

NEURO MOTIVATION OF SALES STAFF: A CASE STUDY OF SELECTED ORGANIZED RETAIL FORMATS OF TIER 1, 2 AND 3 CITIES IN KARNATAKA

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INTRODUCTION

This paper seeks to address practices that persist on organized retail formats in tier 1, 2 and 3 cities in Karnataka which serve to find out neuro motivation of sales staff. The title refers to a stated connection between the neurological processes (Neuro) which means: brain. The study of neuro is all about how we think, how we code out experience in our mind and the way we use our senses to understand, sending, receiving, storing and processing signals that add up to information. (Motivation) which means: A motive is an inner state that energizes, activates or moves and directs or channels behavior goals.

Jobs and organizations are rapidly changing and evolving. The modern organized retail formats has also radically evolved and moving at break neck speeds to get work done. The increased demand to perform above par and maintain a healthy bottom line has changed how organized retail formats responds to sales staff performance in both positive and negative. Increasing number of organized retail formats has become more sensitive of work responsibilities of sales staff and has combined work. However, some organized retail formats still lag behind in motivating sales staff.

The purpose of this study was to explore neuro motivation of sales staff at selected organized retail formats in tier 1, 2 and 3 cities in Karnataka, to see how it can attract, retain and develop quality sales staff in achieving their selling success. Specific hypothesis which this study sought to answer are: (1) Opinions towards hierarchy of motivation factors do not vary in high and low order across tiers. (2) There were no significant differences between genders, marital status, age, educational background, experiences, employment types and incomes contributing to sales staff motivations across tiers. (3) Motivation factors were not having influence and significant difference on sales staff across tiers.

BACKGROUND OF THE STUDY

The site: This research was set in a selected organized retail formats in Karnataka that consisted of all the full time permanent, part time permanent, part time/casual and trainees of tier 1, 2 and 3 cities: that is 40% from tier 1, 40% from tier 2 and 20% from tier 3 cities.

CASE METHODOLOGY AND SAMPLE DESIGN

To achieve desired representation from the various organized retail formats and cities, convenience and stratified random sampling were selected. Convenience sampling technique has been used while selecting the sales staff of selected organized retail formats for responses. Stratified sampling technique has been used for collecting data from the sales staff of tier 1, 2 and 3 cities in Karnataka. A self administered structured questionnaire is constructed and kept same to collect information from sales staff of selected organized retail formats from tier 1, 2 and 3 cities in Karnataka and the questionnaire consists two sections: Part A: Demographic information and Part B: Job motivation related information. Other field visits to the procurement centers, retail outlets and personal interview is also used to collect data and information. The observation method has been used in few cases to cross check the information collected through other methods.

Table 1.1: Sample Design

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Sample Unit	Sales staff of organized retail formats
Sample Size	500
Sample Method	Convenience, stratified random and simple random sampling
Sample Population	Sales staff of organized retail formats
Sampling Data	Primary field, survey data
Sample Area	Tier 1, tier 2, and tier 3 cities in Karnataka
Survey Method	Questionnaire - Likert's 7 point scale
Data Analysis Method	Descriptive statistics, t-test, stepwise multiple regression, correlation and one way ANOVA technique

Variable Selected	Dependent variables: Tier cities Independent variables: Motivation factors which are kept constant
Pay/Compensation Benefits Motivation (pcbm), Job Security Motivation (jsm), Team/Social/Interpersonal Motivation (tsim), Supervisory Motivation (sm), Career/Growth Motivation (cgm), Skill Set and Competency Motivation (sscm), Welfare and Recreational Facility Motivation (wrfm), Recognition and Reward (rr), Working Condition/Environment Motivation (wcem), Communication/Company Policy and Administration Motivation (ccpam), Worker's Participation in Management (wpm) and Organizational Commitment (oc).	

PRESENTATION OF THE DATA

The primary data collected was edited, coded, classified and tabulated into analyzed information by using SPSS version 16.0. The information was in frequency distribution and percentage tables and bar graphs. Much of the information needed to be based on the number of years each sales staff had worked in formats. 15.2% of the respondents had worked at formats between 0-12 months, 36% between 1-2 years, 40% between 2-4 years, 8.4% between 4-10 years and 0.4% between 11 or more years. This implied that the majority of respondents had worked between 2-4 years and 1-3 years. This was necessary because there was restructuring that took place and necessitated a need of motivation for organized retail formats that was able to meet the challenges of the 21st century.

