Universiti Utara Malaysia

DRIVERS OF KEY PERFORMANCE INDICATORS ACHIEVEMENT AND ITS MEDIATING EFFECT ON SALESFORCE INTENTION TO RETAIN IN THE BANKING INDUSTRY

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DRIVERS OF KEY PERFORMANCE INDICATORS ACHIEVEMENT AND ITS MEDIATING EFFECT ON SALESFORCE INTENTION TO RETAIN IN THE BANKING INDUSTRY

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ABSTRACT

Personal selling has become a core strategy of banks' competitiveness.The key success of personal selling is the imperative role of the salesforce in delivering quality sales of banking products and services and achieving individual Key Performance Indicator (KPI). KPI is a new performance measurement adopted in modern banking. Hence, this was a maiden study to identify the drivers for KPI achievement in Malaysian banks, namely individual competencies (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, communication and learning) and perceived organizational factors (articulate visionary leader, high performance culture and teamwork). Malaysian banks face great challenges to retain the salesforce in sales job. Hence, this study also examined the impact of individual competencies and the organizational factors to retain the salesforce. The novelty of this study was the investigation of the mediating effects of KPI achievement on the relationship between individual competencies, organizational factors, and salesforce retention. Data was obtained through questionnaires to 190 members of the salesforce who were attached to eight domestic banks in three regions. Multiple regression results show performance orientation, agility flexibility and teamwork have significant impacts on KPI achievement. Meanwhile, performance orientation, affiliate interest, commitment to work and all organizational factors significantly influenced the salesforce's intention to retain. The results support the Herzberg Motivation Theory that the ability to perform well and the synergy of teamwork in banks increase the salesforce's KPI achievement and the intention to retain. The result of the hierarchical regression analysis shows that KPI achievement fully mediates the relationship between performance orientation, teamwork and intention to retain, which supports the Expectancy Theory. The findings of this study provide statistical evidence of KPI drivers and the important role of KPI and the intention to retain. The findings also indicate practical, theoretical and policy implications to relevant parties.

Keywords: salesforce, banking, key performance indicator (KPI), individual competencies, organizational factors

ABSTRAK

Jualan secara peribadi adalah salah satu strategi utama institusi perbankan untuk berdaya saing. Kunci kejayaan jualan secara peribadi bergantung kepada peranan imperatif tenaga jualan dalam menjual produk dan perkhidmatan perbankan yang berkualiti, dan sekali gus membantu mencapai Indikator Prestasi Utama (KPI) mereka. KPI adalah penilaian prestasi baharu diguna dalam perbankan moden. Justeru, kajian ini adalah kajian julung yang mengkaji kompetensi individu (orientasi prestasi, faedah gabungan, kualiti kerja, komitmen untuk bekerja, ketangkasan, jualan penyesuaian, perancangan, komunikasi dan pembelajaran) dan faktor organisasi (pemimpin yang mengartikulasikan wawasan, budaya kerja berprestasi tinggi dan kerja berpasukan) sebagai pemacu KPI dalam institusi perbankan di Malaysia. Institusi perbankan di Malaysia juga berhadapan cabaran besar dalam mengekalkan tenaga jualan. Kajian ini juga mengkaji kesan kecekapan individu dan faktor organisasi terhadap hasrat untuk mengekalkan tenaga jualan. Sumbangan baharu kajian ialah kesan perantaraan pencapaian KPI dalam hubungan antara kecekapan individu, faktor organisasi, serta pengekalan kerjaya. Data diperolehi melalui kaedah soal selidik yang dijalankan ke atas 190 orang tenaga jualan yang bertugas di lapan buah bank domestik di tiga wilayah. Keputusan regresi berganda menunjukkan bahawa orientasi prestasi, ketangkasan fleksibel dan kerja berpasukan mempunyai kesan yang ketara kepada pencapaian KPI. Sementara, orientasi prestasi, faedah gabungan, komitmen untuk bekerja dan semua faktor organisasi mempengaruhi secara ketara dalam mengekalkan tenaga jualan. Keputusan ini mendokong Teori Motivasi Herzberg iaitu keupayaan untuk prestasi yang baik dan sinergi kerja berpasukan di institusi perbankan mampu meningkatkan pencapaian KPI di kalangan tenaga jualan serta hasrat untuk mengekalkan mereka dalam kerjaya. Hasil daripada analisis regresi hierarki menunjukkan pencapaian KPI sebagai pengantara penuh dalam hubungan antara prestasi orientasi, kerja berpasukan dan hasrat untuk mengekalkan; serta menyokong Teori Jangkaan. Hasil kajian membuktikan secara statistik pemacu kepada KPI dan peranan penting KPI dalam hasrat mengekalkan kerjaya di kalangan tenaga jualan. Dapatan kajian juga menjelaskan implikasi praktikal, teori dan dasar kepada pihak yang berkenaan.

Kata kunci: tenaga jualan, perbankan, indikator prestasi utama (KPI), kecekapan individu, faktor organisasi

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LIST OF ABBREVIATIONS

ABM	Associations of Bank Malaysia
ADPTS	Adaptive Selling
ANOVA	Analysis of Variance
BNM	Bank Negara Malaysia
GDP	Gross Domestic Product
IBBM	Institute Bank-Bank Malaysia
KPI	Key Performance Indicator
SPSS	Statistical Package for the Social Sciences
UEM	United Engineers Malaysia
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

1.1 Global Banking Landscape

Banking sector forms a significant component of the financial sector. In the 21st era, banking sector had experienced a lot of changes. These changes are the result of globalization, deregulation, and sophisticated needs of customers, competitive pressures and technology. On the other hand, the global financial crisis such as sub-prime turmoil in the United States in 2008 and the preceding Asian financial crisis in 1997 have resulted in new transformation in banking landscape (Munir, Perera, & Baird, 2011). All these changes do not only influence the operation but also the performance of banks worldwide.

Globalization primarily refers to the removal of geographic barriers for trade and financial market activities. Consequently, globalization has allowed gradual intensification and integration between financial market and financial institutions throughout the world (Casu, Girardone, & Molyneux, 2006).

Deregulation on the other hand, has resulted in the removal of some controls and rules governing the activities of banks and other financial institutions (Harrison, 2000). With deregulation, banks are permitted to offer broader financial services and involved in various financial activities that were previously handled by investment bank, insurance company, merchant bank and others. The new activities involved 3Cs that is cross-selling, cost saving and capital sharing (Shen & Chang, 2012).

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Both globalization and deregulation have impacted the domestic bank"s performance and the ways their banking operations are conducted.

For international banks, they enjoy economies of scale and scope which boost their performance and market valuation (Shen & Chang, 2012). Deregulation and globalisation are nonetheless exposed these banks to intense competition from local banks and institutions in different sectors of the financial industry such as non-bank financial institutions (Choudhury, 2013; Cunat & Guadalupe, 2009). Munir *et al.* (2011) found banks are presently operating in intensifying competitive pressure which caused their gross interest margins to shrink and reduce their profit performance.

Technology is another agent of change affecting banking sector performance. With technology, banks embrace innovative technology-based delivery channels such as internet and mobile banking. They also replace traditional paper- based system and transformed many manually back office works to automated system. The transformation enables banks to provide more efficient and effective services as the automated system enhances timely delivery and reduce human errors. However, in certain banking activities especially involving wealthy customers, banks rely on professional advisors who are actually the salespeople instead of technology alone, to make decision for their investment (Soderberg, 2013; and Allen & Gale, 1999).

Another force in banking sector to reckon with is the new sophisticated need of customers. As with high net-worth customers who wish to have personalised banking services, other customers also look for banking product and services which meet their needs and expected returns. As such, banks have to change their approach from being traditional bankers to modern bankers by tailoring their products and services in line with the changing trends and needs of customers (Allen & Gale, 1999).

Retrospectively, globalisation, deregulation, technology, competition and new customers" needs and wants influence banks to adopt marketing approach in promoting their product and services to generate income. In this aspect, promoting approach entails sales promotion, advertising and personal selling. Personal selling focuses on selling activities by banking employees as banks need to diversify their income base from traditional interest income (mainly from lending activities) to fee based income involving cross-selling products and services (Khoo, 2012).

1.2 Sales in Banking

Sales therefore, have become a major component of banking activities as well as a core strategy of banks" competitiveness (Fortado & Fadil, 2014; and Cook & Hababou, 2001). One of the key success factors of bank marketing is the imperative role of salesforce in delivering service and quality excellence to customers (Inderst, 2011; Lane & Piercy, 2004).

Despite banks embrace innovative technology-based delivery channels such e-banking and mobile banking, salesforce is equally important to support banks" proactive functions as universal multi-financial service providers (Inderst, 2011; and Cook & Hababou, 2001). With this role, the salesforce selling process in bank is becoming more complex (Herjanto & Gaur, 2011). This is because the salesforce is engaged in the selling of credit card services, investment services, and banking insurance besides the core traditional activities of generating loan sales (mortgages, auto loans and personal loans) and increase deposits. Selling all these products necessitate complex skills, knowledge and abilities of salesforce (Khoo, 2012ab).

A salesforce refers to a bank staff designated to be responsible for selling banking products and financial services. His/her performance will be evaluated based on target achieved on his key performance indicators or KPI. By definition, KPIs is a tool to measure the performance of individual and departments and also to assess the consequences of performing above expectations, meeting expectations or a complete failure to meet expectations (Zakaria, Yaacob, Yaacob, Noordin, Sawal & Zakaria, 2011). Banks are recruiting staff with selling skills, abilities and knowledge to perform their selling activities.

These selling activities are transactional in nature. However, salesforces" roles today are beyond than that, whereby they have evolved from transactional based into problem-based solution. Problem-based solution is a suitable salesforce role in this era as it permits the salesforce to interact actively with customers in diagnosing customers" needs. This process enables the salesforce to match the customers" needs with sellers"

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offers which in turn creates a value to customers and the banks (Tanner, Fournier, Wise, Hollet, & Poujol, 2008; and Blocker, Cannon, Panagopoulos & Sager, 2012). In addition, Wotruba (1991) confers there are four different selling strategies which can be used by salesforce to execute the role as problem solver namely adaptive, consultative, negotiation and relationship.

Against this backdrop, salesforce continues to be important in any sales driven organizations and banks (Mantrala, Albers, Gopalakrishna, & Joseph, 2008).

1.3 Staff Turnover and Retention

In order to maintain or increase their profit performance, banks therefore rely on the efficiency of their salesforces to generate fee based income and staff who are handling on operations to generate income relating to banks" core operations (Khoo, 2012ab). However, banking industry experiences the phenomenon of high employee turnover rate likely to jeopardize overall banks performance (Hussain, Yunus, Ishak, & Daud, 2013). Table 1.1 shows the turnover rate in overall industry, and banking and finance industry globally.

Table 1.1
Turnover Rate - Global Statistics 2011-2014

	2011 (%)	2012 (%)	2013 (%)	2014 (%)
All Industries	14.4	15.2	15.1	15.7
Banking and Finance	16.0	16.5	17.2	17.4

Source: www.compensationforce.com/2014-turnover-rate-by industry

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The statistic shows that, turnover rate for all industries have been increasing from 14.4 per cent in 2011 to 15.7 per cent in 2014. However, turnover rate in banking and finance sector is higher than the all industries figure. Staff turnover in banking and finance sector has been increasing every year since 2011 at 16.0 per cent to 17.4 per cent in 2014. The average turnover rate for banking and finance sector for the last four years was 16.77 per cent compared to average all industries turnover rate of 15.1 per cent.

As shown in Table 1.1 turnover rate remains high at 17 percent which indicates that banks which can easily hire employees but face difficulty to retain them. According to Boles, Dudley, Onyemah, Rouzies, and Weeks (2012), large academic studies have addressed employee turnover. Nonetheless, many of these studies only investigate the factors which contribute to employee turnover. The studies reveal that, less efforts have been done to investigate the factors which influence employees to be loyal or to remain with the organisation particularly in the banking sectors.

Table 1.2 illustrates the median voluntary turnover rate by industry for company having sales and non-sales function. With respect to the staff turnover, organizations in software or technology and hardware recorded higher turnover rates in sales division compared to non-sales division. The average staff turnover rate in these three industries is 11.57 per cent with the highest turnover rate in software industry (13.3 %). However, for semi-conductors industry the staff turnover rates are higher in non-sales division (9.1 %) compared to 7.4 per cent in sales division.

Table 1.2
Median Voluntary Turnover by Industry

Source: radford.com\home\consulting

1.4 Changing Banking Landscape in Malaysia

In Malaysia, financial service sector continues to be a key driver for economic growth. It has been making significant contributions to GDP and in job creation. Service sector accounts for 53.5 per cent of Malaysia" GDP with the growth rate of 6.3 per cent in 2014 and provides 71.5 per cent or equal to 1.3 million job opportunities (EPU, 2014). Finance and insurance, which are the service subsectors, contributed about 7.3 per cent to GDP (EPU, 2014). According to the Malaysian Financial Sector Blueprint, finance sector is going to create 200,000 jobs by 2020. Presently, the total number of employees in the finance sector is 144,000.

The estimated increase in the jobs indicates higher growth potential in financial sector in the future. In tandem with the trends in global landscape, globalisation, deregulation, competition, technology and the changing need of customers exerts similar effects on the local banking environment. Malaysian banks embrace the sales culture in the banking process. In banks, sales culture refers to what is written, formally asserted, and how employees be well- behaved in a selling context (Mualla, 2011).

Based on the reports by Institut Bank-Bank Malaysia (2010, pg. 3) there was an increasing number of banking institutions enrolled their staff in sales related training programmes. Jantan and Honeycutt (2013) reported that, the sales trainings were more in product related rather than selling relationship training. The findings from the studies imply the realization and importance of the roles played by sales professional in the banking industries. The important of salesforce in supporting banks" business roles was also acknowledged by Public Bank management where the salesforce contributed to the excellent profit performance of the bank (Public Bank Annual Report, 2010; and Khoo, 2012ab).

1.5 Justification for the Study

Justifications for the study are as follow:

i. According to Chambers, Foulon, Handfield-Jones, Hankin and Michaels (1998) and Beechler and Woodward (2009), many companies have poor performers. On the other hand, they also experience problems in retaining good performers. These issues were found to give adverse impacts to the overall organization performance (Siahaan, Gultom, & Lumbanraja, 2016; and Manikyam, 2014).

This issue is supported by McKinsey (1998) who professed retaining high performer is important particularly to sales organization, because they contribute 67 per cent of revenue increase. Similarly the banking industry also faces same problem of retaining high performers in sales division of banking operations (Jaramillo, & Marshall, 2004). According to Khoo (2012ab), retaining high performer salesforce is important as sales target (presently measured by key performance indicators) has been imposed as an important component of overall branch profit. Therefore, it is of critical need to investigate factors that could solve low retention of high performers in banking industry in order to assist banks to retain their top performers.

In addition, empirical evidences have found that bank employees" retention is caused by a number of factors, including personal factors (Kyndt, Dochy, Michielsen, & Moeyaert, 2009; Govaerts, Kyndt, Dochy, & Baert, 2011; D"Amato & Herzfeldt, 2008; Messah & Kubai, 2012), job-related (Nawaz, Jahanian, & Tehreem, 2012; and Hyterr, 2007), human resources factors (Chew & Chan, 2008; Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012); Kerr-Phillips & Thomas 2009; and Alias, Noor, & Hassan, 2014) and organizational factors (Kyndt *et. al*., 2009; Govaerts *et. al*., 2010; Ashraf, Joarder, & Masum, 2008;; Ghosh, Satyawadi, Prasad Joshi, & Shadman, 2013; Hytter, 2007; and Kerr-Phillips & Thomas, 2009). Nonetheless, in view of hardly any study that examined the effects of individual competencies (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, communication and learning) toward intention to retain, it is justified

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that empirical study be conducted in this area, the results for which can contribute to the betterment of managing high valued human resources.

ii. Another justification for this study is that retention of good performers is a challenge to banks, since being top performers and valuable assets; they are often being pinched by other banks (Khan & Ahmad, 2011). According to Samuel and Chipunza (2009), and Nwokocha and Iheriohanma (2012), retention good employees is as   source of strategic competitive advantage. Idris (2014), on the other hand stressed the loss of talented employees can be detrimental to the productivity and profitability of businesses. These were due to several factors such as the cost of losing the salesforce itself (Farooq & Hanif, 2013, and Kotzé & Roodt, 2007), losing of critical information (Griffeth & Hom, 1995) and losing of productive and efficient human asset in the bank (Sachdeva & Kumar, 2011).

iii. Hence, this study is justified   because it will motive identifying significant factors that enable top salesforces achieve their KPI, which closely relate to the banks bottom-lines as it involves overhead cost and productivity.

iv. This study is also justified to be carried out particularly in Malaysia because the current banking operation is largely based on sales culture (Khoo, 2012ab). Banks have to adopt sales culture because of high competition among banks   for customer patronage, since they sell similar bank products/services through similar delivery channels (Manikyam, 2014; and Khan & Ahmad, 2011).

In spite of the importance, this area or scope relating to sales in banking is neglected or received very little attention from researchers (Jantan & Honeycut, 2012).

v. Another justification for this study is about the presence of the sales culture which creates a transformation in the banking sector (Khoo, 2102ab; and Ridnour, Lassk, & Shepherd, 2001). This transformation has not being well addressed in the past studies (Mualla, 2011). It is necessary to address this issue because this transformation implicates that staff engaged in sales should have the necessary skills, knowledge and abilities to achieve the sales target and the branch''s targeted profit. Due to competitive banking market, KPI and revenue are the top priorities in the banking industry (Manikyam, 2014; Jaramillo & Marshall, 2004; and Ridnour *et al.,* 2001). Acoording to Jantan and Honeycut (2012), majority of trainings for salesforces were found on technical skill   rather than non-technical banking skills or conceptual skills. In contrast Khoo (2012ab) stressed that salesforces need to have competencies such as problem-solving, team-building and interpersonal skills. Due to lack of empirical findings in this sales culture; through this study, the competencies will be investigated to assess their impacts on sales performance and hence, profitability of the banks. This study is justified in order to fulfill the knowledge gap in the application of sales culture in the banking sector.

vi. The next justification for the study is the increasing need to focus on drivers of salesforce performance measured by key performance indicators (KPIs). KPI is a common word nowadays and this new salesforce performance target is given to every salesforce and it has to be achieved on a monthly basis; failing which bonuses, increment and appraisal marks of employees will be penalised (Madzikanda & Al-Khalifa, 2014; and Peetz & Todd, 2001). To the best knowledge of the researcher, these drivers have not been empirically investigated, instead more discussion on the topic was found on conceptual basis (Kaplan & Norton, 1992; and Khoo, 2012ab).

1.6 Problem Statement

The ultimate goals of banking institutions are to achieve high profitability and provide satisfactory return to their shareholders (Wu, Tzeng, & Chen, 2009; Kaur, 2015; and Siahaan, Gultom, & Lumbanraja, 2016). Like any other service oriented organizations, banks also focus on delivering high quality service to their customers through the works of salesforce in order to generate high profit (Khoo, 2012ab; Mualla, 2011; Jaramillo & Marshall, 2004; and Ridnour *et. al.*, 2001).

Due to the high performance sales culture persists in the banking industry, highly competent salesforce is accounted to deliver great sales service and this practice gives the rising importance of „sales service quality" as a differentiated strategy to capture the market (Manikyam, 2014; Khan, Aslam, & Lodhi, 2011; and Khoo, 2012ab) and develop good banker-customer relationship (Mohlala, Goldman, & Goosen, 2012).

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Without better sales service quality, a salesforce would not be able to create sales and win the customer''s heart in patronizing bank''s product and services (Siahaan, Gultom, & Lumbanraja, 2016; and Mualla, 2011). Hence, these salesforce activities have driven a need for new competencies to be developed (Mualla, 2011; Jaramillo & Marshall, 2004; and Cross, Hartley, Rudelius, & Vassey, 2001).

Although Mualla has pointed such a need in 2011, the competency models introduced in the Malaysian banking sector have not been empirically tested to assess their impact on KPI achievement and intention to retain in the Malaysian banking sector. Khoo (2012ab) declared that Malaysian banks have used KPI for measuring sales performance. However, his studies did not empirically test the KPI construct. This presents a knowledge gap which constraints a greater understanding of the models and their practical and theoretical applications.

To this effect, there is no scale for KPI construct of the salesforce being developed for empirical testing. This development requires new work on validation and reliability that will be addressed in this study.

Notwithstanding that, Malaysian banks face difficulties to hire competent salesforce who can deliver and achieve the KPI given to them. These competency elements are identified as performance orientation, affiliate interest, job quality, and commitment to work, agility, adaptive selling, planning, communication and learning.

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To the knowledge of the researcher, these elements have not been empirically tested with regards to bank"s salesforce competency in achieving KPI. The **gap** in the literature also shows that there is a dearth study in this area relating to KPI and competency elements particularly in the banking sector. The previous empirical studies on competency which influences sales performance were carried out by Chen (2015) and Kim and Hong (2005) in non-banking industry by using different set of competency models and elements.

Lahey and Newins (2010) found salesforce performance as important and exceeding performance expectation is the number one factor towards achieving higher banks" profit. The researchers also discovered that salesforce performance is significant to ensure a bank"s new retail strategies are achieved especially in result oriented environment (Khoo, 2012ab). The main issues talked about salesforce are; their poor productivity and their inability to achieve their KPI. This is supported by an empirical evidence of Dickie and Trailer (2007) and Bakar, Mustapha, Kasim, and Amiruddin (2015) who argued KPI is difficult to achieve because KPI always increase based on the past performance of bank"s incomes which divided into non-interest income and interest income. The evidence could be seen in the case of Malaysian banks as shown in Table 1.3.

Table 1.3
Distribution of Income of Major Malaysian Banks (2012-2014)

	2012 (000')	2013 (000')	Δ%	2013 (000')	2014 (000')	Δ%
Maybank						
Non-Interest Income	3,932,215	3,684,042	(6.3)	3,684,042	3,098,079	(15.9)
Interest Income	11,194,494	11,744,776	4.91	11,744,776	13,123,548	11.73
CIMB Bank						
Non-Interest Income	2,263,439	2,042,067	(9.78)	2,042,067	1,972,928	(3.38)
Interest Income	7,613,878	8,387,957	10.16	8,387,957	9,070,573	8.14
Public Bank						
Non-Interest Income	1,155,109	975,058	(15.58)	975,058	988,472	1.37
Interest Income	9,465,598	10,368,420	9.53	10,368,420	11,602,472	11.90
RHB Bank						
Non-Interest Income	932,883	1,040,785	11.57	1,040,785	989,740	(4.90)
Interest Income	5,956,963	6,459,572	8.43	6,459,572	7,087,918	9.73
AmBank						
Non-Interest Income	889,397	672,550	(24.38)	672,550	715,945	6.54
Interest Income	4,237,059	4,324,665	2.07	4,324,665	4,475,792	3.49
Hong Leong Bank						
Non-Interest Income	882,199	1,222,457	38.57	1,222,457	1,070,304	12.45
Interest Income	5,493,832	5,609,243	2.10	5,609,243	5,667,175	1.03
Affin Bank						
Non-Interest Income	255,890	234,862	(8.22)	234,862	222,544	(5.24)
Interest Income	2,012,937	2,150,845	6.85	2,150,845	2,299,786	6.92
Alliance Bank						
Non-Interest Income	320,276	390,734	22.0	390,734	370,171	(5.26)
Interest Income	1 ,263,818	1,361,593	7.74	1,361,593	1,540,214	13.12

Soure: Banks annual reports

Table 1.3 shows the interest income was on increasing trend except for CIMB and Hong Leong Bank, whereas the non-interest income fluctuated during the period. Salesforces" involvement in the interest income is through selling of mortgages, auto loans and personal loans. While, their involvement in non-interest income are through the selling of credit card services, investment services, and banking insurance (Jan tan & Honeycutt, 2013).

The salesforces in Malaysian banks usually can meet their KPI in selling loan products related to mortgages, auto loans and personal loans. However, they face stiff competition from other banks in selling fee-based products such as credit card services, investment services, and banking insurance since other banks are also offering the same products (Khoo, 2012ab). In this respect, customers tend to choose salesforces which can convince them about the benefits of the products. Amidst this stiff competition, many salesforces who could not perform or meet their KPI will leave the banks or being terminated (Omar, Chan, & Joned, 2009). This is due to a bank"s performance policy in which KPI target has to be achieved on a monthly basis; failing which employees" performance will be penalised (Khoo, 2012ab). On the other hand, good salesforces who meet the targets will be very much demanded by their bank and the competing banks (Manikyam, 2014).

Therefore, banks face the problem of retaining good salesforces or dealing with high turnover rates. But the most critical are, high performers are difficult to find and expensive to replace as they are having great opportunities in other organization and great demand in the market (Samuel & Chipunza, 2009). In spite of this practical

problem faced by local banks, little attention has been given to study the connection between KPI achievement and intention to retain so that solution to the problem can be offered.

Practically, all banks need to improve their retention rate of good salesforces. As illustrated in Table 1.1 on global turnover rate, similar trend also occurred in Malaysia. Table 1.4 shows turnover rate in top three domestic retail banks in Malaysia.

