). The findings also revealed that organizational involvement has a considerable impact on salespeople's performance, confirming the fourth

hypothesis (H2). This finding backs with the theoretical arguments made in the literature (Buciuene and Skudine, 2015; Sikorska-Simmons, 2015). If a company wants customers and sells those right products to them, they need to make their employees happy so they can do that. This means that you need to have good relationships, be polite, have good ideas about the product, share your ideas with customers, and do other good things. Besides that, more advice should be given to employees so that they can start motivating their customers right away and tell them about their product in a nice way as soon as possible. This is a skill that must be learned. Getting better at something isn't the only way to get better at it, though. Several studies have found that training doesn't help a salesperson do better at their job. People need to be mentored in this situation. This is when people help each other until they reach a certain level.

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Second, organizational engagement is a very important quality that makes an employee want to stay with the company. Having your own home is also a good way to do this. There is a kind of leadership between the employee and his company, which gives him and his company a good place in the competitive market.

8. Conflicts of Interest: The authors declare no conflicts of interest.

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10. Authors Contributions

Research concept- Mohitul Ameen Ahmed Mustafi, Research design- Mohitul Ameen Ahmed Mustafi Supervision- Mohitul Ameen Ahmed Mustafi, Materials- Monowar Uddin Talukder, Data collection- Md. Jahangir Alam , Data analysis and Interpretation- Mohitul Ameen Ahmed Mustafi, Literature search- Monowar Uddin Talukder, Writing article- Mohitul Ameen Ahmed Mustafi, Critical review- Mohitul Ameen Ahmed Mustafi, Article editing- Md. Abdullah Al Noman, Final approval- Mohitul Ameen Ahmed Mustafi, Monowar Uddin Talukder, Md. Jahangir Alam, Md. Abdullah Al Noman

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