SUMMARY OF SURVEY FINDINGS

According to the hypothesis testing presented and discussed the research findings could be summarized as the subsequent points:

1. The researcher noted that most of the respondents were males, unmarried, 18-25 years age groups, degree qualification, 2-4 years of experience, full time permanent and 8000-15,000 rs monthly salary had been in tier 1, 2 and 3 cities in Karnataka.
2. The results of the fundamental descriptive statistics on independent variables related to motivation revealed that opinions towards hierarchy of motivation factors vary as high and low order across tiers of sales staff. From the table 1.2 it is clear that sales staffs of selected organized retail format are motivated but not much as top 6 motivation factors across tiers. The results of mean percentage score on motivation variables with ranking as top 6 and least 6 across tier cities are: 84.74% tsim, 82.99% sm, 80.72% wcem, 80.06% sscm, 79.10% oc, 77.93% ccpam as top 6. 77.71% rr, 76.02% cgm, 75.18% pcbm, 74.04% jsm, 73.11% wpm, 64.93% wrfm as least 6. This confirmed that most of the respondents were motivated but not as much as top 6 across tier 1, 2 and 3 cities.
3. The response to the research hypothesis 2 indicate that personal factors have significant difference between genders, marital status, age, educational background, experiences, employment types and incomes contributing to sales staff motivations across tiers. Table 1.3 shows the result of paired t-test and one way ANOVA of perceptual difference of sales staff based on personal factors across tier 1, 2 and 3 cities.
 - The results of paired t-test of perceptual difference of sales staff gender wise towards motivational factors across tiers has significant difference in the opinions towards the variables like cgm, sscm, wrfm, wcem and wpm.
 - The results of paired t-test of perceptual difference of sales staff marital wise towards motivational factors across tiers have significant difference in the opinions towards the variables like sm, cgm and rr.
 - The results of one way anova of perceptual difference of sales staff age wise towards motivational factors across tiers has significant difference in the opinions towards the variables like tsim, sm, cgm, wrfm, wpm and oc.
 - The results of one way anova of perceptual difference of sales staff education wise towards motivational factors across tiers has significant difference in the opinions towards the variables like sscm, wrfm, rr, ccpam, wpm and oc.
 - The results of one way anova of perceptual difference of sales staff experience wise towards motivational factors across tiers has significant difference in the opinions towards the variables like pcbm and wpm.
 - The results of one way anova of perceptual difference of sales staff employment wise towards motivational factors across tiers has significant difference in the opinions towards the variables like pcbm, jsm, tsim, sm, cgm, wrfm, rr and wpm.
 - The results of one way anova of perceptual difference of sales staff income wise towards motivational factors across tiers has significant difference in the opinions towards the variables like pcbm, jsm, tsim, sm, cgm, sscm, wrfm, rr, ccpam, wpm and oc.
4. The results of fundamental descriptive statistics (table 1.4) on dependent variables covering across tiers in Karnataka on motivation factors have influence on sales staff. The results of one way anova shows variables like tsim, sm, cgm, sscm, wcem, wpm and oc has significant difference. The response to the research hypothesis 3 indicates that the hygiene factors were major contributing motivators in retailing across tiers.

Table 1.2: Results of Mean Percentage Score on Motivation Variables With Ranking Across Tier 1, 2 and 3 Cities (N=500)

M Variable	PCBM	JSM	TSIM	SM	CGM	SSCM	WRFM	RR	WCEM	CCPAM	WPM	OC
Mean	75.185	74.047	84.742	82.992	76.021	80.062	64.937	77.714	80.728	77.937	73.114	79.107
Rank	9	10	1	2	8	4	12	7	3	6	11	5
SD	14.897	15.606	11.824	13.436	14.403	12.863	19.236	14.220	12.798	14.343	17.268	13.123

Source: Field Survey & Primary Data of Sales Staff of Selected Organized Retail Formats in the Study Area August 2014.