Table 1.4
Turnover Rate in Top Three Domestic Commercial Banks

Year	2009 (%)	2010 (%)	2011 (%)	2012 (%)	2013 (%)	2014 (%)	Ave (%)
Public Bank	N/A	19.0	16.2	16.1	16.8	15.3	16.68
Maybank	17.74	13.0	17.0	15.0	N/A	18.0	16.15
CIMB Bank	N/A	N/A	N/A	17.0	22.0	16.3	18.43

Source: Banks Annual Reports

The statistics for the three banks show that CIMB Bank experienced the highest turnover rates with an average rate of 18.43 per cent of the total workforce, followed by Public Bank with average rate of 16.68 per cent. The lack of empirical finding on staff intention to retain particularly in relation to KPI achievement could not help the banks to solve this pertinent operational issue. Maybank (2011) stated that Malaysian banks are facing problems in retaining and identifying the right employees to fill-up the sales position.

Therefore, the finding from this study is expected to be useful to bank management in addressing this operational issue. Many banks employees are reluctant to engage in sales because they feel they do not have necessary competencies to become good salesforces.

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This problem was at the top of list for seven years (Manpower, 2012). This lack of competencies is not only limited to pre-employment staff but also post - employment or the existing staff (Khoo, 2012). To date minimal study has examined the predictors for KPI achievement (Yen, Lim, & Campbell, 2015; and Zakaria, 2015) and no empirical study have identified and examined the appropriate elements of competencies in competency model based on Malaysian banking perspective.

Study on competencies of salesforce, thus is important because Malaysian banks shift towards sales culture (Khoo, 2012 ab; and Jantan & Honeycut, 2012). In addition, KPIs achievement and retention of employees greatly depend on their competencies (Kaplan & Norton, 2000; Kaplan, 2010; Mohlala *et al.,* 2012; and Bashah, Japar, Bakar, & Abdullah, 2012). Hence, the search for salesforces with the right competencies is a challenge to bank management considering the scarce talents. In fact, bank management is trying to identify which of individual competency elements are important in sales job. To date, there is no official documentation published on individual salesforce competency elements in banking. According to Abidin and Ismail (2010) studies on competency model and its relationship on individual KPI achievement and intention to retain especially in banking sector are limited.

Hence, this study intends to fulfill the gap by investigating nine individual competency elements and three organizational factors. The nine competency elements are: performance orientation (Shaw, 2007; and Joo & Ready, 2012); affiliate interest (Moberg & Leasher 2011; and George 2015); commitment to work (Chawla & Guda, 2010); job quality (Mehra, Joyal, & Rhee, 2011; and Terje, Svensson, & Svaeri, 2011),

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agility (Adzei & Atinga, 2012); adaptive selling (Verbeke, Dietz & Verwaal, 2011; Weitz, Sujan, & Sujan, 1986; and Park & Deitz, 2006); communication (Sanchez, Pico, & Comer, 2010; and Johlke & Duhan, 2001); planning (Mosca, Fazzari, & Buzza, 2010; and Bhatnagar, 2007); learning (Kohli, Shervani, & Challagalla, 1998; and Govaerts *et al.*, 2011). These nine competencies are derived from „borrowed and tailored" approach that involves focus group exercise with salesforces from CIMB and Ambank. Each competency element demonstrates the salesforce skill, knowledge, ability or behavior in contemporary Malaysian banking industry. As such, the relationship between the individual salesforces competencies (such as their performance orientation, commitment to work, adaptive selling, communication and learning) to KPI and intention to retain which has not been tested in past studies is the research **gap** intended to be tested in this study.

Besides individual competencies, organizational factors (articulate visionary leadership, high performance culture and teamwork) do play an important role in creating sales culture and intention to retain of salesforce. The previous studies (Kaplan, 2010; and Kaplan & Norton, 2000) have identified these factors as strategic organizational assets for KPI strategy. Therefore, the inclusion of these factors in this study can heighten KPIs achievement (Kaplan & Norton, 2004a and 2010) and influence employees" intention to retain (Chew, Girardi, & Entrekin, 2005; and Ashraf, Joarder, & Masum, 2008).

Leadership is one of the most critical factors for performance (Chew *et al.,* 2005) and retention (Ashraf *et al.,* 2008). A very effective leadership style can establish a vision that will influence employee performance (Asproni, 2004).

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The **culture** of an organization has a large impact on employees" retention (Anitha & Begum, 2016; Haider, Rasli, Akhtar, Bin, Yusoff, Malik, Tariq, 2015; Ghosh, Satyawadi, Prasad Joshi, & Shadman, 2013; Ashraf *et al.,* 2008; Moncarz, Zhao, & Kay, 2009; and Bhatnagar, 2007) and in the formulation of acceptable level of performance (Antonacopoulou & FitzGerald, 1996).

Teamwork brings about influence of mutual support and collaboration in an organization that effect job performance (Musriha, 2013; Fernández & Vasudeva, 2016; and AbuAlRub, Gharaibeh, & Bashayreh, 2012) and retention (Ashraf *et al.,* 2008).

Many studies in the past on employees retention and organizational factors are only concentrated among non-sales employees (Haider *et al.,* 2015; De Vos & Meganck, 2011; Ghosh, 2013; Govaerts *et. al.,* 2011; and Ashraf *et. al.,* 2008). Based on literature review, organizational factors such as articulate visionary leadership, high performance culture and teamwork have not much been evaluated to assess their impacts on salesforce performance in achieving KPI and their intention to retain in the sale job in banks.

In view of banks becoming more high performance driven, employees are usually motivated to stay on in the banks if their performance is amply rewarded. Otherwise, the employees tend to seek jobs elsewhere. Hence the problem faced by almost all banks is how to reward employees appropriately or how to commensurate their performance adequately as it leads to excellent bank performance.

Therefore, the use of KPI as a performance measure is an „objective" (Verzola, Bentivegna, Carandina, Trevisani, Gregorio, & Mandini, 2009) , a justified method to reward the staff as compared to traditional performance measurement based on seniority or collective agreement. In other words, staff who achieved their KPI (target) has a concrete and clear evidence of their performance and therefore is justified to be rewarded accordingly. The seniority-based performance or collective agreement on the other hand, failed to manifest actual staff productivity (Norhayati & Siti Nabiha, 2009). Thus, KPI based approach enables the banks to solve the problem on employees reward and   productivity and assist the bank in reducing the labour cost by removing the poor performers (Peetz & Todd, 2001).

 The greater use of KPI as a performance measure leads to high performance culture among the banking staff (Khoo, 2012). This involves combination of competencies of staff themselves as well as support from the organization (bank), for the staff to be happy to retain in the sales job. Or could be seen that KPI is connected to the three factors namely staff competencies, organizational factors and intention to retain. The KPI connection to these factors in this study as a mediator is to be captured. This is a new area in banking studies to be tested and to the best of the researcher"s knowledge; there is limited studies on the impact of KPI achievement as a mediator on intention to retain in sales job. The mediation effect is the last **gap** to be addressed in this study.

1.7 Research Questions

From the above discussion on the issues relating to sales force performance in relation to KPI achievement and intention to retain, the following research questions are stated.

1. Is there a validated KPI construct being developed based on KPI scale and format used by Malaysian domestic banks?

2. How do individual competencies elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, communication and learning) and perceived organizational factors (articulate visionary leader, high performance culture and teamwork) influence salesforce performance (define as KPI achievement)?

3. What is the relationship between KPI achievement and salesforce intention to retain in sales job?

4. How do individual competencies elements (performance orientation, affiliate interest, job quality, and commitment to work, agility, adaptive selling, planning, communication and learning) influence salesforce intention to retain in sales job?

5. What are the effects of individual elements of perceived organizational factors (articulate visionary leadership, high performance culture and teamwork) towards salesforce intention to retain in sales job?

6. To what extent KPI achievement mediates the relationship between individual competencies elements, perceived organizational factors and intention to retain in sales job?

1.8 Research Objectives

The research objectives are as follows:

1. To develop scale for KPI construct based on the KPI scale and format used by Malaysian domestic banks.

2. To investigate the relationship between individual competencies elements (performance orientation, affiliate interest, high job quality, commitment to work, agility, adaptive selling, planning, communication and learning), perceived organizational factors (articulate visionary leader, high performance culture and teamwork) and KPI achievement.

3. To assess the influence of KPI achievement by salesforce on the salesforce intention to retain.

4. To examine the influence of individual competencies elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, communication and learning) on salesforce intention to retain.

5. To measure the effects of individual elements of organizational factors (articulate visionary leadership, high performance culture and teamwork) on sales force intention to retain.

6. To evaluate the mediation effect of KPI achievement on the relationship between individual competencies elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, effective communication and learning), perceived organizational factors (articulate visionary leadership, high performance culture and teamwork) and salesforce intention to retain.

1.9 Significance of the Study

This study is significant in terms of the application of findings to practioners, policy makers and academician. In today‟s competitive environment, bank management are required to justify every investment in terms of its opportunity costs and benefit albeit the return on salesforce performance (Lilien, Rangaswamy, & Matanovich, 1998). The focal point for banks have been on the maximization of bottom line results through their most valuable and committable asset which is their employees. The finding from this study will provide new results in terms of the influence of individual competencies elements and organization factors on KPI achievement. As such, this input can be used by the bank management in their cost and benefit analysis to facilitate them in making strategic human capital decisions to improve bank‟s profit performance.

The findings could be useful to board of directors of the bank to approve policy decision in creating ambience sales organizational environment or to invest in facilities which could support promotion of high performance sales culture for their salesforce to achieve their KPI. Simultaneously the banks are able to retain high performing salesforce. Finding from this research will also beneficial to Human Resources Heads, Talent Management and Recruitment Agencies, and Training Institution since the result could provide information on which competency elements that need to be harnessed among the potential workforce and existing employees to join sales line the banking industry and significant determinants of the relationship between key performance indicators (KPI) and intention to retain. Additionally, for academician, this research is significant in term of providing a systematic arrangement of the literature review related to salesforce in banks.

This literature review will be an important source of preference to expand on salesforce performance studies which are currently very limited. The findings from this study will also contribute new knowledge in banking studies in terms of factors influencing salesforce performance (KPI achievement) and intention to retain. This study produces new scales for performance based on KPI which have been used by the industry (banks). The researchers can applied this newly developed scale in furthering their studies in this sales area.

In terms of theory, this study adds a new dimension to banking studies in terms of the application of five theories comprising of Intermediation Theory, Herzberg Motivation Theory, Agency Theory, Expectancy Theory and Resource Based Theory relating to KPI achievement as a measure of performance and intention to retain of salesforce. The mediation effect of KPI between competency elements and intention to ret ain are new findings which have not been investigated in past studies.

This findings would be useful to human resource managers, policy makers and academicians which highlighted the important role of KPI achievement.

1.10 Scope and Context of the Study

This study is set within the context of the Malaysian banking system and focuses on individual salesforce attached to eight domestic commercial banks that are Maybank, CIMB Bank, Public Bank, RHB Bank, Hong Leong Bank, AmBank, Affin Bank and Alliance Bank, located in Peninsular Malaysia. These banks are anchor banks and the salesforces selected hence, are representative of the Malaysian banking sector.

The salesforces who are the respondents have been personally identified with the cooperation and approval of the respective banks. Due to the confidentiality nature of banking operations, only upon approval was the survey able to be conducted nationwide. A survey method using self-administrated questionnaires was used. Hence the data for analysis is confined to primary data obtained from the survey. No interviews were held with Human Resources Managers.

1.11 Organization of Thesis

The thesis is arranged into six chapters including this chapter. Chapter Two reviews literature from previous studies and the theories that are related to this study. The chapter is followed by Chapter Three which describes on KPI indicators. The research methodology employed in this study is explained by Chapter Four. It includes research design, research and conceptual framework, hypotheses development, sampling, data collection, methods of data analysis, measurements of the variables and the development of research instrument. Next, Chapter Five presents the results and discussion of this study findings based on the research questions and the research objectives. Finally, Chapter Six contains the conclusion of the study by providing the summary of the finding, limitation, implications and recommendation for future study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explains the study context, reviews the theories and relevant literatures leading to the development of the conceptual model of this study. The beginning of this chapter discusses the study context which provides a closer look into the contemporary landscape of Malaysian banking industry, brief information on performance measurement used by the banks, the underpinning theories and empirical studies. Overall this section is considered essential prior to a deeper investigation of the KPI achievement and intention to retain in this industry. While the subsequent sections cover the literatures review in details pertaining underpinning theories, retention, sales performance, individual competencies and perceived organizational factors. The literature review begins with section 2.3 with the description on Herzberg Motivation Theory, Agency Theory, Theory of Financial Intermediation, Expectancy Theory and Resource Based Theory. Section 2.4 provides definition on the concept of intention to retain and previous predictors related with intention to retain. Section 2.5 offers definition on competency and review of independent variables linked with these studies. Section 2.6 puts forward the literature review on sales performance measurement. The chapter ends with a summary in Section 2.7.

2.2 The Study Context

In the context of this study, the literature review provides a background of the Malaysian banking industry, performance indicators adopted by Malaysian banks and both theoretical background as well as the empirical research relating salesforces in the banking sector, and their performance measure indicated by key performance indicators (KPI).

i. **Landscape of Malaysian Banking Industry**

Malaysian banking industry particularly the retail banking experienced some structural changes which were replicated from global trend changes in banking industry (Khoo, 2012ab). These changes include the centralization of branch operation and the adoption of Universal Banks business model that emphasises on sales and marketing (Mualla, 2011). To boost the sales activities, salesforces position which carrying titles such as financial executives, relationship managers, or private bankers have been created. The sales culture also impacted the nature of employee remuneration (Mualla, 2011). Bank employees are now remunerated based on individual performance which evaluated based on their KPIs achievement. Nevertheless, the relative lack of published research in sales management in the context of domestic Malaysian retail banking provides justification for this study.

Malaysian banking system is characterized by eight (8) commercial conventional domestics" banks and nineteen (19) commercial foreign banks. In addition there are sixteen (16) Islamic banks.

In the context of this study only domestic commercial conventional banks are the selected samples to investigate the drivers of KPI and the relation to intention to retain.

ii. Performance Measurement

Staff performance is being evaluated based on certain criteria for promotion and reward purposes. But traditionally, there was non-standardization for types of performance measures used in Malaysian banking industry, since the reward system mostly based on seniority or collective agreement (free-fringe benefits) for executives and non-executives (Khoo, 2012). However, for the sales executives in certain banks their performance and productivity are evaluated mainly based on sales target achievement.

In view of the wider usage of sale in marketing of banking products and services, the performance measure that evaluates staff productivity objectively and fairly becomes an increasingly important issue for human resource department of the banks. Based on market practise in the Malaysian local banking industry the most common measurement method is KPI for salesforce as well as other bank employees. Nonetheless, it is to be noted that the context of this study is confined to only the salesforce of the 8 domestic banks.

iii. Underpinning Theories

There are five theories namely Herzberg Theory of Work Motivation, Agency Theory, Expectancy Theory, Resource-Based Theory and Financial Intermediation Theory are related to this study. Theory of financial intermediation explains the roles of banks in modern banking business, while expectancy theory describes the performance and reward relationship for the salesforce. Resource-Based Theory explains that employees are important assets to organizations or banks. The theory also explains that human capital and organizational factors integrate together to deliver quality services. Herzberg Theory of Work Motivation is the main focus of this study since it relates to factors (both individual and organizational factors) which motivate salesforce to achieve their KPI or sales targets and retain in the sales jobs. Details of these theories are elaborated in section 2.3.1 until 2.3.5 of this thesis.

iv. Empirical Studies

Empirical studies relating to the drivers of traditional salesforce performance and intention to retain are reviewed in section 2.4 to 2.6.

2.3 Underpinning Theories

2.3.1 Herzberg's Two-Factor Theory of Work Motivation

The rationale for using Herzberg"s two - factor theory as the main underpinning for this study is due to its ability to differentiate the efficient causes of behaviour and performance (Gagné & Deci, 2005). This theory distinguishes the efficient factors into hygiene (extrinsic) and motivation (intrinsic) factors. Therefore, it is relevant and appropriate to the framework of this is study because the present banking industry which is service oriented need to motivate their salesforce to achieve the KPI and intention to retain among good salesforce (top performers) in order to meet the banks" targeted profitability.

The factors to motivate the salesforce are extracted from this theory. These factors are competency elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, communication and learning, organzational factors (articulate visionary leader, high performance culture and teamwork and KPI achievement (refer to research framework in pg 166).

Several previous studies showed findings which support this theory. Moynihan and Pandey (2007) revealed that work motivation makes employees more commited to the organisation, while Springer (2011) reported motivation positively influences job performance. This finding is consistent with Fernet, Gagné, and Austin, (2010) that motivation increases job well-being of the employees and their intention to retain in the organization (Sankar, 2015; Samuel & Chipunza, 2009; Bassett-Jones & Lloyd, 2005; and Farooq & Hanif, 2013).

In essence, the theory stipulates that there are two different factors or elements which contribute to work motivation. Herzberg has labelled them as "satisfiers" or motivators (intrinsic factor) and "dissatisfies" or "hygiene" (extrinsic factors). This theory explained that "motivator" as the factors motivate employees to work and resulted job satisfaction when adequately fulfilled. According to Herzberg, "satisfiers" or "motivators" refers to factors intrinsic within the work itself (job content) and it is largely administered by the employees. Motivator is originated upon satisfaction born of a sense of achievement, recognition for achievement, responsibility and personal growth. Out of these intrinsic factors, "achievement" element was reported as the highest rated motivator in a number of studies by Winer and Schiff (1980) which were using Herzberg"s dual factor theory.

On the other hand, according to Herzberg (1966), the hygiene factors are those extrinsic factors which are connected to conditions surrounding the work or related to job context such as company policy and administration, supervision, relationship with boss, relationship with peers, relationship with subordinate, working condition, salary, status, personal life and security. Inadequacy of "Hygiene" factors lead to job dissatisfaction (Herzberg, 1967). Although both intrinsic and extrinsic factors are important founders for works motivation, Herzberg (1966) contended that employees are more motivated by intrinsic factors rather than extrinsic factors.

The preference of intrinsic factors to motivate employees was also discovered by Farooq and Hanif (2013). They explained that the intrinsic factors are the effective tool to motivate employees in giving high performance.

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In other words, persons who are happy with their work, because of the work or job itself will turn to be more productive. They also highlighted that ability of employees to engage in friendly relationships and to achieve the goal as the fundamental drivers for work satisfaction. These findings have been challenged by Ali, Sherwani, and Ali (2015), and Tanova and Holtom (2008). They discovered from their empirical studies that the intrinsic factors are not significantly related to work motivation. In contrast, the employees with better skill, expertise and abilities (competency elements) will leave the organization due to weak retention system and larger job opportunities outside. However, other studies such as Kultalahti and Viitala (2014); Manolopoulos (2007); and Deci and Ryan (2000) revealed opposite effects of competency elements on work motivation. Competency constitutes the elements of knowledge, skills, abilities and attitudes can be improved via training and development (Parry, 1998; and Kultalahti & Viitala, 2014). Learning new skill or trade will enhance the employees" personal growth (intrinsic factor) (Scott, Cox & Dinham, 1999).

While intrinsic factors are important work motivators, extrinsic factors or external factors are found to be significant to employees" retention in their organization (Kinnear & Sutherland, 2000; Sankar, 2015; Chiboiwa, Samuel, & Chipunza, 2010; Tan & Waheed , 2011; and Bassett-Jones & Lloyd, 2005).

These studies reported that significant extrinsic factors include company policy and administration, technical supervision, interpersonal relation, salary, job security, working conditions, and status. Other studies by Garg and Rastogi (2006); Mgohamwende and Josephat, (2013) claimed leadership style, teamwork relationship and orgnizational culture are the most important aspect for work motivation. Articulate and visionary leader inspires employees for career development through the company"s vision, mission and induces intellectual stimulation. High performance culture on the other hand is very much driven by performance –based- compensation which influences employees to stay with the company (Mualla, 2011; and Wriston, 2007). Rabey (2003) claimed employees also have propensity to stay in organizations due to strong teamwork and the synergy of teamwork on the other hand will enhance employees" performance (Asproni, 2004).

Sandhya and Kumar (2011) explained the interdependencies of both intrinsic and extrinsic factors were found give an impact on person"s behavior in several ways including on performance.

A few studies provided evidences on how motivation factors which are actively created job satisfaction, can motivate individuals to achieve an above average effort, or performance (Chu & Kuo, 2015; and Farooq & Hanif, 2013).

The empirical studies on Herzberg"s Two - Factor Theory as above-mentioned are summarised in Table 2.1 below.

Table 2.1
Summary of Studies on Herzberg's Two-Factor Theory

Authors	Variables Used	Findings	Theories
Martin *et. al.,* (2006)	**DV**: Retention **IV**: Hygiene factor (working condition) Motivation factors (development, image, working Condition).	The result indicates that motivators or intrinsic factors influence the recruitment and retention of managerial staff more than hygiene.	Herzberg (1959) Two Factor Theory.
Manolopoulos (2007)	**DV:** Organizational Performance **IV**: provision of fair wage, provision of pay incentives, communication and cooperation in the working environment, opportunity for hierarchical advancement, security in the workplace, working conditions, opportunities to advance the field of employees" expertise, need for creative work, need for esteem and reputation, recognition for work, need for competence, and opportunity to take responsibilities	The results indicated extrinsic rewards as dominance way to empower and motivate employees in public sector of Greece as compared to intrinsic motivation.	Herzberg (1959) Two Factor Theory.

Table 2.1 (Continued)

Authors	Variables Used	Findings	Theories
Sowmya and N.Panchanatham (2011)	**DV** Job satisfaction **IV** Pay and promotion Organisation factors Supervisor behaviour Job and working condition Co-worker behaviour	The result indicates that pay and promotion is an indispensible factor to decide their satisfaction level. Optimistic supervisory behaviour, pleasant organizational setup, job suitability, working condition and other interpersonal relationship among the workers ascertain their level of satisfaction.	Herzberg (1959) Two Factor Theory.
Chu & Kuo, (2015)	**DV** Job Involvement **IV** **Hygiene** Administration and leadership Remuneration Work environment **Motivation** Achievement Autonomy Challenging work Professional growth Recognition	The results showed that both hygiene and motivation factors did have a positive and significant effects on job involvement when tested separately. Monetary rewards (hygiene) and recognition (motivator) however not significant.	Herzberg (1959) Two Factor Theory.

Table 2.1 (Continued)

Authors	Variables Used	Findings	Theories
Samuel & Chipunza (2009)	**DV:** Retention **IV**: *Intrinsic Motivational* (Sense of belonging to the organisation, freedom for innovative thinking, provision of health & wellness programmes, setting performance target for subordinates, job security, training & development opportunities, recognition/ reward for good performance, promotion based on performance ,work autonomy, mentoring, hallenging/interesting work, participation in decision making process and flexible work arrangement *Extrinsic motivational* (Salary package, performance bonus/commission, good terminal benefit/ pension, cutting-edge technology and interpersonal relationships	The findings indicate a combination of intrinsic and extrinsic motivational factors to influence to stay in their respective organisations. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security influenced to stay in their respective organisations	Herzberg (1959) two factor theory

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2.3.2 Agency Theory

Agency theory focuses on the conflict of interest which might arise from the principal-agent relationship. The essential features of the agency problem are that the interests of the principal and agent diverge and the principal has imperfect information about the agent''s contribution (Bosse & Phillips, 2016). In essence, agency theory offers explanations for understanding the exchange framework between the employees (agents) and banks (principals) (Deckop, Mangel, & Cirka, 1999).

In their banking operations, banks have to deal with many stakeholders namely top management, middle management and support staff; customers as well as regulators and investors. In the context of this study, the salesforces which are the employees are the agents. While, the banks which are their employers are the principals. The conflict of interest between the salesforces and the banks is a problem which results in high costs and inefficiencies. Consequently, agency theory explains that the principals (in this case, banks) seek to influence the agents (in this case, salesforce) to reduce these costs, whilst on the other hand, the salesforces could not reduce the cost or times need to incur these costs in their execution of their sales.

Eisenhardt (1989) explained this agency problem is associated with moral hazard and adverse selection. Moral hazard and adverse selection are the problem fabricated by asymmetric information. It refers to the risk (hazard) which the borrower might involve in activities that are inauspicious (immoral) from the lender''s point of view. This activity will jeopardize the loan repayment.

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While adverse selection is the problem inherent with asymmetric information before the transaction appears. It occurs when the potential borrowers who have a high probability to produce an undesired outcome (bad loan) are the ones who actively seek the loan and has higher chances for the loan to be approved (Mishkin, pp. 41, 2010).

Moral hazard   in this study occurs when a salesforce who was given target of certain key performance indicators failed to achieve them at the end of the performance reviewing period. His/her immediate supervisor is unable to detect what the salesforce was actually doing in other words salesforce's actions cannot be observed by supervisor (Hölmstrom, 1979). Hölmstrom also suggested a natural remedy to the problem is to invest resources into monitoring of actions and use this information in the contract.

Meanwhile, adverse selection of the salesforce refers to the misrepresentation of the ability of salesforce. This means that, the salesperson may declare to have certain skills or abilities during the interview or when he or she was hired but in actual case he does not have them. The banks (employers) have adversely selected the candidate or fail to verify these skills or abilities either at the time of hiring or while the salesforce is working.

In addition, agency theory emphasizes on the role of performance measure in aligning agents' goals with those of the principal. A principal can choose some form of output based-contingent reward to align the agent's interest with it's own or to invest in mechanisms to monitor the behavior of the agent in agency situation (Eisenhardt, 1989).

Therefore, the choice of performance measures in output based-contingent reward (pay for performance) should be a function of the informativeness (or incremental information content) of each measure regarding the worker's action choices (Holmstrom 1979; Banker & Datar 1989; Feltham & Xie 1994; Hemmer 1996; Lambert 2001). This output based-contingent reward also covers the new retention policy in the banks. The new policy   aims to retain only   good performers or achievers (Hausknecht, Rodda, & Howard, 2009). Inherent with this practice, the agency theory assumed that a leader acts as economically rational individual who seek to maximize his or her own expected utility at the expenses of the organization (Ittner, Larcker, & Meyer, 2003). Therefore, poor performers were encouraged to leave the banks (Peetz & Todd, 2001).

Ittner *et al.,* (2003) claimed based on these new models,   compensation contracts (pay for performance) should include two primary elements: (i) any (costless) measure that carries incremental information on the agent's actions, and (ii) the relative weight placed on an individual measure should be a function of the measure's signal-to-noise ratio, as reflected in its sensitivity (or the change in its mean value in response to a change in the agent's action), and precision (or the inverse of the variance in the measure given the agent's action).

2.3.3 Theory of Financial Intermediation

This theory is included as one of the underpinning theories due to the role played by the banks as financial intermediaries. As intermediaries, banks match the needs of depositors, lender, fund provider or investors for satisfactorily return with the need of customers or borrowers for capital. This theory was developed by Allen and Santomero (1998a, 2001b).

In the intermediation process, banks incur the transaction costs and face adverse selection problems due to asymmetric information. While, the banks earn revenue by allowing the transaction cost to be borne by their customers, they bear risks due to incomplete information given by their customers. On the other hand, the customers may receive insufficient information when they often ignore information available through external sources such as advertisements or products" leaflet; preferring to rely instead on the advice and recommendations of salespersons (Boles, Brashear, Bellenger, & Barksdale, 2000).

The modern theory of intermediation stresses on risk management and the dynamic process of financial innovation (Allen & Santomero, 2001). It supports the transition of banks" business from interest based to fee-producing activities such as mutual fund, insurance brokerage and transactions services. This transition requires banks and individual bankers to be innovative and adaptive to changes.

The modern Theory of Financial Intermediation includes Diamond‟s Delegated Monitoring Theory (1984). This theory stipulated that customers delegate and transfer their risk in making investment decision to banks. It might become problematic when customers do not fully understand the risk and return profile of their investment but expect the bank to act in their best interest. To overcome this issue, the banks must develop a trust- based relationship with their customers particularly in the form of long term relationship in order to know their customers and execute their delegation roles better.

Within, the context of this study, the salesforce of the banks, in particular ought to provide adequate and reliable information on the banks‟ products and services to customers in order to get their trusts and the buy in.

2.3.4 Expectancy Theory

Unlike Herzberg‟s Two-Factor Theory of Work Motivation, expectancy theory is the theory of motivation which links effort, performance and outcome and it relates to psychological processes, particularly perception and the formation of beliefs and attitudes (Vroom, 1964).

According to Nadler and Lawler (1977), "expectancy theory views people as having their own needs and mental maps of what the world is like. They use these mental maps to make decisions about how they will behave. Additionally, these individuals believe that their mental maps will lead them to outcomes that will satisfy their desired needs. Therefore, they are inherently neither motivated nor unmotivated. Motivation depends on the situation the individuals are in and how it fits their desired needs.

One way to find out why employees stay with their organizations is to find out what motivates them. A person"s motivation force = expectancy × instrumentality × valence. The theory asserts that they will select the option with the greatest motivation forces.

Expectancy is the perceived probability that effort will lead to good performance; variables affecting the individual"s expectancy perception include self-efficacy, goal difficulty, and perceived control. Expectancy that one"s effort will lead to a desired performance is also based on past experience, self-confidence, and the perceived difficulty of the performance goal (Abadi, Jalilvand, Sharif, Salimi, & Khanzadeh, 2011).

Instrumentality is the perceived probability that good performance will lead to desired outcomes; trust, control, and policies are variables affecting the individual"s instrumentality perception. Hence, the instrumentality is the belief that if an individual does meet performance expectation, he or she will receive a greater reward (Ramlall, 2004).

Valence refers the value the individual personally places on rewards: the function of needs, goals, values and preferences. These valences come about from the individual's needs and perceptions, which are different for every individual because they reflect other factors in the individual's life. For example, some individuals may value an opportunity for a promotion or advancement because of their needs for achievement or power, while others may not want to be promoted and leave their current work group because of needs for affiliation with others. The most important feature of people's valences concerning work-related outcomes is the level of satisfaction the person expects to receive and the attainment of a desired outcome includes pay, promotion, and other related factors (Ramlall, 2004).

Employers believe implementing reward systems and incentive programs will motivate and influence performance. Similarly employees expect their reward to commensurate with the performance. High performing employees tend to gain a larger share of compensation resources and are hence motivated to stay with their organization. However, low performers become discouraged with their work and will tend to leave the organization (Abadi *et. al.,* 2011).

The review of literatures on Expectancy Theory and the fact that it is one of commonly used theories of motivation in the workplace (Friedman & Mandel, 2009; Ramlall, 2004; and Walker, Churchill, & Ford, 1977). Justifies this theory to be included as one of the underpinning theories for this study. With relevant to the salesforce, they have certain levels of expectation which become drivers of their KPI achievements.

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2.3.5 Resource Based Theory

The underlying concept of RBV is to explain the sources of sustained competitive advantage (Barney, 1991) and lead to sustained performance advantage in the organization (Montoya, Huerta, & Rialp, 2010). Firms can achieve the advantage by accumulating firm"s resources that produce economic value (valuable), rare, imperfectly imitable, and not substitutable (Barney, 1991). These key resources are firm"s capabilities that generate economic rents (Fahy & Smithee, 1999) and make a contribution to customer value (Prahalad & Hamel, 1990)

Barney (1991) conveniently classified the resources into three categories namely physical capital resource, human capital resource and organizational capital resource. Kaplan and Norton (2000); Hall (1993); and Hitt, Bierman, Shimizu, and Kochhar, (2001) conversely distinguish the firm"s resources into tangible and intangible resources. Barney (2001); and Kaplan and Norton (2000) claimed intangible resources is the most important sources of sustainable competitive advantage. It constitutes human capital or people which also has been acknowledged as organization"s intellectual capital and organizational capital namely culture, leadership, allignment and teamwork (Kaplan, 2010).

Barney claimed competent employees as unique individual human capital contribute to sustained competitive advantage. They are considered as unique when their competencies (knowledge, skills and abilities) are inimitable and not easily available to competitors (Rao, 2010).

From a resource-based perspective, competencies are inimitable because of idiosyncratic development of resources that have little value outside the context of a specific firm (Tippins & Sohi, 2003).

This inimitability can form the basis of competitive advantage (Lei, Hitt, & Bettis, 1996). Competent employees also classified as valuable and distinctiveness souces (Barney, 1991). In other words, they must give value to the company"s production processes which means that, the level of individual performance must be significant (Tangthong, 2014).

Rao integrated concepts of the RBV and competencies as it can enhance value and uniqueness to IT organization. Montoya, Huerta, and Rialp (2010)claimed employees with competencies as intellectual capital that linked with customers in which, they deliver job and services to customers" benefits (Bhatnagar, 2007). Competent human capital can effectively perform a role of job position (Brophy & Kiely, 2002) and in turn its plays role contributing to firm"s performance (Mincer, 1989).

For banking industry, the retail banking seeks applicants with specific competencies such as communication and relationship (Syafrizal & Ismail, 2011). On the hand, Ekaterini (2011) classified the competencies for middle manager in banking industry into five categories. They are oriented to personal effectiveness and performance (drive for results, established plan, adapt and develop oneself and manage execution); oriented to people (build relationship); oriented to specialized knowledge (commit to quality and

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focus on customer needs); oriented to integrity (foster open communication); and oriented to management job (think strategically i.e planning).

Bhatnagar (2007) affirmed that competent employees are valuable resources in the firm as they add economic value to organization because they can deliver job and services to customers" benefits. Bhatnagar suggested there is a need for an organization to retain competent employees as they are strategic assets to the organization for sustained competitive advantage.

Another important expect of RBT is organizational capital resource. It becomes the major source of competitive advantage to organization (Kaplan, 2010). Organizational capital is valuable because it enables the firm in doing things for its employees, customers, suppliers and other stakeholders, and also because it allows sales increasing, wider commercial margins, and diminishing costs (Martin, Mactaggart, & Bowden, 2006). The tacit elements of the organizational capital appear to have a high strategic potential, because it constitute complex organizational capabilities as defined by the RBV. Of the organizational capital resource required, managerial talent has been classified as rare and imperfectly imitable resources. Particularly manager with a very clear vision of the future of their company which reflect the charismatic leaderhip.

While, organizational culture and interpersonal relations (social relations) have imperfectly imitable advantage and emerged as source of sustained competitive advantage (Barney, 1991).

Wright, Dunford, and Snell (2001) note that bundling and effectively using human capital (people) and organizational capital (communication, work design, culture and leadership) which are intangible resources should enable a company to provide particular benefits to customers. These organizational capital components give impact to the employees and shape their competencies, cognitions, and attitudes. The interdependence among the components have resulted the competitors cannot easily imitate (Becker & Huselid, 1998).

The interactions of the five theories (Herzberg Theory of Work Motivation, Agency Theory, Expectancy Theory, Resource-Based Theory and Financial Intermediation Theory) to the research framework is illustrated in Figure 2.1
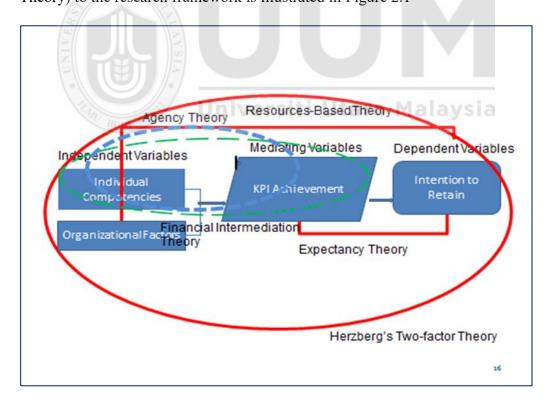
Figure 2.1
Summary of Underpinning Theories for Salesforce's KPI Achievement and Intention to Retain in Sales Job in Malaysian Banking Industry

2.4 Dependent Variable –Retention (Intention to Retain)

The dependent variable for this study is retention (intention to retain). Nawaz, Jahanian, and Tehreem (2012) defined retention as "existence or presence of competent people in the community or in an organization". Retention was also cited as an organization"s focus to increase on retaining talented employees (Govaerts *et al.,* 2011).

These definitions add a new dimension to Kyndt *et al.* (2009) which described retention as anything that organizations are willing to do to have and retain skilled employees. Prior to that, Frank, Finnegan, and Taylor (2004) and; D"Amato and Herzfeldt (2008), referred to retention as the efforts by the employer to keep desirable workers in order to meet business objectives.

In terms of its operational definition, Kyndt *et al.* (2009) ; De Vos and Meganck (2011); and Ghosh *et al.* (2013) operationalized retention concept as "intention to stay" and "intention to leave". Govaerts *et al.* (2011) also used similar items to measure retention. In contrast Sheridan (1992); and Huang, Lin, and Chuang (2006) measured the concept of retention along subjective –probability dimension that is related to a person"s certain action within a specific time interval that is within one year or five years.

Meanwhile Cardy and Lengnick-Hall (2011) highlighted that many researchers" attention had centred on two elements of retention (i) "will they go" or staff turnover and (ii) "will they stay" (intention to stay). They found that more studies were on staff turnover intention and less on staff retention (Hong & Kaur, 2008; Zheng 2009; and Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

Unlike other studies, retention was conceptualized in this study using only one concept that is "intention to stay". This is because employee attrition is costly to any organization; hence by identifying the factors influencing employees" *intention to stay,* it would be able to help the organization to invest its resources in the right employees (Ghosh, Satyawadi, Prasad Joshi, & Shadman, 2013). Moreover, according to Ghosh *et. al.*, by asking the question "why do people decide to stay" as opposed to "how do they leave"addresses more directly the problem of retention. Although previous studies (Chew & Chan, 2008; and D"Amato & Herzfeldt, 2008) had studied intention to retain as dependent variable that is hardly any studies on intention to stay in sales job in banking institutions. This is a **research gap** since has not been widely explored in previous banking studies. Scroggins (2008) postulated that employees who remain in their works were almost twice as likely to remain in an organization.

In this context, this finding suggests that employees are more likely to retain in their sales jobs if they are motivated and find satisfaction from their jobs and from their banks. Hence these employees who presently undertake sales job would most likely do not change to non-sales job or to other banks.

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2.4.1 Determinants of Retention (Intention to Retain)

Appropriate review of previous literatures on determinants to retention is required so that a better understanding of factors affecting actual retention and ways to minimize them could be further investigated. These antecedents can be can be categorized as (i) employees, (ii) job –related, (iii) organizational (iv) attitudinal and (v) others.   Kyndt *et al.,* (2009) on the other hand only included personal and organizational factors that affecting employee retention. Their model is illustrated in figure 2.2.
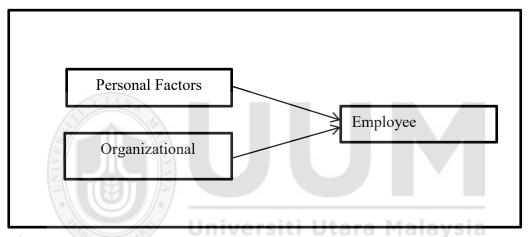
Figure: 2.2
Retention Model
Source: Kyndt et al. (2009)

(i) Employee's Variables

Many demographic variables such as age, gender, working tenure, educational level, marital status, health status and financial status were associated with retention.   The following studies on age and retention among the leaders in research project from European countries and insurance agents from Nairobi have consistently indicated positive significant results.

The finding indicates that the older the employees, the more likely they will retain in the organization compared to the young employees (D"Amato & Herzfeldt, 2008; Messah & Kubai, 2012). Griffeth, Hom, and Gaertner (2000) put forward the reason for the finding that elderly employees have less time available to amortize the costs associated with job changes. On the same notion, the plausible reason for this result is that those older employees stay because they might face difficulties to find another job (Govaerts et al., 2011).

Govaerts et al. (2011) found age showed a significant positive influence on intention to stay. Unlike the above studies, Govaerts et al., undertake the research among the employees of companies from different sectors namely telecommunication, child care and home care, manufacturing, ICT, pharmaceutical engineering, banking and nursing. In contrast, Kyndt et al. (2009) found age to be not significantly related with retention in different company in private sectors in Western countries.

Studies on gender have reported mixed result. Gender is shown to be negatively and significantly related with retention length among construction workers (Huang et al., 2006). Huang et al. reported that, depending on the level of education, female workers who are having lower level education have longer retention length than male workers. However, Messah and Kubai (2012) also highlighted that gender directly impacts retention in insurance industry where men have higher retention rate compared to women.

Tenure is referring to the length of time an employee has been in the organization. Past studies were indicated significant relation between tenure and retention (Kyndt *et al.,* 2009; and Govaerts *et al.,* 2011).

In relation between educational qualification and retention, Kyndt *et al.* (2009) found that employees with lower level of education are more likely to retain than employees with high level of education. However, educational level was insignificant in other studies (Huang *et al.,* 2006 and Govaerts *et al.,* 2011). In term of marital status, married employees were found to somewhat more likely to retain in the construction companies (Huang *et al.,* 2006).

Based on the above reviews, it is found that there was very little focus on bankers as respondents in the relationship between other personal factors and retention studies. The absence of studies in banking sector and retention represent the gap which necessitate a new research. This is because banks are currently downsizing their staff, to reduce their overhead cost. With respect to Malaysia, several banks such as RHB groups offered in 2015 career transition scheme (CTS) to mature and older workers as part of the banks rationalisation scheme to decrease cost to income ratio (The Star, Thursday 3 September, 2015).

(ii) Job-Related Variables

Among the job-related variables that have been thoroughly examined as predictors of retention are work-life balance, meaningful work and empowerment and task variety.

Work life balance implies how the employees try to balance their times between works, personal and social life (Nawaz *et al.,* 2012). The harmonization of work and family is cited by Hytter (2007) to be important for employees retention in Sweden than in France. On the other hand, work life balance was not significantly associated with retention among the employees in Pakistan Airline Industry (Nawaz *et al.,* 2012).

Meaningful work is defined as job which is perceived significant, worthwhile and valuable (Scroggins, 2008). The finding from the research found this variable was negatively and significantly related with intention to leave. It implies that those employees who perceived their work as meaningful will have higher intention to retain in the organization. This result support Birt, Wallis, and Winternitz (2004).

(iii) Human Resource Variables

Organizational factors which have been frequently cited in literatures are human resources factors. However, the combination of elements under this factor was different from one study to another. The preferred chosen elements in most studies were reward/remuneration and recognition or compensation package, training and development, person organization fit, career development/opportunity, challenging opportunity, appraisal system, work design and job definition. Despite of using similar elements, the findings were found inconsistent in many studies.

Reward/remuneration/compensation is monetary based and usually offers in the form of a package. This package includes special pay premiums, stocks option and bonuses. Recognition is considered as non-monetary based and the examples of recognition are praises from managers, team members and customers (Chew & Chan, 2008). Regardless of monetary and non-monetary bases, they are important elements in a job contract between employees and employers. Rewards or compensation schemes become more critical when it comes to attract and retain good employees (Khan, Aslam, & Lodhi, 2011)

In the recent study, Alias, Noor, and Hassan (2014) used talent management practices instead of human resources practices in their study in Information Technology companies in Malaysia. Their study revealed that, when employees are being provided with appropriate reward and recognition, they will be more engaged with the job and the organizations. The employees tend to remain in the organization for a long period. This study examined both direct and indirect effect of reward and recognition on retention.

Khan *et al.* (2011) explored the variables known as internal services quality in human resources (reward and recognition) and retention. They claimed that, internal services quality in human resources directly influence retention. In addition, they also found that these factors indirectly increased retention via job satisfaction.

Ortlieb and Sieben (2012) examined incentives as the motivation factor to retain human resource managers in Germany. They found that, the managers ranked norms and values as the first and incentives as the second most important factor influencing retention among the HR managers in Germany.

However, Ashraf, Joarder, and Masum (2008) on the other hand, found compensation package does not influence the employee retention among the faculty members in Bangladesh private university. This finding is in conflict with the study conducted by Hong, Hao, Kumar, Ramendran, and Kadiresan (2012) which revealed that, retention among tutors and lecturers in a Malaysian private university were influenced by compensation. In line with this finding, Kerr-Phillips and Thomas (2009) found competitive remuneration packages to be a reason for South African expatriate to retain in the organization.

Training and development are referring to strategies, tools, and procedures aimed to improve the ability and capability of employees in organization (Dirani, 2012). Training will develop knowledge, skill and attitudes (KSA) of employees. In turn, the employees will function effectively in their present and future jobs. Development on the other hand, focuses on building the knowledge and skills of employees. Consequently, they will be prepared to take on new responsibilities and challenges (Dirani, 2012). Empirical studies on training and development indicated that it positively significant with retention (Hong *et al.,* 2012; Khan *et al.,* 2011; and Ratna & Chawla, 2012). Other findings by Ratna and Chawla (2012) and Haider, Rasli, Akhtar, Bin, Yusoff, Malik, and Tariq (2015)

however, reported that there was no significant relationship between training and development, and retention.

Person-Organization fit is the extent of compatibility between the person and the organizational culture (Arbour, Kwantes, Kraft, & Boglarsky, 2014). The recent study by Arbour *et al.* reported person -organization fit was significantly predicted intention to stay among employees in multinational corporation headquarters in United States.

This finding concurred with pprevious study by Chew and Chan (2008) which reported that full time and permanent employees in nine organizations in Australia who fit with the organization shows high level of retention. Nevertheless, Ashraf *et al.* (2008) found person-organization fit was not significant with intention to stay among the faculty members in Bangladesh.

Career development is one of the organization factors. It refers to bright opportunity for employee to further grow in the future. Many organizations implement career development programs for their employees. The main purpose for these programs are not only to support the employees career development but also an initiate to engage and retain them (Alias *et al.,* 2014). This study goes further to disclose that employees who perceived that their organization have implemented career development programs will exhibit higher intention to stay in the organization. Nawaz *et al*. (2012) used a career progression chances to decisive career development. They conclude that there is a positive and significant association between career progression and retention.

Appraisal system facilitates performance appraisal in some organizations. While performance appraisal is a process of reviewing and evaluating an individual's performance in his duty to assist the decision of career development of the individual (Hemdi & Rahim, 2011). It appraises the individual overall contribution to the organization through assessment of his internal characteristics, working performance and his capability to pursue higher position in organization (Gruman & Saks, 2011). Performance appraisal plays the role as mediocre of communication between management and employee. An efficient appraisal would result in improved employee development from feedback as well as better employee satisfaction comprehension by company. Employees who are satisfied with their performance appraisal will retain in their organization. This finding is supported by Hong *et al*. (2012) which discovered that employees who perceive performance appraisal is important will stay in the organization.

(iv) Attitudinal Variables

Attitudinal variables which widely research relating to retention studies are job satisfaction and organization commitment. Job satisfaction is a pleasant emotional state resulting from the appraisal of one's job or job experience (Loveland, Lounsbury, Park, & Jackson, 2015). The satisfaction aspects encompassed of satisfaction with professional development opportunities, satisfaction with the job itself, and satisfaction with the organization.

A study by Armstrong-Stassen and Stassen (2013) on nurses" retention in Ontario found that both job satisfaction and professional development satisfaction have indirect relation with retention mediated by organizational satisfaction. Additionally, they agreed that organizational satisfaction has a positive, significant relation with retention.

A different study among employees in US theme parks by Milman and Dickson (2014) reported job satisfaction has a positive, significant relation with retention. However, this study did not use any mediator as in Armstrong-Stassen and Stassen (2013). With respect to the banking industry, there was only one study conducted that is by Khan *et al.* (2011) in Pakistan. They found job satisfaction to be a significant driver of employees" retention in public and privatized banks.

Organizational commitment is the degree to which individual identify with and is involved in the organization (Hausknecht *et al.*, 2009). In a founding article, Mowdays and Steers (1979) state that highly committed employees will demonstrate a strong and desire to remain in an organization. This was verified by Hausknecht *et al.* (2009). D"Amato and Herzfeldt (2008) provide empirical evidence that different generation react differently to organizational commitment and retention in an organization. Older generation indicated higher commitment to retain as opposed to younger generation. In addition, the study also found that organizational commitment was positively significant with retention and it mediates the relationship between learning orientation and intention to stay.

Further, Ghosh *et al.* (2013) revealed that affective commitment was the most significant predictor for employees" intention to stay, meanwhile employees who have normative commitment to his/her organization would have lesser intention to leave.

(v) Organizational Factors

Meyer and Topolnytsky (2000) defined culture as shared a set of beliefs and values, heightened by organizational symbol and structure and showed in the way people think and act. The recent study by Haider *et al.* (2015) among the employees in Telecom sector in Pakistan revealed that culture is positively and significantly related with retention. This finding support previous results from other studies by (Ashraf *et al.,* 2008; Ghosh *et al.*, 2013; and Arbour *et al.,* 2014) that have been conducted in other industries.

The concept of learning and working climate is very extensive. It refers to guidance and appreciation at work; pressure of work; the amount of empowerment and the responsibility that employees experience; choice in job tasks and development; provision of challenging and meaningful work; and advancement and development opportunities.

In general it denotes to the environment in which employees both learn and work (Govaerts *et al.,* 2011). Govaerts *et al.* found employees perception on learning and working climate was positively significant with retention in multi –organizations. The results implied high level of employees" perception on learning and working climate will

enhance retention among employees in their organization. This finding support Kyndt *et al.* (2009).

Working condition in organization either promotes positive or negative consequences to employees. The employees may be demoralized or motivated due to this factor. Ratna and Chawla (2012) found working condition is positive, significant with retention. It motivated employees from three leading companies in telecom sector. This finding nevertheless in conflict with Messah and Kubai (2012) which found working condition has no influence on retention of insurance agents in CFC life assurance company.

Meanwhile, Govaerts *et al.* (2011) and Kyndt *et al.* (2009) discovered leadership skill increased employees" retention in organization. These findings were supported Hytter (2007). In addition, Hyter indicated leadership style that focuses on achievement was apparently important in France rather than in Sweden and leadership style that focus on relationship in contrast more important in Sweden rather than France. Ashraf *et al.* (2008) on the other hand found leadership behaviour has no positive influence on employees" retention in organization. However, Ashraf *et al.* found teamwork is positive, significant with retention.

Kerr-Phillips and Thomas (2009) reported quality and depth leadership development programmes were important theme emerged from a qualitative study done among African expatriate who are working in New Zealand. This finding concurred with study by Birt *et al.* (2004) which ranked quality, manager quality and integrity as top five important variables in retention strategy in financial industry.

Organizational prestige has been defined as company repute in market. It reflects the effort by company to retain the employees by featuring itself as employer of choice. Nawaz *et al*. (2012) reported a positive relationship between organizational prestige and retention in Pakistan International Airline.

Empowerment refers to delegating the power of decision and action by employers to their employees. Empowerment also is referring to give more responsibility and authority to the employees to complete their task (Hong *et al.,* 2012). They found empowerment did not significant with retention among the lecturers in a private university in Malaysia. This finding is in contrast with Birt *et al.* (2004). The difference in a result is may be contributed by a culture difference in both studies.