Table 1.3: Results of Paired t-test and One Way ANOVA of Perceptual Difference of Sales Staff Based on Personal Factors Across Tier 1, 2 and 3 Cities (N=500)

M Variable	PCBM	JSM	TSIM	SM	CGM	SSCM	WRFM	RR	WCEM	CCPAM	WPM	OC
Gender Positions												
t	1.927	.983	-.638	1.020	3.653	2.437	2.151	.768	-.2115	-.552	2.445	.227
p	.055	.326	.524	.308	.000	.015	.032	.443	.035	.581	.015	.820
Marital Status												
t	1.605	1.037	1.307	2.271	2.021	1.383	-.913	2.229	-.894	-1.396	-.644	1.905
p	.109	.300	.192	.024	.044	.167	.362	.026	.372	.163	.520	.057
Age Groups												
f	.828	1.904	3.029	3.230	7.124	1.267	14.599	.025	.026	2.049	10.783	6.665
p	.438	.150	.049	.040	.001	.283	.000	.975	.974	.130	.000	.001
Education Qualification												
f	.214	1.053	2.336	.322	2.488	5.816	2.906	5.296	.116	4.249	3.599	2.798
p	.887	.369	.073	.810	.060	.001	.034	.001	.951	.006	.014	.040
Experience												
f	3.544	.958	1.921	1.651	1.883	1.343	1.048	1.426	2.274	1.275	2.831	1.898
p	.007	.430	.106	.160	.112	.253	.382	.224	.060	.279	.024	.109
Employment Types												
f	5.452	7.952	4.285	3.431	5.792	1.595	11.467	2.771	1.119	1.588	5.805	2.361
p	.001	.000	.005	.017	.001	.190	.000	.041	.341	.191	.001	.071
Incomes												
f	8.910	6.443	2.502	13.578	22.334	15.383	6.981	14.183	1.234	3.977	13.356	6.316
p	.000	.000	.042	.000	.000	.000	.000	.000	.295	.003	.000	.000

Source: Field Survey & Primary Data of Sales Staff of Selected Organized Retail Formats in the Study Area August 2014.

Table 1.4: Results of One Way ANOVA Across Tier 1, 2 and 3 Cities (N=500)

M Variable	PCBM	JSM	TSIM	SM	CGM	SSCM	WRFM	RR	WCEM	CCPAM	WPM	OC
f	1.759	0.299	10.146	9.131	12.129	7.475	0.096	1.840	16.969	0.742	28.553	10.867
p	0.173	0.742	0.000	0.000	0.000	0.001	0.908	0.160	0.000	0.477	0.000	0.000

Source: Field Survey & Primary Data of Sales Staff of Selected Organized Retail Formats in the Study Area August 2014.

RESPONDENTS' RECOMMENDATION ON NEURO MOTIVATION

1. It is observed that sales staffs of selected organized retail formats are motivated but not as much as top 6 motivation variable across tier 1, 2 and 3 cities. Therefore, it is suggested that the formats should give greater attention to the least six variables to increase sales staff performance and to control attrition rate of sales staff.
2. The results of paired t-test and one way ANOVA of perceptual difference of sales staff gender, marital, age, education, experience, employment and income wise towards motivational factors across tiers has significant difference in the opinions towards the variables. So the formats should try to make an effort in the areas of motivation so as to improve perceptual difference towards motivation.
3. It has been observed that there is good deal of significant difference and least motivation across tier 1, 2 and 3 cities with the motivation variables like tsim sm, cgm, sscm, wcm, wpm and oc. Therefore, measures have to be taken for these variables to increase sales staff productivity and to reduce the attrition of sales staff.