Knowledge management refers to secure of know-how and business contacts. It can be gained through handbooks and guidelines, information and technology (expert-systems) and exchange of experiences retention (Ortlieb & Sieben, 2012). They reported knowledge management was considered as appropriate strategy retention. In the same vein, Messah and Kubai (2012) found product knowledge directly influence the insurance agent in kenya. The empirical studies on intention to retain mentioned above are summarised in Table 2.2 below.

Table 2.2

Summary of Past Empirical Researches on Employees' Retention

Authors	Method	Variables Used	Findings	Gaps
1. Chew and Chan (2008)	SEM-AMOS (Direct Effects)	**DV**: Intention to stay **IV**: Person -organization Fit (P-O fit), remuneration and recognition, opportunities to work on Challenging assignments and opportunities for training and career development (HRM Practice)	The finding shows that P-O fit, remuneration, recognition, and training and career development positively significant with intention to stay	1.Study in Australia companies only. (Health care, higher education, public sector and manufacturing) 2. HR manager Full time and permanent as respondents. 3. Direct effects 4. Theory-Social exchange theory
2. Kyndt *et al.* (2009)	SPSS multiple stepwise linear regression	**DV**: Retention **IV**: Learning, working climate, high potential employee, education, number of children, seniority (tenure), age and gender	The study finds that appreciation and stimulation (learning), seniority, level of education, self -perceived leadership skill and learning attitude are positively significant with retention while pressure of work is negatively significant with retention.	157 companies in private sector in Belgium 2.Non-sales employees 3. Direct relationship

Table 2.2 (Continued)

Authors	Method	Variables Used	Findings	Gaps
3. Govaerts *et al.*, (2011)	SPSS multiple stepwise regression	**DV**: Intention to stay and Intention to Leave **IV**: Organization (Learning and working climate) Personal (Age, seniority and level of education)	Organizational factors (learning, working climate, and following procedure) and Personal Factors (age, seniority, level of education, leadership skill, learning attitude and creativity) are +ve significant with intention to stay. Learning, working climate, following procedure and age are found significant with intention to leave. However high potential (leadership skills) is found positively significant with intention to leave.	1. Profit and social-profit organization (tele, child care, manufacturing, ICT, Pharmaceutical engineering, banking and nursing) 2. Non-sales full time, part-time and temporary contract workers involved. 3. Direct relationship
4. Scroggins (2008)	Lisrel 8.30	**DV**: Intention to leave Job and Job Performance **IV**: Self -concept job fit and Meaningful work	Findings indicate self-concept –job-fit and meaningful work are negatively significant with intention to leave. Meaningful works is positively significant with job performance.	1. Non- sales employees from numerous organizations. 2. Direct relationship
5. Eisenberg *et al.* (2002)	SEM - LISREL 8 Hierarchical Regression Analysis	**DV**: Retention stay or leave organization **IV** Perceived Supervisor support (PSS) **Moderator** Supervisor perceived organizational status **Mediator** Perceived Organizational Support	The result shows that, perceived supervisor support is positively significant with job retention.	1. Multi organizations- (heavy and chemical industry, public admin, computer science, banking industry and insurance, transportation, communication). 2. Direct and indirect relationship.

Table 2.2 (Continued)

Authors	Method	Variables Used	Findings	Gaps
6. Alias *et al*. (2014)	SPSS Hierarchical regression	**DV**: Employees Retention **IV**: Managerial support, employee career development and reward and recognition	The results show employee career development, reward and recognition positively significant with retention. Employee engagement mediated the relationship between reward and recognition and retention	1. IT companies in Malaysia (Non-sales). 2. Executive and above in 3. Direct and Indirect relationship
7. D''Amato and Herzfeldt (2008)	SPSS-Binomial Logistic Regression and linear regression	**DV**: Intention to stay (Categorical scale) **IV**: Personal factors (generation and learning orientation), job related (Organizational Commitment) and leadership development (social -subordinate capabilities, work facilities)	Findings indicate that generation, learning goal and social subordinate are positively significant with intention to stay but organizational commitment is negatively significant with intention to stay.	1. Europe 2. Participants in Emerging Leaders Research project (managerial level) and born in Europe) 3. Direct relationship
8. Khan and Ahmad (2011)	AMOS 18.0	**DV**: Retention **IV**: Internal service quality in HRM (employee selection, employee training and development), work design, job definition and, employee rewards and compensation	Findings indicate retention is positively significant with Internal service quality in HRMs	1. Private and publics Banks in Pakistan 2. Banks'' employee 3. Direct relationship

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Table 2.2 (Continued)

Authors	Method	Variables Used	Findings	Gaps
9. Ashraf *et al.* (2008)	SPSS Multiple Regression Analysis, ANOVA and correlation	**DV**: Retention **IV**: HR Factors (compensation package, person organization fit, challenging opportunities and training and development) and Organizational Factors (working environment, company culture and policy, leadership behavior and teamwork relationship	The study finds that, working environment, company culture and policy, leadership behavior and teamwork relationship are positively significant with retention.	1. Private universities 2. Faculty members" 3. .Direct relationship
10. Huang *et al.* (2006)	SPSS Hierarchical regressions	**DV**: Retention in the firms **IV**: Individual /personal based factors (gender, marriage and education), firm based factors (Honored employee status, wage effect, performance and promotion speed) and effect of economic cycle.	Marriage, honored employee status, pay compared with market, comparable pay, faster Promotion and effect of economic cycle are positively significant with retention. Gender is found negatively significant with retention	1. Construction Industry in Taiwan. 2.Construction workers 3. Hierarchical regression analyses were used to investigate how both IV independently and simultaneously affect workers" retention length.
11. Martin *et al.* (2006)	SPSS Descriptive statistic and factor analysis	**DV**: Retention **IV**: Hygiene factor (working condition) Motivation factors (development, image, working Condition)	The result indicates that motivators or intrinsic factors influence the recruitment and retention of managerial staff more than hygiene.	1. Tourism Industry in Scotland. 2. Managerial staff 3. Herzberg's dual-factor theory and Maslow's hierarchical theory

Table 2.2 (Continued)

Authors	Method	Variables Used	Findings	Gaps
12. Zheng (2009)	SPSS-Multiple Regression Analysis	**DV**: Retention **IV**: HRM Practices (Recruitment, training, resource support and skill development)	Formal recruitment, innovative recruitment and provision of Traineeships/apprenticeships are found positively significant with retention.	1. Financial industry in MNCs Asia countries. 2. Chief executive officers, financial controllers, and HR managers.
13. Haider *et. al.* (2015)	SPSS-Regression Analysis	**DV**: Retention **IV**: HR Practices (training and development, compensation and organization culture.	The results show that compensation and organizational culture are positively significant with retention	1. Telecom sector in of Pakistan. 2. employees
14. Bhatnagar (2007)	Mixed method SPSS	**DV**: Retention **IV**: Organization culture, career planning, incentives, and organization support.	The findings show that organizational culture, career planning along with incentives and organizational support indicate high attrition with the first two were indicative of high attrition.	1. Call centre 2. Two groups of employees 3. The resource-based view (RBV)
15. Messah & Kubai (2012)	SPSS-Binary Logistic regression	**DV**: Retention **IV**: Social demographics, resourcing strategies ,training & development, working conditions and remuneration.	Training and development, and product knowledge are significant with retention. While, remunerating agents, working conditions, age and education were not influence retention of agents.	1. Insurance companies in Nairobi. 2. Primary and secondary 3. insurance agent 4. Binary logistic has been applied due to retention score was used. 5. Direct relationship

Table 2.2 (Continued)

Authors	Method	Variables Used	Findings	Gaps
16. Farooq and Hanif (2013)	SPSS Descriptive Statistic	DV: Retention IV: Intrinsic variables (need for achievement, need for affiliation, need for power, training and development). Extrinsic variables (promotion practices, compensation and salary)	Findings indicate achievement, affiliation, power, and training and development which intrinsic factors motivated more employees to retain rather than extrinsic factors. But the extrinsic factors were supplement to the intrinsic factors.	1. Banking Industry in Pakistan (public, private and Islamic). 2. Managers and middle employees 3. Abraham Maslow's Hierarchy of Needs Theory and Herzberg (1959) Two Factor Theory. 4. Descriptive analysis
17. Idris (2014)	Qualitative approach	DV: Retention ble working practices (flex time, job sharing, flex leave, flex career and flex place) macro-environment (organisational culture, and human resource management systems)	The study explored the 1 effects of five types of flexible working practices (flextime, job sharing, flex leave, flex career and flex place) on employee retention. This study show contextual factors such as the macro-environment (organization culture, and human resource management systems) influence employee retention.	1. Data gathered from personal interviews with local bank managers in Malaysia. 2. Qualititative approach
18. Ali, Sherwani and Ali (2015)	SPSS Regression Analysis	DV: Intention to leave IV: Training and development Mediator: Competencies (skills, knowledge and abilities) Moderator: Psychological Ownership	The results indicate that variation in employee competencies is explained by independent variable (training and development activities) and variation in dependent variable (employees'' intentions to leave) is explained by enhancement in employee competencies. Employees with higher levels of psychological ownership may stay for longer periods with the organizations.	1. Banks in Islamabad. 2. Bank''s employee 3. Theory of social exchange and Human Capital Theory.

Table 2.2 (Continued)

Author	Method	Variables Used	Findings	Gaps
19. Samuel and Chipunza (2009)	SPSS Chi-square	**DV:** Retention **IV:** Intrinsic Motivational (Sense of belonging to the organisation, freedom for innovative thinking, provision of health & wellness programmes, setting performance target for subordinates, job security, training & development opportunities, recognition/ reward for good performance, promotion based on performance ,work autonomy, mentoring, hallenging/interesting work, participation in decision making process and flexible work arrangement Extrinsic motivational (Salary package, performance bonus/commission, good terminal benefit/ pension, cutting-edge technology and interpersonal relationships	The findings indicate a combination of intrinsic and extrinsic motivational factors to influence to stay in their respective organisations. The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organisations: training and development, challenging/interesting work, freedom for innovative thinking, and job security influenced to stay in their respective organisations	1. Two public and two private sector organizations in South Africa. 2. Banks employee 3. Herzberg (1959) two factor theory 4. Chi-Square test were used to test the hypotheses.

Table 2.2 (Continued)

Author	Method	Variables Used	Findings	Gaps
20. Chew *et al.* (2005)	hierarchica regression analysis	**DV**: Organizational commitment **IV**: Organizational Factors (leadership behaviour, teamwork relationship, company culture and the work environment). **Mediator** HR bundle	The results indicate that all organizational variables were significant with organizational commitment and HR bundles mediate the relationship between organizational factors and organizational commitments	Nine large Australian organisations (health-care, higher education, public sector and private sector (manufacturing, engineering, high technology) 1. Permanent employees 2. Indirect relationships 3. Used hierarchical regression analysis

Table 2.2 summarized the existing literatures on retention and provides several gaps as a basis to do the present study:

i.   Method

As indicated in the Table 2.2, different types of statistical packages and analyses were used by previous researchers to test the hypotheses. However, most of studies   applied multiple regressions by SPSS to test their hypotheses (Milman & Dickson, 2014; Hong *et al.,* 2012; Ashraf *et al.,* 2008; Zheng, 2009; Haider *et al.,* 2015; and Ali, Sherwani, & Ali, 2015).

Fewer studies used multiple stepwise linear regressions (Kyndt *et al*., 2009; and Govaerts *et al.,* 2011) and Hierarchical Regression Analysis (Alias *et al*., 2014; Eisenberger *et al.,* 2002; Huang *et al.,* 2006; and Chew, Girardi, & Entrekin, 2005).

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Amos-Sem also used to examine significant effects on retention in Chew and Chan (2008); Armstrong *et al*. (2013); and Khan and Ahmad (2011). This statistical package has the capacity to evaluate direct and indirect effects in the studies with 400 and more sample sizes.

Further analysis of table 2.2 showed 52 per cent (13 studies) used regression analyses, 10 studies used other methods (36 %) and the remaining three studies (12 %) used AMOS-SEM.

Based on the analysis above the present study used different approach whereby it applied several analyses technique in SPSS (simple regression, multiple regression and hierarchical regression analysis) to test five objectives of this study. The justifications for using multiple analysis techniques were to answer preset study objectives. Simple regression was used to test the relationship between KPI achievement and intention to retain and multiple regressions were applied to examine the relationship between individual competencies, organizational factors and intention to retain. Hierarchical regression on the other hand, used to test the mediating effects of KPI achievement on the relationship between individual factors, organizational factors and intention to retain.

According to Huang *et al*. (2006) and Alias *et al*. (2014), hierarchical regression analyses were to investigate how both independent variables and mediating variable independently and simultaneously affect the intention to stay. They also used hierarchical regression to test the mediating effects in their model.

ii.   Direct or Indirect Effects/Relationships

Another gap provided by the above table was the summary on   direct or indirect effects/relationships that tested in previous studies. Table 2.2 indicates that majority of previous studies examined only the direct effect/relationship of independent variables on retention. This study however has filled up the gap by study both direct and indirect relationship on retention which are similar to Alias *et al*. (2014); Khan and Ahmad (2011); and Chew *et al*. (2005). Unlike the present study, the existing studies included employee engagement (Alias *et al*., 2014); job satisfaction (Khan & Ahmad, 2011); and HR bundle (Chew *et al*. 2005) as mediator and examined the indirect effects on retention.

iii.   Respondents and Industries

The types of respondent used and industries involved in the existing studies posit another gap. Most of previous studies involved non-sales employees from non-bank institutions. This was in contrast with the present study as it focused on salesforce in banking industry as the subject matters.

iv.   Independent (IV) and Dependent Variable (DV)

Table 2.2 provided the summary of independent and dependent variables used in previous studies. Majority of   studies investigated the effects of HRM Practice on employees retention (Chew & Chan, 2008; Armstrong-Stassen, & Stassen, 2013; Alias *et al*., 2014; Milman & Dickson 2014; Hong *et al*., 2012; Khan & Ahmad 2011; Ashraf *et al*., 2008; Zheng 2009; Haider *et al*., 2015; Farooq & Hanif, 2013; Khan & Ahmad, 2011; and Samuel & Chipunza 2009). Some

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studies examined the predictive powers of organizational factors on retention (Kyndt *et al*., 2009; Govaerts *et al*., 2011; Ashraf *et al*., 2008; Bhatnagar, 2007; and Chew *et al.,* 2005) and only few of studies have investigated the influence of personal factors on retention (Kyndt *et al.*, 2009; Govaerts *et al*., 2011; Huang *et al*., 2006). The organizational factors which were included in the existing studies were working environment (Ashraf *et al*., 2008; Chew *et al*., 2005) ; company culture and policy (Ashraf *et al*., 2008; Ghosh *et al*., 2013; Haider *et al*., 2015; Idris, 2014; and Chew *et al*., 2005); leadership behavior (Kyndt *et al*., 2009; Govaerts *et al*., 2011; Ashraf *et al*., 2008; and Chew *et al*., 2005); Learning and working climate (Kyndt *et al.*, 2009; and Govaerts *et al.,* 2011); work facilities (D"Amato & Herzfeldt, 2008); working condition (Martin *et al*., 2006; Messah & Kubai, 2012) and teamwork (Ashraf *et al*., 2008; and Chew *et al*., 2005). The literature review on organizational factors showed culture and leadership were the most common factors examined by the previous researchers.

However, most of researchers used the leadership and culture in general. To fill up the gap, the present study rather be more specified by including articulate visionary leadership and high performance culture as independent variables to represent organizational variables in the research framework. Another independent variable, which has been included, is teamwork in this retention model. Even though it was found tested in previous studies but in different industry with different respondents (Ashraf *et al*., 2008; and Chew *et al*., 2005).

Out of twenty- five (25) studies in retention, only four (4) have included personal factors in their retention model. With three (3) studies tested the influence of demographic factors such as age, seniority, level of education, gender and marriage on retention and only one (1) study has included competency (knowledge, skills, abilities, behaviors, and personal characteristics) in retention model. It means that the relationship of different personal variables particularly on employee"s competency to employee retention have yet to be fully investigated. Lacking of literature in competency studies and retention has motivated this study to fill up the gap. This is also to justify Ali *et al*. (2015) and Samuel and Chipunza (2009). Ali *et al.* argued the most important rationale of employee retention is to prevent the loss of talented and competent employees from leaving the organization. While Samuel and Chipunza emphasized the reason for the organization must retain competent employees since losing them could have negative effects on organization"s productivity as well as profitability. Moreover, according to Chew *et al*. (2005), organizations were characterized by competency shortages and it can be improved through leadership quality. Thus, it is clearly showed **the gaps** on the critical need to conduct a study on the relationship between individual competencies, organizational factors and salesforce intention to retain in sales job in Malaysian banking industry. Meanwhile, it is interesting to note that, all the previous studies were applied retention or intention to stay in organizations rather than intention to retain in particular job as dependent variable. The important to study the intention to retain in particular job was highlighted by Scroggins (2008).

2.5 Independent Variables of This Study

The preceding literatures provide substantial number of independent variables that relating to retention. Kyndt *et al.* (2009) and Govaerts *et al.* (2011) have identified several factors relating to employee retention, situated on both organisational and employee levels. On the organisational side, Kyndt *et al.* and Govaerts *et al.* have found learning and working climate appears to be the factors influencing retention. While they also investigated the role of certain employee variables such as age, seniority and level of education on retention. However, a limited number of studies extend to analyze other personal factors such as the effect of competencies on retention in spite of the fact that retaining competent talents is critical importance in maintaining and strengthening organizations"competitiveness (Yussof *et al.*, 2011; Mohlala, Goldman, & Goosen, 2012; and Keerthy & Jacob, 2014).

2.5.1 Competencies

Current trend in human resource management placed the competency as important factor due to its roles in improving job performance which heighten organizational competitiveness (Cardy & Selvarajan, 2006; and Hsieh, Lin, & Lee, 2012). Chung and Wu (2011) also argued an organization"s performance depends on its people and their competencies. This argument supported Hamel and Prahalad (1994); and Athey and Orth (1999) who considered competency as a set of observable performance dimensions that are linked to high performance, and provides the organization with sustainable competitive advantage.

Prior to that, Theories of Resource Based View (Barney, 1991; and Bhatnagar, 2007) suggested the competency as one of the important factors that affected employee performance including the salesforce performance (Churchill, Ford, Hartley, & Walker, 1985) ; Weitz, Sujan, & Sujan 1986, Spencer & Spencer, 1993; Arthey & Orth, 1999; Kim & Hong, 2005; and Levenson, Van der Stede, & Cohen, 2006).

Retrospectively, McClelland (1973) who suggested testing employees" competency rather than their intelligence. There are several definitions of competency. Boyatzi (2009) and McClelland (1973) defined competency as capability or ability. They further elaborate competency as a set of related but different sets of behaviours leading to „intent". Even though competencies are being described as a behavioural and functional approach, Boyatzis (2009) conferred they are part of an integrated, holistic theory of personality. Le Deist and Winterton (2005) explained the ability is a competence with an unclear concept that touches on knowledge and skills and various elements that are important. On the other hand, Vazirini (2010) acknowledged competencies (self-concepts, traits and motives) as „below the water line" which has more substantive impact on how an individual performs the job.

Kim and Hong (2005) who studied salesperson"s competency contended the definition for competency furnished by Arthey and Orth (1999) was based on current thinking and the best fits with attributes of competency. In general, Kim and Hong define competency as individual knowledge, skill, ability, or characteristics that bring excellent performance.

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Ennis (2008) has extended competency definition as the capability of applying or using knowledge, skills, abilities, behaviors, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position. The following Table 2. 3 summarized the existing studies on competencies.

Table 2.3
Summary of Studies on Competencies

Author	IV	DV	Context
Chung and Wu (2011)	Based on Spencer and Spencer''s generic competency model for helping and human service workers. (impact and influence, developing others, interpersonal understanding, self-confidence, self-control, other personal, effectiveness competencies, professional expertise, customer service orientation, teamwork and cooperation, analytical thinking, conceptual thinking, initiative, flexibility, directiveness/ assertiveness)		Study in Education Industry in Taiwan.
Cheng and Yeh (2007)	Key capabilities, resources, and logistics services constitute the core competencies	Sustainable competitive advantage (SCA)	Air-cargo Forwarding & Logistics, Taiwan.

Table 2.3 (Continued)

Author	IV	DV	Context
Hafeez and Essmail (2007)	Personal competencies using the Chartered Institute of Personnel and Development (CIPD, 2004) List of widely used competencies heading: (Team orientation, communication skills, people management, customer focus, results orientation, problem solving, planning and organizing)	Organizational Core competence	Construction Industry in Middle East
Agha, Alrubaiee and Jamhour (2012)	i. Core Competence (Shared Vision; Cooperation and Empowerment)	Organizational Performance.	Study in paint company in UAE.
Nurach, Thawesaengskulthai and Chandrachai (201 2)	Personal competencies adopted from (Crawford & Nahmias, 2010) consist of various competencies such as (leadership, functional, stakeholder management and planning, team selection and team development, communication, decision-making and problem-solving, cultural awareness and skill)	Organizational Performance	SME(s) in Thailand.

Table 2.3 (Continued)

Author	IV	DV	Context
Hazlina Ahmad, Ramayah, Wilson, and Kummerow. (2010)	Entrepreneurial competencies (strategic, conceptual, opportunity, relationship, learning, personal, ethical, familisme (adopted from Man‟s (2001); Chandler and Jansen‟s (1992); and Ahmad et al. (2006)	Entrepreneurial Success i. Financial (sales growth, return on sales, cash flow, net profits, growth in market share, and return on investment) ii. non-financial (changes in sales, market share, and cash flow growth)	SME founder-owners in Malaysia
Sambasivan, Li-Yen, Che-Rose, and Abdul (2010)	Functional competency (operations, finance, marketing, and human resources management) Interpersonal competency (ability to build and maintain social networks)	Entrepreneurial Venture Performance • Sales Growth	Malaysia and successful entrepreneurs

Table 2.3 (Continued)

Author	IV	DV	Context
Kim and Hong (2005)	The Spencer and Spencer's (1993) iceberg model. Motive and traits (Impact and Influencing Achievement Orientation Analytical Thinking Initiative/Persistence Problem-solving) Self-concept (Flexibility Self Confidence Self Control) Knowledge and skills (Aligning Customer/supplier Strategic Objectives Engaging in Self-appraisal and Continuous Learning)	Achievement individual performance *(*real data of individual sales)	Pharmaceutical Industry in Korea
Yang and Wu (2014)	Social Competence Professional competence	DV: Objective salesperson performance	Study conducted in Life Insurance company in Taiwan.
Elisabeath Siahaan, Parapat Gultom, and Prihatin Lumbanraja (2016)	Competence	Employees performance	Study conducted in Banking Industry, Indonesia
Chen (2015)	Explicit competences (three skillets- product knowledge, sales techniques and interpersonal skills) Implicit competences (individual's drive for achievement).	Sales Performance (No of cars sold each year)	Car Manufacturing in Taiwan

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Table 2.3 (Continued)

Author	IV	DV	Context
Abidin, and Ismail (2010)	(Communication and Interpersonal, decision making and problem solving, information communication technology (ICT), leadership and teamwork, work management and thinking skills) Regrouped: i.knowledge competence ii.functional competence iii.social competence.	Indicative Performance Perception Performance	Study in service sub-sectors of education, health and ICT in Malaysia

2.5.1.1 Competency Models for Salesforce

A competency model is a descriptive tool that identifies the competencies needed to operate in a specific role within a job, occupation, organization, or industry. Simply stated, a competency model is a behavioural job description that must be defined by each occupational function and each job (Fogg, 1999). Depending on the work and organizational environment, a group of 7 to 9 total competencies are usually required by a particular job and depicted in a competency model (Schippmann, Ash, Battista, Carr, Eyde, Hesketh, Pearlman, & Sanchez, 2000). With respect to the present study, 9 competencies for bank‟s salesforce have been identified through the process of borrowed-and-tailored-approach. This is because the present study framework is to be tested in a new and different setting which is sales in Malaysian banking sector.

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Regardless of the importance of competency, there are only a few researchers (Spencer & Spencer, 1993; Kim & Hong, 2005; and Chen, 2015) that have developed competency models and studied its correlation with sales performance but in non-banking industries. Lack of new models being created is due higher cost and time constraint (Kim & Hong, 2005). The most well referred salespeople competency model was developed by Spencer and Spencer (1993). Spencer and Spencer defined competency as an underlying characteristics of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or a situation. They suggested the different types of characteristics for competency are categorized according to motives, traits, knowledge and skills.

The basic skills and product knowledge is considered as threshold competencies while self-concept (value and self-image), motive and traits are classified as differentiating competencies. To illustrate this concept, they utilised iceberg model as shown in figure 2. 3. Knowledge and skills are under a visible tip of iceberg and the underlying and enduring personal characteristics: self- concepts (value and self-image); traits and motives under hidden below the waterline.
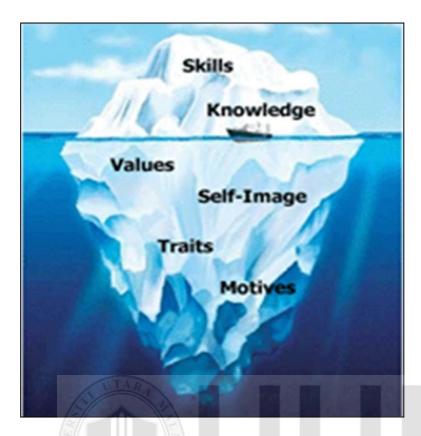
Figure 2. 3
Iceberg Model
Source: Spencer and Spencer (1993)

The main objective for the Spencer and Spencer"s model is to create superior salespeople. Table 2. 4 shows the competency model for salespeople by Spencer and Spencer (1993).

Table 2.4
Competency Model for Salespeople

Competency Cluster	Descriptive
Impact and Influence	Establishes credibility Addresses customer's issues, concerns Indirect influence Predicts effects of own words and actions
Achievement Orientation	Set challenging achievable goal Use time efficiently (Improves customer's operation).
Initiative	Persists, does not give up easily Seizes opportunities
Interpersonal Understanding	Understands nonverbal behaviour Understands others attitudes, meaning Predicts others' reaction.
Customers service Orientation	makes extra efforts to meet customer needs Discovers and meets customer's underlying needs
Self-confidence	Confident in own abilities Take on challenges
Relationship Building	Maintains work-related friendship Has and uses networks of contact
Analytical thinking	Anticipate and prepare for obstacle Think several explanations or plan
Conceptual thinking	Uses rules of thumb
Information seeking	Gets information from many sources
Organizational awareness	Understands functioning of client organization
Threshold	*Technical Expertise Has relevant technical or product knowledge*

Source: Spencer and Spencer (1993), pp. 173

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Among the sales study which used the iceberg model-based developed by Spencer and Spencer (1993) was Kim and Hong (2005). In their study, they categorised the competency and its elements according to motive and traits (impact and influencing, achievement orientation, analytical thinking, initiative/ persistence and problem solving), self- concept (flexibility, self- control and self-confidence) and knowledge/skills (supplier strategic objective, continuous learning) to predict the salesperson performance in Korean Pharmaceutical Industry. The result showed motive and traits, and self-concept are directly influenced sales performance. While leader – member exchange (LMX) moderates the relationship between self-concept and performance, and knowledge and skill and performance. In addition, they put forward that performance of sales staff hinges on the strength of implicit and explicit competency.

Chen (2015) supports the views of Kim and Hong (2005) on the implicit and explicit competency study in an Automobile industry in Taiwan. Implicit competencies are in detail included drive for achievements, determination, proactive-ness, ambition, aspiration or desire for money.

While, explicit competency consists of product knowledge, sales techniques and interpersonal skills. Chen found only explicit competency was positively and significant with sales performance. Explicit competency also strenghtern the product knowledge and interpersonal skills and consequently the sale performance.

While in Malaysian, only United Engineers Malaysia (UEM, 2007) has come out with its competency model and reported there are several important individual competencies which are needed by workers to achieve an organizational goals namely planning and organizing, communication, analysis and solve problem, customer orientation focus, staff development, leadership, achievement orientation, decision making, and working as a team (Abidin & Ismail, 2010).

However, the present study has identified domestic commercial banks that have their own competency models but varied from one banks to another (Table 2.5, 2.6 and 2.7). Hence, this study is designed to address gaps in the competency models, specifically in the competence-based perspective of salesforce competence, KPI achievement (sales performance) and intention to retain by focusing on critical competencies among the salesforce in Malaysian banking sector. Churchill *et al.* (1985) and Weitz *et al.* (1986) suggest that one of the important factors that affected salesperson performance is competence. However, minimal studies in competence-based focus on salespersons (Chen, 2015; Yang & Wu, 2014; and Kim & Hong, 2005) and argued a salesperson‟s competence may be an important component of a sustained competitive advantage in the salesperson‟s career (Defillippi & Arthur, 1994; Lambert *et al.,* 2014). The past literatures also have not identified a new salesperson‟s competencies model, specifically among bank‟s salesforce. Malaysia itself has not been receiving critical academic attention relating to competency studies with respect to banking salesforce.

The novelty of this study is that the competency elements tested in this study are different from the past sales studies by Kim and Hong (2005), Yang and Wu (2014), and Chen (2015). Kim and Hong (2005) have assessed the competencies by using composite variables associated with motive and traits, self-concept, knowledge and skill personal characteristics. While, Chen (2015) evaluated the car salespeople by using implicit and explicit competencies. Such competencies are not clearly defined and therefore difficult to assess. Moreover, they were not being directly measured in behavioral terms and not objective, rather they are based on faulty or interpretable assumptions. This argument has been put forward by Ennis since 2008.

The competency variables for the pesent study on Malaysian banks on the other hand, focused on the competencies which required by a specific occupational group at the individual levels and have been identified by using traditional competency modeling approaches known as the borrowed -and -tailored approach (Rothwell & Lindholm, 1999). The Table 2.5 to Table 2. 7 show competency models currently used by Bank A, B and Bank C. These are actual banks but their actual names could not be revealed due to confidentiality reasons.

Table 2.5

Competency Model for Malaysian Bank A

Core Competency	Descriptive
Leadership	Ability to inspire people & develop a sense of unity and purpose in others towards achievement of organizational goals.
Teamwork	Create an environment in which people are involved & have a sense of ownership to achieve common goals.
Achievement Driven	Balance competing priorities, to meet all project and team commitments in a timely manner & deliver quality results.
Analytical Thinking	Ability to look for underlying causes or think through the consequences of different courses of action.
Decision Making	Independently take of action and responsibility for solving problems & making decisions to achieve desired outcomes.
Planning & Organising	Priorities courses of action and effectively coordinate & monitor the use of resources to achieve set objectives.
Customer Driven	Effective in building long-term working relationships with internal and external customers.
Communication	Effective in getting across key message to others both orally & in writing,
Developing Others	Provide exemplary behaviour for others to follow and foster a learning environment by taking personal responsibility for identifying & developing people.

Source: Bank‟s A internal document

Table 2.6
Competency Model for Malaysian Bank B

Core Competencies	Descriptive
Communication	Present information in a clear, logical and persuasive manner. Openly shares relevant and useful information with others in a way they can understand. Utilizes multiple and varied communications media, as appropriate, to efficiently and effectively disseminates information.
Teamwork	Demonstrates the ability to work with others in pursuit of the organization‟s goals. Put aside individual and departmental goals when necessary to focus on organization objectives. Works to manage disagreements and negotiate resolutions to inter-team conflict in order to create a conducive work environment.
Service Driven	Understands the expectations and changing needs of customers (internal and external). Interacts frequently with customers and makes decisions with customers and the organization‟s business priorities in mind.
Result Orientation	Takes personal responsibility for delivering personal and organizational commitments. Shows a competitive and „driven‟ approach to work. Pushes self and others towards higher levels of achievement.

Source: Bank‟s B internal document

Table 2.7
Competency Model for Malaysian Bank C

Core Competencies	Descriptive
Leadership	Develop people‟s capabilities, holds people accountable and has the desire and ability to lead.
Planning & Implementation	Plan work activities, organize resources, monitor & produce results in line with plans timelines.
Initiative & Innovative	Proactive, self-starter, explorer. Takes action to achieve goals beyond what is required.
Effective Communication	Ability to express self clearly, listens, convey information and respond effectively to feedback.
Decision Making	Ability to make decisions under varying conditions and urgency.
Teamwork and Cooperation	Committed, works with others in team, respect majority decisions. Cooperates.

Source: Bank‟s C internal document

2.5.1.2 Borrowed -and -Tailored Approach

The borrowed and tailored approach involves minimal application of methodology. The borrowed model will be tailored or customised according to the contextual factors. This competency model approach is suitable for this study since the researcher able to collect the samples from existing competency models of several banks. Ideal competency elements will be incorporated into the proposed competency models.

This study adopted five elements from the existing models namely result driven/result orientation/achievement orientation (performance orientation), planning, agility, communication, networking and alliance building (affiliate interest). While the researcher tailored or modified another four competency"s elements to suit with sales culture which is a unique corporate culture and environment in the banks (Khoo, 2012; and Jantan & Honeycutt, 2013). These four competency elements are adaptive selling, commitment to work, job quality and learning have been identified through focus group sessions which similar to Shamsudin and Chuttipattana (2012) and also suggested by Rothwell and Lindholm (1999).

2.5.2   Competency Elements for this Study

2.5.2.1 Performance Orientation

Performance orientation was drawn from achievement goal theory (Elliot & Church, 1997). Kohli *et al*. (1998) have defined performance orientation as focuses on performing well. It indicates the ability of salesforce to perform well or do work well.

Employees who are performance oriented are framed so that will focus on completing specific tasks (Lee *et al.,* 2010). Chen (2015) and Shaw (2007) classified performance orientation as implicit competence. On the other hand, Kim and Hong (2005) treat performance orientation as a competency which belongs to motive/treat dimension. This competency is theoretically found important in sales study as it will drive salesforce to be a high achiever, which in turn, will generate a better sale to organization (Shaw, 2007; and Kim & Hong, 2005).

Verbeke *et al*. (2011) have statistically proved that pursue achievement is significant and positively related with objective performance (number of actual sales). This finding is consistent with Kim and Hong (2005) who found achievement orientation is positively related with sales performance (individual sales realized) among the pharmaceutical salesperson in Korea. It also support Silver, Dwyer, and Alford (2006). Nevertheless, this finding is in contrary with Chen (2015) who found drive for achievement (implicit competence) was not a significant predictor of sale performance (number of car sold by salesforce) in Taiwan automobile industry. However, this implicit competence reinforces the positive effect of product knowledge, sales techniques and interpersonal skills in the study to influence sales performance.

While the preceding paragraph reviews the work on sales performance, the subsequent paragraph is confined to literature reviews on intention to retain.

Even though performance-oriented salesforces have the ability to perform well or do work well, on the other hand they avoid risk or challenge as well (Lee, Tan, & Javalgi, 2010). They view a challenging task as a threat because there is the risk of failure that would demonstrate their inadequate ability. In challenging situations, therefore, they may withdraw from the task. As such, employees who are performance-oriented may quit if they are positioned in a working environment that continuously challenges them with exigent responsibilities that go beyond their ability.

They may stay on, however, by shirking tricky tasks and selectively working on preferred ones that can prove their ability as long as their workplaces do not strictly require them to handle unfamiliar things. This support Lin and Chang (2005) who found performance orientation make a good explanatory factor differentiating employees" promotion, turnover and retention.

In summary, most of past studies on performance orientation showed significant relationship with traditional performance measurement. The result shows that employee with performance orientation has the ability to perform well. Even though minimal study investigated the impact of performance orientation on retention but high performance orientation among the employees eventually increases retention. Due to the inconclusive result, performance orientation is included in this research conceptual framework in order to determine the actual impact on KPI achievement and retention in sales job.

2.5.2.2 Affiliate Interest

Affiliate interest as a need for friendship or a need for social acceptance. Individual who motivates with affiliation interest like to form friendships and associations, to greet join and live with others, and to cooperate and converse sociably with others (Carrera, 1994). Spencer and Spencer (1993) define affiliate interest as genuine interest in and enjoyment of other people. Mehrabian (1994) and Mehrabian (1997) define it as positive expectations in social relationships, thus an affiliate person is enjoying the company of friends and other people and he or she is to be more facile in dealing with others. The present study adopted Mehrabian (1994) and (1997).

In McClelland"s theory, an affiliation is the second motivational driver. This theory states that, employees with a high need for affiliation is obsessed toward friendly relationships and interactions with others, and relationship building is one of competency cluster for salespeople.

Moberg and Leasher (2011) examined the level of affiliation motivation among the salespeople in two different regions, Western and Eastern. Their findings are in contrast with previous studies as the result indicated that Western salespeople are more affiliation driven rather than Eastern salespeople. Western sales peoples seem are more motivated by a need of relationship as compared to salespeoples in Eastern. Their finding strengthens the result of Camarero (2007). The researcher found relationship orientation is positive and significant with market performance among the employees in banks and insurance companies in Spain.

However, this finding is in conflict with Verbeke *et al.* (2011). Verbeke *et al.* found relationship ability has inverse relationship with traditional types of sales performance. This result has been derived from a meta-analysis on 268 studies in sales performance which inclusive of 79,747 salespeople from 4,317 organizations from the year 1982 to year 2008.

The subsequent paragraph is confined to literature reviews on intention to retain.

An empirical study by Hausknecht *et al.* (2009) provides evidence that relationship is positively related with retention. They found a good relationship between the high performance employees with their supervisor, co-workers and customers has been a reason for these employees to stay in leisure and hospitality industry in the United State. George (2015) who found social support (relationship) positively correlated with retention in organization supported this finding. This study has been conducted in the multi-national marketing companies in United Kingdom and it involved respondents from variety of job roles including accountants, IT professionals, consultants, marketing and sales professionals and HR professionals.

However, a good relationship has not been the reason for hourly workers to stay in organization (Hausknecht *et al.,* 2009).

There were mixed results between affiliate interest and traditional performance and in contrast affiliate interest has consistent significant relationship with retention as reported by previous studies. Most of studies however were conducted in non- banking industries except by Camarero (2007). Thus, there is a gap to be filled up. Moreover, banking industry is particularly well suited for relationship-building since the bank needs to develop stable relationships with their customers. Based on the argument, affiliate interest is justified to be included in this research conceptual framework and to be tested on KPI achievement and retention in sales job.

2.5.2.3 Commitment to Work

Commitment to work has been defined as the ability of employees to personally identified with and engaged in what they do (Robert & Hubert, 2000). It indicates a person behaviour which driven by motivation. In a recent study by Chawla and Guda (2010), the researchers have conceptualized commitment to work in sales study. However, they used the termed job commitment to define commitment to work and relate a job commitment with performance. While, Kooij, Lange, Jansen, and Dickkers (2008) used the words of continues to work which refers to effort and job performance to define similar construct.

Justification for including commitment to work is that extensive review of literature discovered   commitments is strongly related to job performance particularly on KPI performance, job satisfaction, employee turnover and retention. The recent study by Zakaria (2015) claimed that everybody has to give his/her full commitment in order to achieve the company"s KPIs. This is because if one employee failed to achieve his/her

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KPIs, his/her immediate boss also be affected and subsequently will resulted the higher bosses failed to achieve their KPI failed as well. Chawla and Guda (2010) reported job satisfaction and the increasing of commitment towards the job, will reduce salespeople"s intentions to leave. They surveyed the sales executives and sales managers from different industries in India. This finding is consistent with Kyndt *et al.* (2009). They discovered employees who committed to their work will retain in the company.

Nevertheless, this finding is in contrary with Edward and Stephen (1994). They found committed salesforce who is an achiever had a high propensity to leave and move to other place where he/she perceives his/her career needs will be met

2.5.2.4 Job Quality

Job quality has been defined as attempt to meets, and exceed customer needs and preference through accurate, consistent, reliable and by making changes in the products as desired by the customers (Kathuria & Davis, 2001). Within the sales management literature, Ellis and Raymond (1993) found job quality has been proven to be important as quality salespeople will support the customer retention strategies in organization including the bank.

There has been a growing interest among researchers in banking to study quality. However, most of the studies are intensified in customer service quality rather than on employee"s job quality.

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The findings from previous studies reported a good service quality will increase customer's satisfaction and support the bank to survive in the increasing competitive market (Ozretic-Dosen & Zizak, 2015). Gryna and Gryna (1999) found quality also gave significant impact on employees' satisfaction, internal quality improvement, company culture and operating cost.

A recent study by Mehra *et al*. (2011) has extended the impact of quality in performance. They found quality has a positive and significant impact on bank's performance in top 1000 banks in United States. This finding support Cravens, LaForge, Pickett, and Young (1993). The significant impact of quality also related to employee retention. Terje, Svensson, and Svaeri (2011) found front line employees in service organization that provided a quality of services to the customers, has a direct negative impact on turnover. In other words, a quality of services has positive impact on employees' intent to stay in the job. Hence, it is very important for any organizations to retain talented employees who are delivering excellent service quality to customers. While, Khan *et al.* (2011) found an indirect relation between quality and employee retention among the public and private banks' employees in Pakistan. Job satisfaction was found as a positive and significant mediator which intensified employees' retention in the banks.

Nevertheless, the relation between job satisfaction and employee retention has mixed results. Menezes (2012) on the other hand, found job satisfaction was negatively related with quality management.

This finding indicated, if employees need to solve more customers" problem and taking responsibilities over the work, it will decrease the intrinsic rewards of work. In the same notion, Karia and Asaari (2006) discovered customer focus which the component of total quality management was also not significant with organizational commitment (a degree of attachment and loyalty by individual towards the organization).

From the above deliberation, quality is found to be an important component in the banking business. However, most of literatures discussed the impact of quality on customer service, rather than on excellent business process that can satisfy all parties including customers and shareholders. Acknowledged the importance of job quality, banks have captured it as an indicator for employees" performance in the form of KPI. Several measures were choosing to measure quality, for instances number of errors according to audit result, customer"s complaint and reliability operational errors. Since there is hardly any study on job quality with respect to banking industry, therefore job quality is included in this research conceptual framework to fulfil this gap and to predict the relationship on KPI and retention of bank"s salesforce.

2.5.2.5 Agility

Traditionally, an agile concept was prevalent in manufacturing organization. Breu, Hemingway, Strathern, and Bridger (2002) extended the agile concept from organizational to workforce level. Agile workforce is important to the growth of business which is operating in a competitive market and face unanticipated changes like in sales organization (Kochikar & Ravindra, 2007).

The plausible reason is an agile workforce indicated a motivated employee who strive for performance and more likely to retain in organization (Adzei & Atinga, 2012). Chonko and Jones, (2005) on the other hand posit lack of an empirical examination and conceptualization which acknowledge on agile workforce contribution towards an organization in previous studies. Several definitions on agile workforce have been retrieved from literature. Kochikar and Ravindra (2007) defined agility as ability to respond quickly or effectively to environmental change and crucial to organization. McCann, Selsky, and Lee (2009) put forward agility as the capacity for moving quickly, flexibly and decisively in anticipating, initiating and taking advantage of opportunities and avoiding any negative consequences of change.

While, Chonko and Jones (2005) conceptualised salesforce‟s agility as an ability to respond to changes in proper way and due time, and exploit changes and take advantage of changes as opportunities. Sales management literature has highlighted that inability of salesforce to adapt and respond to changes will lead to obsolescence of salesforce; heighten the turnover among the best salesforce and inconsistent in sales performance (Jones, Brown, Zoltners, & Weitz, 2005). Along with this line of thought, Jaramillo, Mulki, Onyemah, and Pesquera (2012) found the resistance to change among the salesperson in financial institution in Mexico is given a negative impact on customer responsiveness and salesperson performance. In other words the positive impact on consumer responsiveness and salesperson performance relies on sales force‟s ability to respond to changes. This finding supported Lusch, Vargo, and Tanniru (2009).

In summary the above reviews show that there are minimal studies on workforce agility in sales management and hardly any in banking industry. This gap together with a strong need to retain agile workforce in the banking industry due to highly competitive market and dynamic changes provide strong justification for this variable to be tested against KPI achievement and intention to retain in this study.

2.5.2.6 Adaptive Selling Behaviour

Adaptive selling has been defined as the altering of sales behaviours during a customer interaction or across customer interactions based on perceived information about the nature of the selling situation (Verbeke *et al*., 2011; Weitz *et al*., 1986). Other studies which are found used the same definition are Pettijohn, Pettijohn, Keillor and Taylor, (2011) ; Chonko and Jones (2005); and Park and Holloway (2003). This implies that salespeople or agents will make adjustments in term of impressions, solutions, and strategies during the interaction process with customers. Customers by nature are either "driver tendencies" or "amiable" types. One type of selling strategy was found could be more helpful when selling to a customer who demonstrates "driver tendencies".

This type of customer would expect less time to spent on getting know the salesperson or agent and want to get to the core business issues. A variety approach on the other hand might be more useful when interacting with an "amiable" customer. An amiable customer would prefer to build a pleasant relationship with the agent prior to business discussion.

A metal-analysis study by Verbeke *et al.* (2011) found a degree of adaptiveness is one of key drivers for sales performance and it more significant on outcome performance as compared to behaviour performance. This finding strengthen the result by Rapp, Agnihotri, and Forbes (2008) who reported an adaptive selling behavior has a significant, positive relationship with outcome performance among sales representatives in health-care segment.

While Remendra and Das (2013) found salesforce"s adaptive selling behavior has both direct and indirect relationship with outcome performance. Customer satisfaction has mediated the relationship between adaptive selling behaviors of business-to-business (B2B) salesperson from insurance company in India with outcome performance. A study by Park and Deitz (2006) also reported that adaptive selling has direct and indirect influence on sales performance (behavior and outcome performance). However, in this study, the indirect relationship has been mediated by working relationship quality.

Park and Deitz (2006) who used sales salespeople in automobile industry in Korea reported adaptive selling has direct and indirect relationship with job satisfaction. A sales performance model which was developed by Walker *et al.* (1977) highlighted job satisfaction as an importance drivers for sales force retention. Adaptive selling behavior is adopted in banking studies because salesforce need to be able to adapt quickly to the changing environment in order to achieve their KPI. This basis is inline with Resource Based View/Theory in which this theory recognised that human resource (salesforce) is important and valuable asset to banks because they can forecast new information and new product and services required or needed by banks" customers (Bhatnagar, 2007).

However, despite recognition of the significance of the adaptive selling behaviour to banks performance, little efforts were documented in salesforce retention and in fact the relationship between KPI and retention has not been tested yet.

2.5.2.7 Communication

Communication competence is essential in personal selling as it permits an interaction between salesforce and customer which in turn leads to success in selling Sanchez, Pico, and Comer (2010). Along with this line of thought, Mantrala, Sridhar, and Dong (2012) found there are no significant differences in term of communication skills requirements for three types of sales jobs namely balanced firm, customer acquisition and customer retention. Good communication skills like persuasion, written, oral and nonverbal skills are expected from sales recruiters in all positions. It has been proven as communication skills recorded a very high importance ratings by the vast majority of respondents in past surveys of salesperson success factors which has been done in the developed world.

While, Downing (2011) found the following elements: emphasis important point with changes in pitch and volume, used language that customer can understand, used short and affirmative word, and listen to customers are classified as communication competence elements among the call center agents in western United States are related to sales effectiveness. Goebel, Deeter-Schmelz, and Kennedy (2013) also found listening skill was important to sales job and it was reported significant with salesperson self-efficacy.

Within the same study, the researchers reported self-efficacy is positively influenced the customer relationship development, representative job performance, and satisfaction with the manager. This finding is strengthening Fohlke (2006) who found communication competence (presentation skill) is found positively correlated with sales performance. It also supported Johlke and Duhan (2001). Johlke and Duhan found that communication quality is strongly associated with salesperson communication satisfaction and in turn communication satisfaction is positively associated with job satisfaction and organizational commitment. Walker *et al.* (1977) highlighted job satisfaction as an importance drivers for sales force retention.

Based on the evidence of significant relationship between communication and organizational commitment, it is intended that this relationship be tested in the banking setting. Intuitively, salesforce needs to communicate well with his/her potential as well as existing customers to close any sales.

2.5.2.8 Planning

Planning is an analytical thinking and has been proposed in generic competency model for salespeople by Spencer and Spencer (1993) and Kim and Hong (2005). Mosca, Fazzari and Buzza (2010) conceptualized the relationship between planning and sales performance and define the planning as a specific action taken by salesforce according to salesforce performance appraisal. Ryerson (2008) defines planning as the ability of sales representative   to perform planning behavior.

Hunter and Perreault (2006) reported planning has direct influence on performance with customer. The finding implies planning is important for maintaining the customer relationship among the salesforce in technology firms in United State. The other study to investigate the relationship between planning and sales performance also has been conducted in United States by Ryerson (2008). In spite of this study has been conducted in pharmaceutical industry but it supported the previous finding. The researcher found the ability to plan by the sales representatives has positive significant with sales performance. In spite, Mrayyan and Al-Faouri (2008) found planning is predictors to career commitment and in turn career development influence job performance among the nurses in Jordan. This finding was in contrast with Bhatnagar (2007) who reported planning for career was an indicative for high attrition among the employees in BPO/ITES sector in India. While Dulewicz and Herbert (1999) found planning was highly regarded as supra competency and important predictor for rate of advancement (the career progress) among the managers.

Malaysian banks salesforces on the other hand need to perform planning behaviors since they have many daily routines tasks and unexpected tasks given by their superior. The examples of salesforces tasks cover a need to schedule their day, meet with existing and new customers, follow up with potential customers, keep track their sales target, prepare responses for customers who have questions/needs and prepare the report for their performance achievement. More crucial, it is very hard to find the existing study examined the effects of planning on individual KPI achievement and intention to retain in sales job. The strong need of planning behaviour together with literature gaps provide a strong justification for this variable to be tested in this study.

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2.5.2.9 Learning

The concept of learning has been defined in numerous ways in literature. Bell, Mengüç, and Widing (2010) defined learning as the sales force"s ability to create knowledge through the transformation of experiences and through testing the concepts. While, Kohli *et al*. (1998) define learning as a sales force"s self- improvement in term of skills, knowledge and abilities that lead to a better performance.

Hence, salesforce with learning orientation has a strong desire to improve and master their selling skills and abilities continually. Bell *et al.* (2010) reported that a learning ability was found significant with store performance among the retail salesforce. This finding strengthen the finding of Kohli *et al*. (1998). The researchers concluded that learning has great importance as it is a source of a company"s competitive advantage.

Meanwhile, Govaerts *et al*. (2011) found that learning ability among the clerks from diverse organizations including the banks in Belgium has a positive significant relationship with retention. This finding is consistent with D"Amato and Herzfeldt (2008) who also empirically reported that learning has direct and indirect relationship with retention among Early -Xers and Late -Xers. In this study, organizational commitment of the employees has mediated the relationship between learning and retention.