OTHER GENERAL SUGGESTIONS AND RECOMMENDATIONS

- Retail jobs in the frontline are near minimum wage jobs and offer much lower compensation. Thus, improving on strong compensation system like bonus, PF, ESI, gratuity etc is suggested.
- Retail jobs are physically demanding. Sales staff is required to stand 10 hours a day, six days a week, work on weekends, holidays, festive days and moreover function throughout the year. Hence working hours, flexi working hours and time off to participate in community service is suggested.
- Lack of career growth prospects has been one of the major reasons for attrition in the retail sector. Retail jobs are also not career builders in the short run. Not many sales staff can grow to become store managers and there is limited scope. Thus modeling a career path can serve as an effective tool to retain sales staff as it provides them an opportunity to strive to reach higher levels in the formats and working high profile jobs/desirable locations is suggested.
- Things such as paying salaries on time, processing leave, loan and other requests on time, providing neat and clean changing rooms, good uniforms and most important, ensuring that their issues and grievances are redressed quickly is suggested.
- Retail sales staff face a lot of excessive or abusive criticism, dissension; opposition from customers all the time. They constantly need to be told that they are doing a good job, that their efforts are being noticed is suggested.
- Job rotation, job enlargement and job enrichment can act as a tool to prevent monotony thus enhances sales staff motivation and give more scope for creativity, to learn new things, or experiment with new ideas and use creative brain storming sessions is suggested.
- Solicit views/ideas from the sales staff to resolve the formats problems and improve upon the formats effectiveness and leadership qualities. An idea of opening staff club is also suggested.
- Much retail formats lack adequate facilities for sales staff, such as restrooms to relax, and pick up and drop services for employees working late, format subsidized child care. Considering this is suggested.
- Considering retail formats employ large number of women. Women sales staff should be motivated and that too married women must be encouraged and promoted for higher responsibilities. Revision of pay scale and perks for females is suggested.
- Appreciating and rewarding the best performing sales staff act as great motivation tools to retain sales staff. Thus make the most of nonfinancial motivators realistic like; promotions, recognition, rewards, praise etc is suggested.
- The formats can appreciate the sales staff publicly as and when he or she exhibits commendable performance. This has induction effect on the sales staff and they get motivated to perform better too is suggested.
- Apart from the peculiar work pattern, retail sales staff experience anxiety and stress on account of shortage of manpower, work overload, time pressures, deadlines and job insecurity. Discover new ways of fun at formats to keep sales staff relaxed is suggested.
- Since most of the sales staff feels, the retail sector is an opportunity and experience for future career, more training and enhancing knowledge is suggested.
- A number of business schools have come with special courses and degree in retail management so can suggest sales staff to get update and reimbursement for continuing education coursework is suggested.
- Develop the skills of sales staff by organizing career development programmes, personality development programme, work life balance, communication skills etc is suggested.
- Always open to support and listen to their ideas and concern and believe in open door policy and provide the sales staff with the opportunities/platforms to talk informally too is suggested.



- It is suggested that some supervisors or managers can personally go to the seat of each sale staff to ensure that the sales staff is performing his or her duties happily. This kind of caring attitude develops a sense of belonging in the sales staff is suggested.
- Greet the sales staff on the special days as birthdays, anniversaries and celebrate by sending SMS, e-mails, bunch of flowers, clapping hands and cutting cakes etc is suggested.
- Periodic surprises for a job well done, verbal or written recognition and photo within office to recognize employee of month is suggested.
- It is suggested that the supervisors and managers of formats can present themselves as role model by being honest, punctual and disciplined at work. Also suggested to the supervisors and managers that coming to office timely and avoiding unethical practices at work can also motivate the sales staff.
- The families of sales staff can be invited in the cultural programmes/events organized by the formats is suggested.
- Provide the sales staff with an encouraging work culture, which inspires them to perform satisfactorily, is suggested.
- Background music is a tool to boost sales staff motivation in formats is suggested.
- Formats design and interiors also motivates sales staff, so is suggested to focus.
- The sales staff achievements can be shared through an in-house magazine is suggested.
- Managers and supervisors can make it a point to personally visit if the sales staff or his or her dependent gets unwell and admitted in the hospital is suggested.
- It is suggested that the managers and supervisors can attend the social functions organized by the sales staff and share the joy. This develops a sense of belongingness in the sales staff and others.
- The formats can recognize the children of the sales staff on achieving excellence in academics, games and sports, competitive examinations etc. is suggested.
- It is suggested that the formats can offer watches, diaries, calendars, tiepins, wallets, t-shirt etc to the sales staff at time of occasion, some of the sampled formats offer free lunch, coffee breaks and dinner with managers and supervisors.
- The sales staff can be rewarded with trophies, plaques, citations, scrolls, letter of appreciation is suggested.
- Reward good performances with extra perks, like concert tickets, gift coupons, vouchers, paid holidays, insurance covers, movie tickets, vacation trips, coupon redeemable at stores, early time off, anniversary, dating and birthday presents and so on is suggested.
- It is suggested that the formats can celebrate success by cheering up with the sales staff. Such kind of celebrations can be organized at various levels. This develops team spirit in the group members and motivates them to perform in synchronized manner.
- Finally last but not the least effective planning enhances sales staff motivation.

CONCLUSION

The challenge of neuro motivation of sales staff in organized retail is not peculiar to tier 1, 2 and 3 cities in Karnataka alone and in fact, the problem is more accentuated in case of the developed and developing nations like the US, UK and India. A number of industry players have realized that in order to come out of the vicious circle of human resource challenges the crux of the problem i.e. neuro motivation of sales staff, need to be tackled with the weapon of trend motivation techniques i.e. beyond monetary compensation.

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