Learning orientation was included in this study due to salesforces" motivation to understand the sales" environment and improve skills and knowledge. More importantly, The Central Bank of Malaysia has imposed a compulsory ruling that Malaysian banking salespersons are to be licensed with various up-to-date certifications such as Certified Credit Personnel, Certified Financial Planner, Registered Financial Planner, Chartered Islamic Finance Professional, Certified Documentary Credit Specialist, Pre-Contract Examination and Certificate Examination (for Investment Linked Life Insurance). These certifications are to ensure that these „salespersons" are qualified to sell the full range of loans and trade finance facility, new investment-linked and insurance products to the Malaysian masses. Based on these justifications and the finding of such significant relationship in past studies, hence learning is included in this research conceptual framework in order to test its influence on KPI achievement and intention to retain among the salesforce in the Malaysian banking industry.

2.5.2.10 Adaptive Selling Belief

This construct represents the sales force"s beliefs about the way of dealing with customers and how customers differ from each other (Marks, Vorhies, & Badovick, 1996).). Even though this construct is not significant with sales performance, but belief is often to influence behaviour. Ryan and Bonfield (1975), for instance highlighted that adaptive selling is useful, but it could only be used depending on situational factors. They suggested that the relationship between adaptive selling belief and sales performance could be moderated by any situational factors.

Based on the reviews above, coupled with the finding that adaptive selling belief, this factor has not been tested on retention among the salesforce in sales job, this factor is included in this study"s conceptual framework for empirical investigation of its effects on salesforce intention to retain.

2.5.2.11 Responsiveness

Responsiveness refers to the salesforce "s ability to quickly respond to customer-related changes (Homburg, Grozdanovic, & Klarmann, 2007)). Jabnoun and Khalifa (2005) found responsiveness to be significant in determining service quality in conventional banks. Akroush (2008) conducted an empirical study in the banking sector of Jordan and found that there was a positive and significant relationship between the functional quality (responsiveness) and banks financial and nonfinancial performance. A study of banks" managers who are working at Jordan"s commercial bank headquarters indicate that responsiveness has positively and significantly affected banks" financial performance, and customer indicators (Al-Azzam, 2015).

Rousseau and Wade-Benzoni (1994) found that a responsive firm relied on its employees who had the ability to respond to customers and this responsiveness in turn, will justify his or her continued existence in the company.

In summary, literature reviews on competencies elements such as performance orientation, affiliate interest, high job quality, commitment to work, agility, adaptive selling, planning, communication and learning are summarised in Table 2.8 below.

Table 2.8
Summary of Studies on Competency Elements

IV	Author	DV	Industry/Country
Performance Orientation	Kohli *et al.* (1998)	Sales performance	Industrial market/USA
	Sujan *et al.* (1994)	Sales performance	Healthcare and broadcasting/USA
	Silver *et al.* (2006)	Sales performance	Insurance /USA
	Kim and Hong (2005)	Sales Performance	Pharmaceutical/Korea
	Verbeke *et al.* (2011)	Sales Performance	Meta –Analysis
	Chen(2015) Lin and Chang (2005)	Sales performance Retention	Automobile company/Taiwan
	Joo and Ready (2012)	Career satisfaction	Financial institution in Taiwan
	Joo and Park (2010)	Affective commitment	Fortunes 500 company/Korea manufacturing, finance and trading Korea
	Lee, Tan, and Javalgi (2010)	affective and normative commitment	Hospitals
Affiliate Interest	Cheng and Chang (2015)	Sales Performance	Insurance companies/Taiwan
	Camarero (2007)	Performance	Financial and insurance industries: banks, saving banks, credit institutions, SGR and insurance firms/Spain Spain.
	Moberg and Leasher (2011)	Sales Performance	Mixed industry/ Western Europe, Australia, South Africa, and North America and Asia
	Verbeke *et al.* (2011)	Sales Performance	Meta Analysis
	Park and Deitz (2006)	Sales Performance	Automobile Industry/Korea

Table 2.8 (Continued)

IV	Author	DV	Industry/Country
Commitment to work	Bashaw and Grant (1994)	Sales Performance	Industrial salespeople/United State
	Chawla and Guda (2010)	Sales Performance	Mixed industries/India
	Pettijohn *et al.* (2007)	Sales Performance	Industrial sales manager/USA
	Kyndt *et al.* (2009)	Retention	Telecommunication, child care and home care, manufacturing, ICT, pharmaceutical engineering, banking and nursing/Belgium
	Zakaria (2015)	KPI	Manufacturing company/Malaysia
Job Quality	Mehra, Joyal, and Rhee (2011)	Performance	Banking industry/USA
	Cravens, LaForge, Pickett, and Young (1993)	Sales Performance	Industrial salesforce/USA
	Terje, Svensson, and Svaeri (2011)	Turnover	Service organization/Norway
	Khan *et al.* (2011)	Retention	Banking/Pakistan
Agility	Adzei and Atinga (2012)	Retention/performance	Health Sector/Ghana
	Jones, Brown, Zoltners and Weitz (2005)	Turnover/Sales Performance	Sales Study
	Jaramillo, Mulki, Onyemah, and Pesquera (2012)	Sales performance	Financial institution/ Mexico

Table 2.8 (Continued)

IV	Author	DV	Industry/Country
Adaptive selling	Verbeke *et al.* (2011)	Sales performance	Meta -Analysis
	Rapp, Agnihotri and Forbes (2008)	Sales Performance	Health Care Industry
	Remendra and Das (2013)	Sales performance	Insurance company/India
	Park and Deitz (2006)	Sales Performance	Automobile/India
	Spiro, R. and B. Weitz. (1990)	Sales Performance	Salespeople
Communication	Sanchez *et al.* (2010)	Sales Performance	Diverse Industry/Mexico
	Downing (2011)	Sales effectiveness	Call agents/USA
	Goebel, Deeter-Schmelz, and Kennedy (2013)	Self –Efficacy	Salespeople/USA B2B/USA
	Fohlke (2006)	Sales performance	Professional salespeople/USA
	Johlke and Duhan (2001).	Job satisfaction	
Planning	Kim and Hong (2005)	Sales performance	Pharmaceutical industry/Korea
	Mosca *et al.* (2010)	Sales performance	Conceptualized
	Hunter and Perreault (2006)	Sales performance	Technology firms/USA
	Ryerson (2008b)	Sales Performance	Pharmaceutical industry/USA
	Mrayyan and Al-Faouri (2008)	Career Commitment	Hospitals/Jordan
	Bhatnagar (2007)	Attrition	BPO/India
	Dulewicz and Herbert (1999)	Career Advancement	Managers/UK
Learning	Kohli *et al.* (1998)	Sales Performance	Industrial Market/USA
	Bell *et al.* (2010)	Sales performance	National retail /USA
	Govaerts *et al.* (2011)	Retention	Diverse organizations/Belgium
	D‟Amato and Herzfeldt (2008)	Retention	Europe

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2.5.3 Perceived Organizational Factors

Organizational factors are another set of independent variables of this study. Past findings shows they have positive, significant impact on sales force"s motivation, job performance (Verbeke *et al.*, 2011; Christ & Anderson, 2011; Walker *et al.*, 1977; and Churchill *et al.*, 1985) and employee retention (Kyndt *et al.*, 2009; Govaerts *et al.*, 2011; Haider *et al.*, 2015 ; Ashraf *et al.*, 2008; Ghosh *et al.*, 2013; and Arbour *et al.*, 2014). For instance of an organizational factors is organizational culture. It has been defined as pattern of values, beliefs and expectation shared by members of organization which produce norms to shape and controls the behaviour members (Williams & Attaway, 1996). Haider *et al.* (2015) revealed that culture is positively and significantly related with retention among the employees in Telecom sector in Pakistan. This finding supports Ashraf *et al.* (2008), Ghosh *et al.* (2013), and Arbour *et al.* (2014). Govaerts *et al.* (2011) found the concept of learning and working climate was positively significant with retention in multi - organizations. This finding support Kyndt *et al.* (2009).

Ratna and Chawla (2012) found working condition is positive, significant with retention. This finding nevertheless in conflict with Messah and Kubai (2012).

Govaerts *et al.* (2011) and Kyndt *et al.* (2009) discovered leadership skill increased employees" retention in organization. This finding was supported Hytter (2007). Kerr-Phillips and Thomas (2009) reported quality and depth leadership development programmes were important in employee retention.

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These findings concurred with the study by Birt *et al.* (2004). However, Ashraf *et al.* (2008) found leadership behaviour has no positive influence on employees" retention in an organization.

Ashraf *et al.* (2008) on the other hand reported teamwork relationship is positive and significant with retention. Nawaz *et al.* (2012) reported a positive relationship between organizational prestige and retention. Birt *et al.* (2004) reported a significant relationship between empowerment and retention. Hong *et al.* (2012) on the other hand, found empowerment not significant with retention. Knowledge management was reported as an appropriates strategy retention (Ortlieb & Sieben, 2012). This finding support Messah and Kubai (2012).

For the present study, three organizational factors were selected which were; articulate visionary leadership, high performance culture and teamwork. Articulate visionary leadership and high performance culture were sub-categories of leadership and culture respectively. There were lack of studies found which examine the predictive powers of the three organizational factors on performance and retention. Therefore this study fill in the **gap** by examining the direct and indirect impacts of articulate visionary and high performance culture. Teamwork is also included in the conceptual framework. The **gap** in this study is that, the impact of teamwork on sales performance was done ten years ago. There are no recent studies which investigate the indirect relationship of teamwork on retention. The following sub-sections 2.5.3.1 to 2.5.3.3 discussed the variables relating to the organizational factors.

2.5.3.1 Leadership (Articulate Visionary Leadership)

Transformational and transactional leadership behaviour have been widely discussed in literatures (MacKenzi *et al.*, 2001). Transformational leadership behaviour consists of six dimensions which are articulate the vision, provide appropriate role model, foster the acceptance of group goal, provide individualized support and intellectual stimulation and express high performance expectation. Transactional leadership behaviour on the other hand is more related to leadership style that emphasises on reward and punishment or feedback.

Chen and Silverthorne (2005) found leadership behaviour helps the employees to increase their job performance and job satisfaction. Further, it can reduce job stress and turnover intention among the employees. This finding is consistent with Yukl (2012). Hytter (2007) on the other hand, found focus on achievement and relationships are two leadership styles deemed important to retention. This finding is consistent with Govaerts *et al.* (2011) and Kyndt *et al.* (2009). Ashraf *et al.* (2008) however, reported that leadership styles failed to predict retention in Bangladesh private universities. Kerr-Phillips and Thomas (2009) reported quality and depth leadership development programmes were important in employee retention. This finding concurred with the study by Birt *et al.* (2004). However, all of these studies examined the effect of leadership behaviour in general.

The following studies, on the other hand, examined the impact of transformational leadership on performance and retention: Shannahan, Bush, and Shannahan (2013) found that sales performance is more   influenced by transformational leadership among the salesforce in food and beverages companies in United States. This finding supported Verbeke *et al.* (2011) who empirically reported transformational leadership has positive, significant impact on self-report performance. Panagopoulus and Dimitriadis (2009) on the other hand, provided an evidence for the mediating effect of transformational leadership on behavior based   control and sales person key outcomes. The researchers also found transformational leadership has a positive relation with affective commitment and satisfaction with supervisory. Nevertheless, these studies failed to specify which transformational dimensions gave more predictive power on performance and retention.

The limitation in the previous studies to specify transformational dimension and the conflicting results on performance and retention represent the **gap** which necessitates a new research. This study will fill up the gap by examining the effects of articulate visionary leadership on sales performance and the intention to retain among salesforce.

2.5.3.2 High Performance Culture

High performance culture has been defined as a demonstration of both high levels of engagement (passion, commitment and drive for results) among the employees and a strong alignment of people practices with organization strategy and brand (Nesbit, 2005).

According to Robson (2005), the employees who embrace high performance culture will do their daily operational activities well and will continually assist colleagues in improving the organization performance. Doç, Akdem, and Erdem (2010) posit that high performance culture provides employees with the accountability and responsibility necessary to meet customers" needs in a timely manner in order to ensure business success. Mualla (2011) described the employees of high performance culture as "engaged" with organizations.

Harrim (2010) put forward that engaged employees will work significantly as compared to others. This study, however, examined the impact of high performance culture among the employees in pharmaceutical industry in Jordan. This study, however does not address the retention issue. Mualla (2011) on the other hand, found that high performance culture was moderately accepted by bank employees in Jordan as a factor to be considered.

This finding also reported that employees who adopted high performance culture are more likely to stay with the company and better at generating customers" loyalty. Another study was done by Kerr-Phillips and Thomas (2009) who indirectly found high performance culture was the factor that contributed to retention among the South African expatriate. This study is qualitative by nature and the respondents were from different position in financial service company.

Nevertheless many authors stay away from discussing the role of culture in the KPI achievement (Zakaria, 2015). In Siti-Nabiha and Scapens (2005), for instances, the authors explicitly stated that they avoided the term culture in their analysis, simply because culture in their views is an elusive concept. This statement, however, indicates about the influence of cultural practices on KPI. Moreover, studies that link culture and KPI have shown that KPI had shaped the thinking and behaviour of the organisational members (Zakaria, 2015).

High performance culture in the Malaysian banking industry is endeavoured by bank management. This culture induces high level of „engagement" particularly with regards to employees performance. In other words, high performance culture will boost employees performance which turn to be high performer. This practice is consistent with the practice of the present bank performance management which empowers the bank employees to take more ownership of their deliverables and greater contributions to the banks while maintaining an alignment with the Bank"s Key Performance Indicators (KPIs).

To consistantly nurture high performance culture among Malaysian bank"s employees, a high performer is duly rewarded and in the same time it is inculcated a pay-for-performance culture which widely practice in the banks which implement high performance culture.

Based on the above reviews, it can be concluded that the high performance culture is very important in Malaysian banking industry. Hence, the present study intends to investigate more about the impact of high performance culture particularly on salesforces" KPI achievement and their intention to retain in Malaysian banking industry.

2.5.3.3 Teamwork

El-Ansary *et al.,* (1993) defined teamwork in sales as the deliberate actions taken by management to ensure that the support needed by salesforce will come from both the internal company units and the managers.

Spencer and Spencer (1993) defined teamwork as a genuine intention to work cooperatively among the employees in organizations and it eliminates the elements of competition. Harrim (2010) affirmed that teamwork reflects organization"s vital quality. While, Zakaria (2015) concluded a lack of teamwork were among critical factors that might hinder the achievement of KPI in an organization due to lack of integration between departments and divisions. It supported Siti-Nabiha and Scapens (2005) who found team work was crucial for KPI.

Piercy, Cravens, Nikala, and Vorhies (2006) who undertook the study among the salesforce in large and commercial directory publisher reported team building has direct impact on salesperson outcome performance. This finding support El-Ansary, Zabriskie, and Browning (1993). Piercy *et al.* also found in-role performance is partially mediated the relationship between teamwork and salesperson outcome.

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Teamwork was also found to influence retention among the academic staff in Bangladesh (Ashraf *et al.*, 2008). This finding is consistent with Vasquez (2014) who found teamwork is important factor to retain the hotel employees. Teamwork however has a mixed result with job satisfaction. Griffin, Patterson, Malcolm, and West, (2001) found it significant but with inverse relationship while Loveland *et al.,* (2015) reported teamwork was not significant at all with job satisfaction Albrecht (2013) on the other hand, studied team climate and he found it was positively associated with engagement and job resources in multi-national company. He further posits an engagement is positively associated with employee retention.

Both studies by El-Ansary *et al.* (1993) and Piercy *et al.* (2006) have been conducted more than ten years ago. The studies investigated the relationship between teamwork and traditional sales performance. On the other hand, KPIs is a new form of the basis for appraising the performance of sales employees in the banks (Khoo, 2012ab). Employees" KPIs include the salesforces" KPI link with branch, business unit and the banks KPIs. They incorporate all the key performance factors which are crucial in determining banks performance, such as profitability, loan and deposit performance, asset quality, service delivery and staff productivity and efficiency.

In view of the above, banks today encourage team building and group oriented project that enhance chances for more socialization both on and off the job. In addition teamwork increases commitment to the work unit"s efforts and provides integrated building block to the banks.

The present study tends to fill in **both gaps by** examining the impact of teamwork on

KPI achievement and intention to retain in sales job in banking industry.

The empirical studies on organizational factors above-mentioned are summarised in

Table 2.9 below.

Table 2.9

Summary of Studies on Organizational Factors

IV	Author	DV	Industry/Country
Visionary Leadership	MacKenzi *et al.* (2001)	In-roles sales performance Extra-role sales performance	Insurance company /USA
	Chen and Silverthorne (2005)	job performance job satisfaction Job stress Turnover intention	Manufacturing and Service companies /USA
	Yukl (2012)	Performance	Conceptualized
	Hytter (2007)	Retention Turnover	Theoretical/ Sweden and France
	Govaerts *et al.* (2011)	Retention	Telecommunication, child care and home care, manufacturing, ICT, pharmaceutical engineering, banking and nursing/Belgium
	Kyndt *et al.* (2009)	Retention	Telecommunication, child care and home care, manufacturing, ICT, pharmaceutical engineering, banking and nursing/Belgium
	Ashraf *et al.* (2008)	Retention	Private universities/ Bangladesh
	Shannahan *et al.* (2013)	Sales performance	Food and beverage consumer packaged goods companies / U.S
	Panagopoulus and Dimitriadis (2009)	Sales performance	Industries(pharmaceuticals, chemicals, information technology, high-tech, internet services, insurance and financial services/Greek

Table 2.9 (Continued)

IV	Author	DV	Industry/Country
High performance culture	Nesbit (2005)	Motivation Commitment	Various organizations (IT, Credit Unioins, Insurance etc)/Australia
	Robson (2005)	Organization Performance	Conceptualized
	Doç, Akdem, and Erdem (2010)	Business success	Conceptualized
	Mualla (2011)	Stay with the company Customer Loyalty	Banking/Jordan
	Harrim (2010)	Organizational Performance	Pharmaceutical/Jordan
Teamwork	Kerr-Phillips and Thomas (2009)	Retention	Financial Service/ New Zealand
	Harrim (2010)	Organizational Performance	Pharmaceutical/Jordan
	Piercy *et al.* (2006)	Sales performance	Large and commercial directory publisher
	Ashraf *et al.* (2008)	Retention	Universities/Bangladesh
	Vasquez (2014)	Retention	Hospitality/South Florida

2.6 Sales Performance Measurement

2.6.1 Types of Traditional Sales Performance

In sales management literature, performance has been measured in various ways. Churchill *et al.* (1985) measured salesperson's performance or job accomplishment according to behaviour, outcomes and effectiveness performance. These measurement approaches have been established by industrial psychologists. Sub section 2.6.1.1 to sub section 2.6.1.3 explains each of sales performance measurement.

2.6.1.1 Behaviour Performance

Behaviour performance is an evaluation on what the job occupants (salesforce) do (Churchill *et al.,* 1985; Zalloco, Pullins, & Mallins, 2009). The common examples of salesforce behaviour such as input brings by sales force to selling task (i.e. aptitude, product knowledge); sales force activities (number of calls) and sales force sales" strategies (Anderson & Oliver, 1987).

Anderson and Oliver addressed the behaviour performance is required a high level of management direction and intervention and it is a subjective assessment. Babakus, Cravens, Grant, and Ingram (1996) posit behaviour performance is more controllable by salespeople. However, no précised of behaviour performance component was traced; as a result it varies across studies (Baldauf & Cravens, 2002).

2.6.1.2 Outcome Performance

The second way to measure sales performance is by evaluating salesforce output. The salesforce output was the one that contributes to organizational objectives (Baldauf & Cravens, 2002). Alias (2008) conferred outcome performance is the results of the efforts expended by salesforce. It is in contrast with behaviour performance whereby salesforce himself/herself will determine the path to achieve the outcomes and accountable for the outcomes. More important salesforce was driven by marketplace pressures to achieve outcome performance (Anderson & Oliver, 1987).

2.6.1.3 Effectiveness

Effectiveness is the third traditional approach to measure salesforce performance. It concerns with some summary index of organizational outcomes. Therefore, individual or salesforce is less responsible for effectiveness performance. It is not considered as behaviour but it is an output resulted from function of additional factor of non – individual sales force"s control such as policies of top management, competitive actions and so forth (Churchill *et al.,* 1985). Table 2.10 summarized the items used to measure behaviour, outcome, sales effectiveness and other types of sales performance.

Table 2.10
Traditional Sales Performance Measurement

No	Items for Behaviour performance	Authors
1	Technical knowledge, selling capability, adaptive, teamwork, call planning and sales support	Barker (1999); Piercy *et al.* (2006)
2	Selling skill (adaptive selling, teamwork, communication) Selling activities (making selling calls, managing time and territory)	Zalloco, Pullins, and Mallins (2009)
3	Listen attentively to identify and understand customer concerns, communicate sales presentation clearly and concisely, worked out solution to customer questions and objections.	Gammoh, Mallin, and Bolman (2014)

No	Items for outcome performance	Authors
1	High market share, product with highest profit margin, high level of dollar sales, generating sales of new product/services, selling to major accounts, sales/contract with long-term profitable, exceeding sales target and objectives.	Barker (1999); Piercy *et al.* (2006)

Table 2.10 (Continued)

No	Items for outcome performance	Authors
2	Profitability and market performance	Slater and Olson (2000)
3	Total commission, Number of application per week, Percentage of weekly quota	Mackenzie *et al.* (2001)
4	Sales revenue, generation of sales unit, market share, news account profitability	Zalloco *et al.* (2009)
5	Sales commission earned, exceeding sales objectives and target, generating new customers sales, generating current customers sales, overall selling performance	Dwyer *et al.* (2000) and Silver *et al.* (2006) Note: (1) far below average (2) far above average Item used as reported by sales agent
6	Number of cars sold	Chen (2015)
7	Sales, profitability, market share	Johnson and Sohi (2014)
8	Sales product with higher profit margin, generate high level dollar, exceed sales target and objectives.	Gammoh *et al.* (2014)
No	Items for sales effective performance	Authors
1	Sales volume, market share, profitability, customer satisfaction, annual sales target and industry growth	Barker (1999), Piercy *et al.* (1999)
No	Other types of sales performance Measurement	Authors
1	I am the one the most successful sales consultant, the highest earn in my dealership, other salesperson consider my sales career highly success	Yilmaz (2002)
2	Quantity of sales achieve, reach goals, quality of performance in regards of customer relation, quality of performance which regards to management, quality of performance which regards to knowledge	Cross *et al.* (2007)

Table 2.10 (Continued)

	Ability to generate sales of new company product, produce higher market share, exceed sales targets and sales objectives, identify and sales to major customers	Singh and Venugopal (2015)
4	How you rate your performance in providing information and effective communication, customer relations, control expenses, self-presentation effectiveness, planning management in time, technical knowledge of product, competitor product and customer needs	Deeter and Sojka (2007) Note: (1) below average (9) above average
5	Sales volume compared to major competitor and FSU objective, profitability compared to competitor and FSU objective, customer satisfaction compared to major competitor and FSU objective	Menguc and Baker (2005)
6	Contribute to company's market share, sell high profit margin services, generate high level of monetary sales, generate sales of new company services, identify major account and sell, exceed target, assist supervisor to meet his goal,	Lifford et al. (2014) Note: (1) Much lower (2) much higher

2.6.2 Antecedent for Existing Sales Performance

A recent meta-analysis study done by Verbeke et al. (2011) covered the sales performance research from 1982-2008. The conceptual model of the study has included antecedents such as role conflict, role ambiguity, role conflict and burnout and these four variables represent role perceptions. While, an aptitudes consist of dispositional traits, personal concern, identity and cognitive. Skill level has been splited into micro (interpersonal and degree of adaptiveness) and macro (selling related knowledge). The

researchers considered cognitive choice, goal orientation and work engagement as elements for motivation and the biographical is for personal elements. The last antecedents for sales performance are organizational and environmental. In this study, Verbeke *et al.* has identified internal, external environment and supervisory leadership as the construct. However, only five sub-categories which are selling related knowledge, degree of adaptiveness, role ambiguity, cognitive attitude and work engagement demonstrate significant relationship with sales performance. This meta-analysis study is support Walker *et al.* (1977) and Churchill *et al.* (1985) who also run meta -analysis which covered from 1918 to 1982.
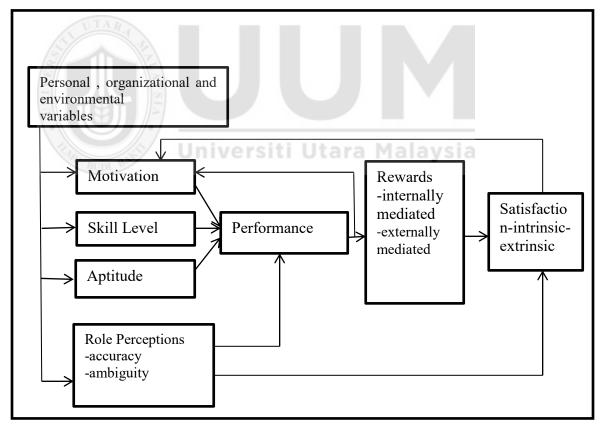
Figure 2.4
Sales motivation Model
Source: Walker *et al.* (1977)

2.6.3 The Mediating Roles of Sales Performance (KPI Achievement)

It was found that from the literature reviews researchers paid very little attention to investigate the predictive power of sales performance (KPI achievement) as independent, mediating or moderator variable.

Yurchisin and Park (2010) reported there was no direct significant effect of sales performance on intention to leave among salespeople in retail store in United States. However, the researchers found sales performance has indirect effect on intention to leave through job satisfaction. This implies that the salesforce who performed and are satisfied with their job tend to retain in the organization.

This study used subjective sales performance evaluation by salesforce and the respondents were salesforce in retail shops.

Another study was conducted by Piercy *et al.* in 1999. They   examined sales outcomes performance and behaviour performance as the determinants of sales organization effectiveness. The result indicated sales outcome performance is correlated with sales organization effectiveness (outcome performance measured by high market share, sell products with higher profit margin, high level sales etc.) while sales behaviour performance (such as adaptive selling, teamwork, sales presentation) mediates the relationship between sales territory design and organization effectiveness. The **gap** in this study is that, it was done seventeen years ago and it has no recent studies using sales performance as a mediating variable (from 2000 onwards).

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Yilmaz (2002) reported a positive significant relationship between sales performance and both internal job satisfaction and external job satisfaction among new car automobile salesforce. The study found indirect relationships between sales performance and job satisfaction in which, career stage and performance –reward contingency moderated these relationships. This study was conducted in automobile industry in United States. Unlike Piercy *et al.* (1999) who applied sales behaviour performance as a mediating variable, this study used performance-reward as the moderator.

Menguc and Barker (2005) studied on field sales unit from large company in Canada. The researchers concluded that sales performance significantly mediated the relationship between collaborative skill, and an interaction of selling and collaborative skills and total compensation paid to salesforce. Although this study used sales performance as mediator, but the measurement of sales performance is different from KPI achievement which is to be tested in the present study. Another **gap** to be fulfilled is new dependent variable which is sales retention, whereas the dependent variable in Menguc and Barker (2006) is compensation.

Based on the above literature review, it was evident that there were no recent studies, the latest was in 2010. Moreover, the past studies were not using KPI as a moderator or mediator rather than they used the traditional sales performance measurement. Moreover these studies were not in banking sector but in retail store, automobile industry and non-financial services industries.

2.7 Chapter Summary

In this chapter, five theories (Herzberg's Two-Factor Theory, Agency Theory, Theory of Financial Intermediation, Expectancy Theory and Resource Based –Theory) which are related to conceptual framework have been discussed. The preceding reviews show that, Herzberg's two-factor theory alone may not suffice to explain the whole conceptual framework but it still remain central in the retention study. Hence, other theories which have been incorporated provide better understanding on the framework in this study.

Section 2.4 to section 2.5 reviewed on past literatures. Several conclusions deem reasonable to highlight the differences between this studies from the past studies. With regards to the dependent variable, previous empirical studies have largely focused on retention in organization (Kyndt *et al.*, 2009 ; DeVos & Meganck, 2011; Ghosh *et al.*, 2013; Govaerts *et al.*, 2011; and Huang *et al.*, 2006).

Little evidence is found on intention to retain in sales job in banks particularly in the Malaysia sales context. The researcher has only found one study which examined the retention in the bank. In Khan *et al.* (2011), banks' executive in the banking operation were used as respondents and these studies conducted in other countries. In other words, there appears to be no study on banks' salesforce intention to retain has been conducted in the Malaysian banking industry. Hence, this present study is a new research area for retention study.

The impact of sales performance on retention have been studied, however the gap is that there is lack of evidence examining the role of sales performance as a mediator in

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retention. Moreover, the existing studies were using the traditional sales performance measurement which are based on outcome and behavioural performance (Menguc & Barker 2005; Piercy *et al.*, 1999) . This study, however, used KPI achievement as new a sales performance measurement. The researcher has not found KPI being tested in any existing retention and in sales management study. Thus this study will be a new contribution as the banks practically using a set of KPI in their salesforce performance measurement in present time.

With regards to the causes of retention, most of the studies have extensively examined the impact of demographic variables to represent individual factors on retention (Messah & Kubai, 2012; Govaerts *et al.*, 2011; D"Amato & Herzfeldt, 2008; and Griffeft *et al.*, 2002). Limited studies examined the impact of individual competency on retention and this limitation was addressed in this study.

While, with respect to organizational factors, most of the empirical evidence focuses on culture (Haider *et al.*, 2015; Ashraf *et al.*, 2008; Ghosh *et al.*, 2013; and Arbour *et al.*, 2014), transformational leadership (Shannahan *et al.*, 2013 and Verbeke *et. al*, 2011) and teamwork on sales performance (Piercy *et al.*, 2006) and retention (Ashraf *et al.*, 2008; and Vasquez, 2014). A limited number of literatures discussed   on high performance culture and evidence for high performance culture was qualitative in nature (Kerr-Phillips & Thomas, 2009).

Meanwhile, most empirical evidences of leadership focused on the whole transformational leadership (Shannahan *et al.*, 2013 and Verbeke *et al.*, 2011) rather than on an articulate visionary, a single dimension of transformational leadership.

Although the impact of teamwork on sales performance (Piercy *et al.*, 2006) and retention (Ashraf *et al.*, 2008; and Vasquez, 2014) have been studied, the previous studies were in different industries for example, education and hotel industry, not in the banking sector.

In a nutshell, there are still several gaps in retention studies. Hence the researcher seeks to contribute to retention literature by examining the direct and indirect influence of competency (as individual factors), articulate visionary leadership, high performance culture and teamwork are perceived organizational factors on retention in sales job. The indirect influenced is intervened by KPI achievement, a mediating variable.

CHAPTER THREE

OVERVIEW OF KEY PERFORMANCE INDICATORS IN BANKING

3.1 Introduction

This chapter provides an overview on a bank"s performance measurement that is key performance areas (KPA) and key performance indicators (KPI) for both organizations and employees. It also includes description and explanation of the process flow for developing KPIs (by MAMPU) together with the examples of Malaysian banks" employees" KPI according to type of job and positions.

3.2 Performance Measurement in the Bank

Performance measurement can be defined as a system by which a company monitors its daily operations and evaluates the attainment of the company"s objectives (Lebas, 1995). Performance measurement is benefial to an organization as it provides a much-needed direction to management for decision making (Lavy, Garcia, & Dixit, 2010)). In addition, performance measurement provides opportunities to review past and present function, and to derive future strategies for successful operation of the organization and for the fulfillment of its strategic goals (Lebas, 1995). The major facilities of performance measurement practices include benchmarking, a balanced scorecard approach, post occupancy evaluation, and measurement through metrics of key performance indicators (KPIs).

Current literatures present strong interest on evaluating organization performance by KPI approach in several industries including the banking industry (Khoo, 2012ab). However, due to its recent implementation as a performance measure, studies on KPI as an employee performance evaluation tool attract little attention from researchers. In Malaysian banking industry, Maybank for example has used KPI as employee performance measurement since early 2004 (Maybank Annual Report, 2004), but dearth of literature was found to discuss the issues relating to KPI effects (Khoo, 2012ab).

3.3 Outcome Performance, Behaviour Performance, Effectiveness and KPI Performance.

Nowadays selling is a main driver in retail banking business with a different business process as compared to other banking activities (Khoo, 2012). As a result, human capital managers need to evaluate salesforce performance with a certain metric of Key Performance Indicators (KPI) which is different from other types of a bank"s job. Challenge faced by human capital managers is to provide a series of indicators that properly reflects the salesforce performance. An appropriate series of indicators should be set up in order to fully utilize the function of performance measurement. Prior to that, a few studies on sales performance in Malaysia reported that the performance of sales insurance agent was measured according to sales target (Haron, Ismail, & Razak, 2011) and objective measures (annual income and sales target achievement) and subjective (Noor & Mohamed, 2007). These type of sale performance measurements used were consistent with previous studies which evaluated sales performance based on outcome performance, (Dwyer, Hill, & Martin, 2000 ; Silver *et al.*, 2006; Chen; 2015; Johnson & Sohi, 2014; and Gammoh *et al.*, 2014), behaviour performance (Gammoh *et al.*,

2014; Zallocco *et al.*, 2009; Barker, 1999; and Piercy, *et al.*, 2006), effectiveness (Barker, 1999; Piercy *et al.*, 2006) or other types of performance (Singh & Venugopal, 2015; Cross *et al.*, 2007; and Deeter –Schmelz & Sojka, 2007) with large numbers of indicators. These types of performance have been classified as traditional performance measurement.

However in order to sustain the banks" competitive advantage, banks nowadays adopted KPI as employees" performance evaluation tool. KPI approach performance provides holistic metrics that include indicators relating to customers, internal processes, financial aspects, and innovation. The selected KPI indicators linked employees performance with the organization vision, mission and business strategy (Shahhoseini *et al.*, 2012). In line with the recent development in the banking industry, this study employs Key Performance Indicators (KPI) as the measurement for salesforce"s performance.

Literatures have criticized the traditional performance measurement tool. Crandall (2002) pointed out that conventional performance measure was stressing more on financial performance or outcomes performance (Chen, 2015; Johnson & Sohi, 2014; Gammoh *et al.,* 2014; Dwyer *et al.,* 2000; Silver, Dwyer, & Alford, 2006; and Zallocco *et al.,* 2009) but less on quality and customer service (Gammoh *et al.,* 2014; and Zallocco *et al.,* 2009).

The financial measures are mostly found to be effective in the short term and in consideration of past performance. The traditional performance measurement has also criticised as being not consistent with current business's environment, focusing on tangible assets, lacking predictive power, reinforcing functional silos and being irrelevant for all levels in the organization (Al-Najjar & Kalaf, 2012).

Notwithstanding to the flaws, financial measures have worked well particularly for industrial era where the companies created value by transforming raw materials into finished products and primarily based on tangible assets (Kaplan & Norton, 2000).

Nowadays, the organizations are in the information age that advocates the means for value creation is that by deploying intangible assets such as customer relationships; employee skills and knowledge; information technology; and a corporate culture. Therefore, Akkermans and Van Oorschot (2005) argued that the financial measure alone is unfit with the competencies and skills (intangible assets) which are trying to master by the company's today. The intangible assets have become major sources of competitive advantage (Kaplan & Norton, 2000). The recent interest in KPI is also seen as a solution to overcome the shortcoming in traditional methods and to strengthen performance management (Lavy, Garcia, & Dixit, 2010; and Mansor, Bahari, Justine, Bodla, Naeem, Wong, & Dobrai, (2008). This new performance management system focused on the achievement of business results with clearer line-of- sight between business strategy and individual goals, and sustaining high performance by linking recognition/reward to individual performance.

A performance planning process at the beginning of each financial year provides a clear understanding of performance expectations via a target setting by the top management level and further cascaded down to employees within each business/capability sector. This is to ensure performance targets are in alignment with the strategic intent (Maybank Annual Report, 2004).

The KPI is the main tool used in Balanced Score Card (BSC) particularly in Malaysian organizations (Bakar, Mustapha, Kasim, & Amiruddin, 2015). The Balanced Score Card (BSC) was introduced by Kaplan and Norton in 1992.

3.4 Definition and Conceptualization of KPI

KPI is a systematic tool delivering measurement performance. It also consists of key success factors which are well established in the management literature (Lavy *et al.,* 2010). Key performance indicator (KPI) is designed based on an organization's mission and vision, organizational organizational structure, and job system (Wang, 2011). Organizational vision and mission are interpreted into clear defined key performance targets. Derived from the organizational KPIs target, the KPIs for each unit can be specified. Based on the unit's KPIs target, the KPIs target for each employees and each job positions within the unit are defined. The KPIs for an individual employees or job positions are further broken down into a set of items that become the measurement for employees' performance or job position performance. In summary, KPI shows a clear picture for each individual in the organization what is important and what they need to do in executing his/her job function.

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KPIs need not be all financial measures. In other words, KPI comprises both financial and non-financial aspects (Brackertz, 2006). It can be used to assess almost any aspect of work performance, depending on individual organization"s design. KPI indicates long- and short-term financial and performance-related goals, and are vital for a healthier relationship between the customer and the provider of services (Baldwin, Camm, & Moore, 2000).

According to Verzola *et al.* (2009), KPI is to monitor the degree of achievement of the performance levels defined for each key performance area (KPA). The present study considers KPI achievement as the degree of salesforce achievement of the performance level defined for each key performance area (KPA). In other words, KPI achievement is about how salespeople rated him/her on performance relative to his/her actual target given by his/her superior based on indicators from each key performance area within his/her organization.

Studies on the past literatures indicated that unstandardized key performance metrics were used by organizations. Yen *et al.* (2015) divided the indicators into five categories: research and publication, post-graduate supervision, innovation and consultancy to measure Malaysian academician. Toh and Sern (2011) on the other hand only used a single metric which is patient waiting time in orthodontic clinics in Ministry of Health Malaysia. Similarly, Zakaria, *et al.* (2011) used only the number of cases received and process as a KPI metric in National Registration Department of Malaysia.

On the other hand, Kaplan and Norton (1992) advocated key performance metrics based on four key performance area (KPA) namely financial, customer, internal process and, learning and growth that cover financial and non-financial aspects in their Balanced Score Card (BSC). It is generally accepted in practice that (since the introduction of the KPA by Kaplan and Norton) a combination of financial and non-financial measures in a performance measurement system is favourable for both profit and non-profit organizations (Wang, Wan & Zhao 2014; Akkermans, & Van Oorschot, 2005; Harrim, 2010; and Panicker & Seshadri, 2013).

Many studies in banking applied a more comprehensive performance measurement which consists of four BSC perspectives (financial, customer, internal process and, learning and growth). These four BSC perspectives have both financial and non-financial indicators for evaluating banking performance and the bank has benefited from its usage. Some of the related studies are such as Al-Najjar and Kalaf (2012); Titko and Lace (2010); Wu *et al.* (2009), Chen *et al.* (2008); and Meyer and Markiewicz (1997). Based on this background, Malaysian banks have applied the similar concept to develop their key performance metrics. The conceptualisation of each KPA is discussed below, while the related key performance indicators for each KPA is presented in Table 3.1 until 3.4.

Financial Area

Financial Area refers to the financial aspects on how the organization wishes to be viewed success by its shareholders in financial aspects (Shahhoseini *et al.,* 2012). Therefore it is imperative for organization to comprehend itself with financial strategies

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for increasing shareholders" value. According to Kaplan and Norton (2000) revenue growth and productivity are two basic strategies which the shareholders can verify the profitability of their investment (Al-Najjar & Kalaf, 2012). Revenue growth strategy is typically related with building the franchise with new markets, new products, and new customers and also by increasing value to existing customers. This value can be increased through a profound relationships with the customers from expanded sales such as cross-selling products or offering bundled products instead of single product offers. While, the productivity in organization will be improved when the organization enhances it company's cost structure and by using assets more efficiently.

Kaplan and Norton acknowledge the need for traditional financial data to support financial perspective. An accurate and timely financial data is necessary for the efficient and smooth direction of the organization as it helps much in the process of making the right decision in the right moment. Under this perspective, the most common performance measures incorporated are: ROI, cash flow, net operating income, revenue growth, etc.

Consistent with the industry practice, this study will measure financial success of salesforce based on output per employee (Akkermans & Van Oorschot, 2005) which are sales target (Kim & Hong, 2005; Chen 2015; Dwyer *et al.,* 2000, Silver *et al.,* 2006; Barker, 1999; and Nigel *et al.,* 2000), acquired new customers, and retained existing customers (Dwyer *et al.,* 2000, Silver *et al.,* 2006; and Wu *et al.,* 2009).

Table 3.1
Measures for Financial Areas

Authors	Financial Measures	Industries/Countries
Al-Najjar and Kalaf (2012)	ROI, Cash Flow, Net Operating Income, Revenue And Growth	Banking/Iraq (Local Large Banks)
Titko and Lace (2010)	ROA, ROE, Cost/Income Ratio, Revenue For New Products, Revenue per Salesperson, Market Share for Asset, Market Share for Deposit	Banking/ Latvian (Retail Bank Business Unit)
Wu, Tzeng and Chan (2009)	Operating Revenue (Sales revenue), Debt Ratio, Return on Asset (ROA), Earnings Per Share (EPS), Profit Margin, Return on Investment (ROI)	Banking/Taiwan (3 Banks)
Wang Wan and Zhao (2014)	Growth rate of turnover, growth rate of funding, revenue per unit of land	Science park/China
Akkermans and Van Oorschot (2005)	Output per employee, Percentage outsourcing of cases	Insurance/Netherlands A part of large insurance company
Panicker and Seshadri, (2013)	Liquidity Ratio, Leverage Ratio, Return on Equity, Net Profit and Return on Investment	Banking/India Standard Chartered Bank
Harrim (2010)	Increase in profits, increase in earnings, sales growth, Growth in market share Compared to other competitive products/services	Pharmacy/Jordan Pharmacy Firm

Customer Area

Customer area provides a view on how customers perceive an organization (Al-Najjar & Kalaf, 2012). The core of any business strategy is the customer value proposition. The organization should consider customer value proposition as the central element of any business strategy that provide the unique mix of products, price, relationship, and image that the company offers to its customers. This perspective requires the organization to

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demonstrate how it different from competitors for attracting, retaining, and sustaining relationship with its targeted customers. The value proposition is crucial because it helps an organization connects its internal processes with outcomes for customers. Typically, the value proposition is chosen from among three differentiators: operational excellence (McDonald's and Dell Computer), customer intimacy (Home Depot and IBM in the 1960s and 1970s), and product leadership (Intel and Sony) (Al-Najjar & Kalaf, 2012).

 In this study, customers" measure is based on customer satisfaction index (improve turnaround time and improve service index) in accordance to Standard Operating Procedure (SOP) supported by Titko and Lace (2010) and; Menguc and Baker (2005).

Table 3.2
Measures for Customer Areas

Authors	Customer Measures
Al-Najjar and Kalaf (2012)	Customer Satisfaction, Customers' Growth, Growth of Current Accounts, Growth of Saving Accounts, and Growth of Safety Deposits
Titko and Lace (2010)	Customer satisfaction and loyalty index, Revenue and cost for customers, Customer Retention Rate, New Customer Acquisition Rate, New Customers per Employees, Number of customers complaint
Wu, Tzeng and Chan (2009)	Customer Satisfaction, Profit per Online Customer, Market Share, Customer Retention, Customer Increasing Rate, Profit per Customer
Akkermans and Van Oorschot (2005)	Customer satisfaction, Throughput time per case
Panicker and Seshadri (2013)	Customer complaints redressed, Growth in customer savings account, growth in safety deposit, growth in current account and Consumer banking net promoter"s score
Harrim (2010)	Customer satisfaction regarding quality and price, Customer satisfaction of company"s fast and smooth response, Retaining present customers, and Attracting new customers.

Internal process

Once an organization has a clear picture on its customers and financial perspectives, it can then determine the means by which it will achieve the differentiated value proposition for customers and the productivity improvements to reach its financial objectives (Kaplan & Norton, 2000). In other words, the organization will identify an excellent business process which will be resulted financial success and customer satisfaction (Al-Najjar & Kalaf, 2012).

Typically, the measures for this perspective are based on producing goods and services in the most efficient and effective methods that focus on customer needs, production lead time based on customer needs and guided costs to customer needs (Rostami, Goudarzi, & Zaj 2015). Consistent with Titko and Lace (2010), and Wu *et al.* (2009), the internal process for this study will be measured based on the salesforce performance"s audit rating that is, whether the performance is maintained or improved from the previous year audit rating.

Table 3.3
Measures for Internal Process Areas

Authors	Internal Process Measures
Al-Najjar and Kalaf (2012)	Productivity Growth, Growth of Banking Services, Credit Growth, Growth in Software Applications, and Front Office Employees.
Titko and Lace (2010)	Request Fulfilment Time, Transaction per Employees, Number of Errors according to Audit Result, Customers Complain.
Wu, Tzeng and Chan (2009)	Number of New Service Items, Transaction Efficiency, Customer Complaints, Rationalization Forms and Process, Sales Performance, Management Performance.

Table 3.3 (Continued)

Authors	Internal Process Measures
Wang, Wan and Zhao (2014)	Level of pooling, Cost of consulting services, Management performance, Maturity of talent agency, Number of scientific publications, Performance of knowledge, innovation and diffusion, Convenience of sharing resources, Aggregation of industry.
Akkermans and Van Oorschot (2005)	Throughput time per case, % of small and easy cases, Number of successful projects.
Panicker and Seshadri (2013)	Business per employee, Growth of Banking Services, Credit Growth, process and reliability operational errors and number of suppliers.
Harrim (2010)	Efficiency of internal processes, Cost reduction, resources acquisition and utilization, Employees" satisfaction, Reduction of employees" turnover.

Learning and Growth

The foundation of any strategy map which relates to Balance Score Card (BSC) is the learning and growth area. It defines the core competencies and skills, the technologies, and the corporate culture needed to support an organization's strategy. These foundations enable a company to align its human resources and information technology with its strategy (Kaplan & Norton, 2000). In this perspective, there is a relationship between the employees of the organization, and the measures or the extent to which the organization exerts efforts to provide its employees with opportunities to grow and learn (Kaplan & Norton, 1992). Kaplan and Norton (2000) acknowledged that the learning and growth measures are the most difficult to select; therefore they suggest the following measures as examples: employee empowerment, employee motivation, employee capabilities, and information systems capabilities.

In this thesis, the number of attending courses and training under review period (i.e. CPD) will be used to measure the learning and growth area for salesforce. This measure is consistent with Wu *et al.* (2009); Wang *et al.* (2014); and Shahhoseini *et al.* (2012).

Table 3.4
Measures for Learning and Growth Areas

Authors	Learning and Growth
Al-Najjar and Kalaf (2012)	Employee Productivity, Employee Turnover Rate, Growth of the Bank's Branches, Employee Participation in Development Programs, and the Number of Employees Using IT in their work.
Titko and Lace (2010)	New Revenue for Salesperson, Sales Contact per Salesperson, Number of Sold Product by Salesperson, Number of Errors per Employees, Qualification Test Results.
Wu, Tzeng and Chan (2009)	Response of Customers Service, Professional Training, Employees Stability, Employees Satisfaction, Organization Competence.
Wang, Wan and Zhao (2014)	Number and type of new R&D labs Hosted, Responses of Tenant Service, Tenant Satisfaction, Organization Competence, Professional Training.
Akkermans and Van Oorschot (2005)	Employee Turnover Rates, Employee Satisfaction Training on the job/coaching, Hiring of New Staff through Referral by Colleagues.
Panicker and Seshadri (2013)	Number of Employees, Profit per Employee, Percentage of Employee Appraise, Percentage of Employee Receiving Training and Employee Engagement Score.
Harrim (2010)	Development and introduction of new products/ services, Improvement of current products and services, Development of new production methods, Introducing changes and improvements in company‟s strategies policies, processes, structure and culture, Coping and dealing successfully with various environmental changes.

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Other KPI Indicators

KPI indicators are not always subject to the above balanced score card approach which provides holistic metrics of KPIs. According to Lebas (1995), the selection of KPI used by organizations depends upon the type of users since different users require different indicators for different purposes. In addition, Cable and Davis (2004) asserted that the nature of the organization (public and private sector) and its facilities are also influenced the preference of performance indicators to a certain degree. They found that private sector organizations have a profit-oriented approach in selecting KPIs, while public entities choose KPI that emphasizes on an excellent delivery of goods and services to the public. The following studies used different KPI indicators which are originated by the respective organizations themselves rather than follow the balanced scorecard approach.

Table 3.5
Summary on KPI used in Malaysia

Authors	KPI Indicators	Organizations
Yen *et al.* (2015)	Research and publication, post-graduate supervision, innovation and consultancy.	Universiti Sains Malaysia
Amin *et al.* (2014)	Reputable international ranking, globally marketable and outstanding graduates, large amount of funding in research and development, adequate infrastructure and facilities, good reputation to attract students, relevant curriculum for academic and professional development programs, high number of postgraduate students, accredited academic programs, scholarly publications and citations, good marketing and branding capabilities and good national and international linkages.	Universiti Teknologi Malaysia
Toh *et al.* (2011)	Patient waiting time	Orthodontic clinics Selangor,Ministry of Health Malaysia
Zakaria *et al.* (2011)	the numbers of cases received and process	National Registration Department, Penang, Malaysia

Table 3.5 provides a summary on various KPI measures used in Malaysia. Overall, KPI has been successfully applied across many industries (Harrim, 2010, Wang *et al.,* 2014; Akkermans & Van Oorschot, 2005; and Zakaria, 2015) and within the public sector (Yen *et al.,* 2015; Ruzita *et al.,* 2012; Zakaria *et al.*, 2011; and Akkermans & Van Oorschot, 2005). However, KPI is not well-researched in the context of banking studies.

On the other hand, it also has been delivered to an international audience, on a multi-disciplinary front (Hepworth 1998) across the world (Titko & Lace, 2010; Wu, 2012; and Wu *et al.*, 2009). In such a study, Titko and Lace (2010) identified among successful banks which are adopters of KPIs are Unibanco (Brazil), DnB Nord Bank (Scandinavian and Baltic region), Nordea Bank (North Europe and Baltic region), Chemical Bank (USA), KeyCorp (USA), Bank of Tokyo Mitsubishi (Japan), Wells Fargo Bank (USA), Lloyds TSB Bank (UK) among others. While Wu (2012), found the most essential KPIs elements for banking performance are customer satisfaction, sales performance and customer retention rate. While, Zakaria (2015) who conducted the study in non-banks in Malaysia found a set of KPI for one organization was established base on PEPSI (productivity, expansion, people, system, and image) which represented the key performance areas (KPA).

Many empirical studies on KPI tend to associate the existence of the measures and their characteristics (Ruzita *et al.,* 2012; Titko & Lace, 2010; Wu, 2012; and Wu *et al.*, 2009) and explain the usage of the performance measurement system (Zakaria *et al.*, 2011; Verzola *et al.,* 2009; and Robinson & Morley, 2006). But less study on KPI investigated its causal effects (Yen *et al.,* 2015; Zakaria, 2015; Amin *et al.,* 2014; and Harrim, 2010).

Harrim (2010), investigated learning organization (systems thinking, shared vision, teamwork and collaboration, leadership and empowerment, organizational culture and learning environment) as the determinants of KPI at industry level (in pharmacy industry) and the findings indicated that strong positive relationship between learning organization dimensions with each scale of organizational performance (financial

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performance, internal process, customer service and learning/ growth/ innovation. On the other hand, Amin, Khairuzzaman, Zaleha and Daverson (2014), studied the determinants of KPI in education industry in a public university in Malaysia. Unlike the previous study, Amin *et al.* examined the effects of HRM practices (recruitment, training, performance appraisal, career planning, job definition, employee participation and compensation) on the KPI at university level. The study found human resource practices consists of recruitment, training, performance appraisal, career planning, employee participation; job definition and compensation have significant relationship with university KPIs.

The studies by Amin *et al.* (2014); and Harrim (2010) were found to discuss KPI as a tool for measuring organization performance but not for measuring individual performance (Yen *et al.,* 2015). Thus the present study will test the factors that influence individual KPI and examines its mediating role in the linkage between individual competencies, organizational variables and intention to retain in sales job in the bank.

3.5 Developing Performance Measurement in Malaysia

Up to the knowledge of researcher, it is very hard to find the literature that provides the Performance Measurement Model in banking sector particularly in Malaysian context. Therefore, this study adopted the Performance Measurement Model from Malaysian Administrative Modernisation and Management Planning Unit (MAMPU, 2005) to understand the flow on how the bank management develop KPIs for banking employees particularly KPI for salesforce and evaluate their performance.

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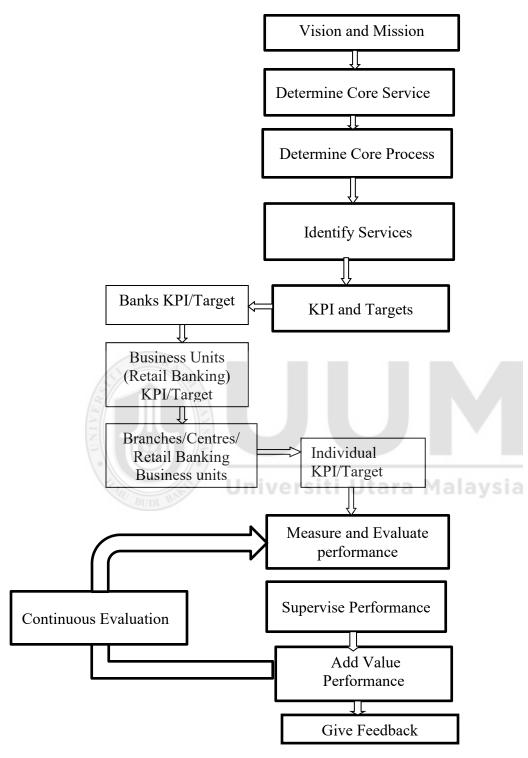
Figure 3.1:
Performance Measurement System
Adopted Source: MAMPU (2005)

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Figure 3.1 outlines the process of how the performance measurement model adopted from MAMPU

In KPI performance measurement system, the process begins with a need by the organization to determine its core businesses which are consistent with its own vision and mission. Besides that, the organization will also identify its core processes and services. Only then, all will be interpreted into clear defined key performance targets. This is how key performance indicators have been developed at organizational level.

Based on the organizational KPIs, the KPIs for each business unit can be specified. Henceforth, the KPIs for each individual employee within the unit are defined. Next, KPIs are further broken down into a set of items that measure the performance of individual employees. For performance measurement to be effective, the measures or indicators themselves must be accepted, understood, and owned by employees as well as their managers.

In relation to this study, a bank will identify its core businesses that are consistent with its own vision and mission. The bank"s long term vision and mission is to sustain the position of being the most efficient, profitable and respected premier financial institution. Next, all the information which related to bank"s vision and mission will be interpreted into clear defined key performance targets which are known as the bank"s KPIs.

Subsequently the bank"s KPIs will be cascaded down to responsible business units" i.e. KPIs for retail banking which relates with retail banking core businesses (selling target

for retail banking product and services such as loans, passenger vehicle hire purchase financing and Islamic banking businesses, deposits and sales of credit cards and unit trusts) will be allocated. Besides that, the retail banking KPIs entails its core processes as well, such as processing time for opening accounts, waiting time for other bank services and loan service delivery which involves loan application and processing time. Based on this information, the next process for retail banking is to develop its key performance indicators which comprised of both financial and non-financial based on four perspectives or key result area (financial, customers, process and learning and growth). Later, these KPIs will be cascaded down to branches, centres or business units under retail banking. Subsequently the branches, centres and business units will assign KPIs to their individual employees.

The objectives of developing measures to serve as the common language that help align the top management and employees with the organization‟s vision. These series of indicators which are properly reflected the performance of a company can be quantifiable, or unquantifiable. For instance, an indicator such as loan or deposit growth is viewed as a quantifiable (or financial) measure, whereas the degree of customer satisfaction is unquantifiable (or non-financial) measure. Each of indicators will be accompanied by specified target and weightage. The employees‟ level of achievement will fall into one out of five categories like far below expectation, below expectation, meet expectation, exceed expectation and far exceed expectation.

Therefore, the information and target must be disseminated to all employees so that they know what to be achieved. This model also indicates that KPIs is a continuous

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measurement process, so that services deliver to customers are always relevant. The management teams will monitor the work process progressively to identify whether there are any additional work flows involved or to be removed and at the same time make future improvisation.

A few examples of KPI for different employees" position are illustrated in the following tables:

Table 3.6
KPI for an Assistant Branch Manager

Code	KRA	KPI	Target	Weightage (%)
F1	Financial	Total CASA-Branch	Current and Saving Account closing figure	10
F2	Financial	Total overall Core Deposit-Branch	Close figure as per budget	5
F3	Financial	Cost Containment-Branch	Maintained as per approved budget	10
F4	Financial	Fee Based Income-Branch	Services charges and other income per budget	5
C1	Customer	Improved customer satisfaction – Branch	Improved customer survey index	10
C2	Customer	Complaint Resolution	Achieved Complaint resolution Time Target	5
C3		Number of registered active user for internet banking	Achieved target number of active user	5
C4	Customer	Over the Counter Migration (OTC)	Achieved target against SST	10
P1	Process	Branch Audit-Branch	Minimum fair rating No recurring finding	10

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Table 3.6 (Continued)

Code	KRA	KPI	Target	Weightage (%)
P2	Process	Branch Compliance	100% compliance adhere to guidelines/policy	10
P3	Process	Non-Compliance on Branch transaction	To resolve Variance	5
P4	Process	Finding on Branch Audit/Compliance	All audit finding must be resolved within the agreed timelines	5
L1	Learning & Growth	Compliance Training and Sharia Knowledge Development	Minimum 4 training per staff	5
L2	Learning & Growth	Operation & OJT coaching	To conduct in house training - 12 session per year	5
	Total			**100**

Source: Selected Internal Bank"s Document

Table 3.7
KPI for a Recovery Manager

Code	KRA	KPI	Target	Weight (%)
F	Financial (Weight: 85%)	0 (MIA)	%	5
		1(MIA)	%	5
		2 (MIA)	%	10
		3 (MIA)	%	35
		NPL	RM	30
		Collection on Written Off	RM	15
C	Customer (Weight: 10%)	No of genuine complaints	0 complaints	10
P	Process (Weight: 0 %)			0
L	Learning & Growth (5%)	Staff training/Self Improvement	6 training	5
	Total = 100%			

Source: Selected Internal Bank"s Document

Keys: MIA = Months in Arrears
NPL= Non-Performing Loan
KRA= Key Result Areas

Table 3.8
KPI for a Navigator cum Salesforce

Code	KRA	KPI	Target	Weight (%)
F	Financial	Hybrid Deposit Mortgage + BBA Financing MRTA/Takaful MRTA Personal loans + Islamic Gratuity	RM	35
C	Customer	Branch Service Index	Achieved at least 75%	50
C	Customer	Customer service- BNM benchmarking for customer delivery standards	Waiting Time 2.86 min CASA opening account 8.09 min FD opening account 7.06 min HL Processing Time - 1.72 days	15
	Total			**100**

Source: Selected Internal Bank"s Document

3.6 Studies on Individual Salesforce's KPI

In Malaysia, KPIs are not entirely new to the organisation as it had been used to measure the divisional performance since 2005 (Siti-Nabiha & Scapens, 2005). However, the use of KPIs to measure individual performance and how they relate to the achievement of organization"s overall objective is considered new to the organisation. To certain extent, accentuating on KPI limits the choice of actions by organisational members and lead to certain disadvantages as the results from the trade-off between the cost and the financial benefits of an activity.

If an activity does not causally relate to any KPIs and the dimensions of the KPA, there is a great tendency to reject it on the grounds that its resources should be directed to the activity where the link with the attainment of KPIs is more evident.

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In this thesis, the researcher intends to relate the implementation of individual KPI in a bank with its reward system (intention to retain). By implementing KPI as a performance measurement, individuals are being rewarded or penalised according to their achievement relative to the targets. This implies that, the achievement of KPIs is an objective mean for individuals to receive a generous bonus at the end of the year or vice versa. At the time of this study, the formula to calculate bonuses was a combination of achieving a certain percentage of KPIs and a small percentage of behavioural competence. The ratio of KPIs and competency differs according to the salary scales of bank members. The higher the members in the organisational hierarchy, the more weight was given to the KPIs than to behavioural competence. The calculation of the bonus also took into account the achievement of the KPIs for the overall branches or department and or organisation. Should the organisation as a whole fail to achieve its KPIs, no bonus would be declared for the year. This KPI- based reward system replaced the existing complacency- reward system or seniority- based reward system which allows individual employees simply had to provide explanations for differences in their performance (Siti-Nabiha & Scapens, 2005).

Yen, Lim, and Campbell (2015) studied the determinant of individual KPI among the Malaysian academician and found age, gender, academic rank and discipline were significant with KPI. However, the KPIs in this study were measured based on research and publication, post-graduate supervision, innovation and consultancy which were classified as tangible products in nature. Other study by Zakaria (2015) found a link between culture and performance measurement. Besides that, coaching practice by leader and the spirit of teamwork motivates the new sales representative in completing

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the sales in NMPharma Group of companies. Nevertheless, this existing study failed to specify the elements of KPIs but did provide the information on key performance area which were categorised into five strategic areas known as PEPSI (productivity, expansion, people, system, and image).

The survey of the literature on KPI in the previous paragraph provides several justifications as to why this study is undertaken.

Firstly, this study intends to provide more information on individual KPI in the Malaysian banking industry. In this respect, KPI scales which were used in this study consists of seven outcomes sales-related items as reported by the bank‟s salesforces during the focus group interview. These scales were consistent with Dwyer *et al.* (2000) and Silver *et al.* (2006) who have created scales for salesforce performance based on items reported by the salesforce/ insurance agents and were accepted in previous study. Dwyer *et al.* and Silver *et al.* were however ignored the steps involved in scales creation as suggested by Churchill (1979). In contrast, the present study has established the evidence of validity and reliability for new scales development as recommended by Churchill (1979) and Hinkin (1995). A good scale should demonstrate the content validity, criterion-related validity; construct validity and internal consistency (The American Psychological Association, 1985).

According to Churchill (1979) a researcher should provide good justifications for proposing new measures since, there are many scales are available. For this study, KPI has been used to replace the old performance measurement as a means to connect

individual performance with the bank's strategic vision at four diverse perspectives (Panicker & Seshadri, 2013; Titko & Lace, 2010 and Wu *et al.*, 2009). In addition, the KPI scales were collected from individual salesforces and have been supported by the banks" internal documents (Appendix T). These KPI documents provide evidence that the banks have been using KPI to measure their employees" performance and justified the reason for using new sales performance scale in this study (Churchill, 1979).

Secondly, the present study fills up the gap in this study by identifying the predictors for KPI. Unlike the existing studies (Yen *et al.,* 2015; Amin *et al.,* 2014; and Harrim, 2010), this study intends to investigate the effects of both individual and organizational factors on employees" KPI achievement. Lack of empirical evidence to support Herzberg"s Two-Factor Theory of Work Motivation and Resource Based Theory in job performance in banking industry was available. Hence, this gap will be addressed in this study by incorporating the two theories in the context of KPI determinants.

Table 3.9
Summary of Studies on KPI

Author	DV and IV	Industry/Country	Findings
Yen *et al.* (2015)	**DV:** Individual KPI **IV:** Age, gender, academic rank and discipline	Education/Malaysia	This study found age, gender, academic rank and discipline were significant with KPI.
Zakaria (2015)	**DV:** KPA (productivity, expansion, people, system, and image. **IV:** Culture	Oil and Gas /Malaysia	A qualitative study found culture influence KPA besides leadership and teamwork.
Amin *et al.* (2014)	**DV:** Organizational KPI **IV:** HRM practices (recruitment, training, performance appraisal, career planning, job definition, employee participation and compensation	Education/Malaysia	HRM practices are positively significant with KPI.
Harrim (2010)	**DV:** Organizational KPI **IV:** learning organization (systems thinking, shared vision, teamwork and collaboration, leadership and empowerment, organizational culture and learning environment	Pharmaceutical/Jordan	The result indicated that a strong positive relationship between learning organization dimensions with each scale of organizational performance.

3.7 Chapter Summary

To recapitulate, Malaysian banks are currently adopting KPI as employees" performance evaluation tool. KPIs are always linked to Balanced Score Card (BSC) that measures the performance based on four KPA (key performance areas) namely financial, customer, internal process and learning and growth. This new performance management system focuses on the achievement of business results with clearer line-of- sight between a bank"s strategy and individual goals, and sustaining high performance by linking recognition/ reward to individual performance.

Measuring the employees based on KPIs is essential for the enhancement and transformation the banks towards excellence. KPIs can also help banks to distinguish the factors that will create value and act as a catalyst for behavioural change and play an essential part in the short and long-term banks planning. Although many of these models say little about the specific types of performance measures that should be included in compensation contracts, several studies extended to investigate the role of non-financial measures (Feltham & Xie 1994; Hauser *et al.,* 1994; and Hemmer, 1996). In other words, financial measures alone are unlikely to be the most efficient means to motivate employees. The incentives on non-financial measures should be considered as it can improve the contract by incorporating information on agents' actions that is not fully captured in contemporaneous financial results.

This gap is overcome by using KPI as a performance measurement tool. KPI achievement which focuses on four diverse perspectives "imperatives" for success over time: achieving good financial results, delivering for customers, process and, learning and growth cover a broader and more comprehensive aspect of bank's employee performance. However, this new banking business model and the compensation contract (pay for performance system) have not been empirically studied to show their significant link to a bank's performance achievement. Hence, this thesis is not only fulfilling the gap in the literature, but also provides reliable empirical evidence of the impact. Further, this is the first time that such relationship between determinants of KPI achievement and intention to retain is studied against the backdrop of the two strong theoretical framework; Herzberg's Two-Factor Theory of Work Motivation and Resource Based Theory.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses the various research methods and procedures adopted for realizing the objectives of the study. The sequence of discussion in this chapter, begin with the following sections. Section 4.2 discusses on research paradigm. Section 4.3 on research design, while conceptual framework in section 4.4. Section 4.5 contains operational definition of the variables followed by hypotheses development in section 4.6. Section 4.7 explains data collection method. The process flow and procedure for instrument construction (Item Generation for KPI) are elaborated in section 4.8 followed by in-depth discussion on how to develop questionnaire for other variables (including questionnaires structuring and wording) in section 4.9. This section further explains how to measure the variables used in used in the research framework through developing a research instrument. The pilot test examined the content validity and reliability of the instrument is provided in section 4.10. Unit analysis and population are explained in section 4.11 and 4.12 respectively. Section 4.13 contains sampling and sampling technique. Section 4.14 entails research equations. Analysis techniques are explained in section 4.15 and section 4.16 ends with a chapter summary.

4.2 Research Paradigm

Research paradigm in social sciences suggests various assumptions of research approach standards and criteria to generate reliable and valid information about the social phenomena under investigation. Burrell and Morgan (1979) have contended on three types of philosophical assumptions to explain social phenomena which are ontology, epistemology and methodology.

The underlying philosophy of this research is rooted to the positivist objectivism paradigm (Kerlinger, 1986). Therefore, all research process, procedures and activities derived from this paradigm considers reality as the actual and present phenomena, waiting to be discovered (Smith, 1998).

This research stood on the objectivist"s viewpoint where the knowledge already exists. Given the fact that this study focuses on testing the established theories, therefore the results could be used to compare whether there are similarities, differences, strengths and limitations with other similar studies that have been done. Thus this research, seeks to expand and re-evaluate the existing theoretical framework based on banks" salesforces" perspectives on their KPI achievement and intention to retain in the banks. In doing so, hypotheses were developed, explored and tested. Since objectivists profess knowledge is objective, thus this study regards that this phenomenon is standalone, factual and free from prejudices (Smith, 1998).

In another aspect, this research seeks to determine the application of a theoretical statement of a causal relationship on an investigated phenomenon. With the objectivist‟s methodological assumption, the researcher performed quantitative research method to assess the relationship between the selected variables based on regularities and patterns systematically and statistically such in the developed research hypotheses, and to identify reliable and valid measures prior data collection.

4.3 Research Design

A research design is a procedural plan adopted by the researcher to answer any research questions validly, accurately and economically. In addition, through this research design the researcher makes a decision and communicates this decision to others on a proposed study design to use, method to collect information from respondent, appropriate way to select respondents, types of analysis for information that has been collected and finally the way to report the findings. Other important things in research design include the rationale and justification for each decision that shapes the answer to the „how‟ of the research journey (Kumar, 2011).

Cresswell (2009) explained that research designs consist of two important components: (1) identify the procedure, plan or proposal to conduct research; and (2) interaction of philosophy, strategies of enquiry and assurance of validity. It specifies the details of the procedures necessary for obtaining the information needed to structure and solve the research problem.

In this study, questionnaire is the focal instrument used to obtain the required information to address the research problems and objectives.

The objectives of this research that have been stated in Chapter One are as follows:

   i.   To develop scale for KPI construct based on the KPI scale and format used by Malaysian domestic banks.

  ii.   To investigate the relationship between individual competencies elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, communication, planning, and learning), perceived organizational factors and KPI achievement.

 iii.   To assess the influence of KPI achievement by salesforce on the salesforce intention to retain.

 iv.   To examine the influence of competencies elements (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, communication, planning, and learning) on salesforce intention to retain.

  v.   To measure the effects of individual elements of organizational factors (articulate visionary leadership, high performance culture and teamwork) on sales force intention to retain.

 vi.   To evaluate the mediation effect of KPI achievement on the relationship between individual competencies (performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, communication, planning, and learning), perceived organizational factors (articulate visionary leadership, high performance culture and teamwork) and sales force intention to retain.

The procedures that were carried out by the researcher are as follows:

i.   Primary data and data were collected by using set of questionnaires distributed to salesforce (personal financial consultant/advisor) in eight domestic banks throughout Peninsular Malaysia.

ii.   Descriptive statistics consisting of frequency distribution (that represent the frequency of occurrence of each score value); cross tabulations and measures of central tendency were used.

iii. Pearson correlation matrix was used to check the existence of convergent and discriminant validity for new scales of KPI achievement and multicollinearity amongst the explanatory independent variables. The correlation coefficients indicate the direction, strength and significant of the relationship amongst the scales and independent variables in the study.

iv.   Multiple regression analysis was adopted to measure the impact of individual competencies and perceived organizational factors on salesforce intention to retain in sales job.

v.   Hierarchical multiple regression was subsequently used to test the effect of mediating factor (KPI Achievement) on the relationship between individual competencies, perceived organizational factors on salesforce intention to retain in sales job in Malaysian banks.

4.4 Conceptual Framework

Previous literatures discuss there are varieties of factors that directly influence intention to retain in an organization (Govaerts *et al.,* 2011; D"Amato & Herzfeldt, 2008; Messah & Kubai, 2012; and Kyndt *et al.,* 2009) and salesforce performance (Cross *et al.,* 2013; Verbeke *et al.*, 2011; Walker *et al.*, 1977; and Churchill *et al.*, 1985) but fewer studies were focused on factors that influence KPI achievement (Yen *et al.,* 2015; Amin *et al.,* 2014; and Harrim, 2010) and it"s mediating effect on intention to retain. For the purpose of creating a conceptual model for this study, Walker *et al.* (1977) model of the determinants of salesperson's performance and Kyndt *et al.* (2009) on employee"s retention was adopted. Walker *et al.* and Kynth *et al.,* proposed individual and organizational factors influence sales performance (KPI achievement) and employees to stay in an organization. In this conceptual framework, salesforce competencies have been proposed on the individual side, while teamwork, high performance culture and articulate visionary leadership are on the organisational side.

Secondly, theories such as Herzberg"s Two-Factor Theory of Work Motivation and Resource- Based Theory were incorporated to explain the proposed linkages among the antecedents and consequences variables. These two proposed independent variables and mediator are intrinsic and extrinsic factors or classified as "motivators" and hygiene key factors by Herzberg (1967). Meanwhile, Resource- Based Theory has classified individual competencies and organizational capital as intangible resources and important resources to achieve KPI (Kaplan & Norton, 1992; Kaplan, 2010; and Kaplan & Norton 2004). The proposed conceptual framework for this study is presented in Figure 4.1.

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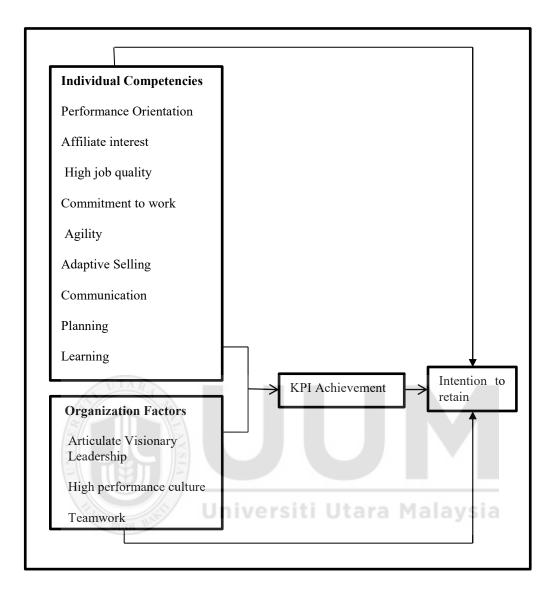
Figure 4.1
Conceptual framework of KPI Drivers and its Mediating Effect on
Intention to Retain
Sources: Adopted from Kynth et al. (2009) and Walker et al. (1977)

4.4.1 Summary of Conceptual and Theoretical Framework of the Study

This study integrated five (5) theories which are Herzberg''s two-factor Theory of Work

Motivation, Agency Theory, Theory of Financial Intermediation, Expectancy Theory

and Resources-Based Theory.

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Herzberg"s Two-factor Theory explained the individual competencies and achievement of KPI as a motivator and perceived organizational factors as hygiene factors (Robertson *et al.*, 1999; and Shamsudin & Chuttipattana, 2012). These factors play major roles in motivating the salesforce intention to retain in the sales job. Meanwhile, Agency Theory focused on relationship between the principal and agent. Principal-agent relationship is relying on the individual competencies of salesforce and their achievement on KPI (Eisenhardt, 1989). Further, Theory of Financial Intermediation revealed that banking business relies upon salesforce competencies in providing accurate and reliable information that will influence customers to consume the banks product and directly contribute to achievement of individual KPI (Allen & Santomero, 2001). Expectancy Theory, is about sales force"s perceptions on linkage between job performance and various reward including continuous employment (Walker *et al.,* 1977). Lastly, Resource-Based-Theory explained both competent sales force and organizational variables as valuable internal resources which will become fundamental for customers" benefits. Hence, there is a need for organization to continuously focus on both factors (Hafeez *et al.*, 2002).

4.5 Operational Definition of Research Variables

Table 4.1
Operational Definition of Research Variables

Variables	Definition	Sources
Performance Orientation	Sales force ability to perform well or to work well in order to achieve the key performance indicator.	Kohli and Shervani (1998)
Affiliate interest	The ability of sales force to be more facile in dealing with others that they are expected to be more adept and skilful and more at ease in social interactions.	Mehrabian (1994) and Mehrabian (1997)
Job quality	The ability of sales force to provide services which meets and/or exceed a customer"s expectation and ensuring the services offers are conforming with the services" guidelines/ specifications /standards set by his/her organization or industry.	Kathuria and Davis (2001)
Commitment to Work	The ability to personally identify with and engage in what they do.	Robert and Hubert (2000)
Agility	An ability to respond to changes in proper way and due time and exploit changes and take advantage of changes as opportunities.	Chonko and Jones (2005)
Adaptive Selling behaviour	Ability to alter of sales behaviours during the customer interaction or across customer interactions based on perceived information about the nature of the selling situation.	Weitz, Sujan and Sujan (1986)
Communication	Salesforce ability to encode, decodes meanings, and communicates in relation to the sales task with other communicator"s repository.	Scudder and Guinan, (1987)
Planning	The ability of salesforce to perform planning behavior.	Ryerson (2008)
Learning	The ability to learn among sales force due to a strong desire to improve and master their selling skills	Kohli *et al.* (1998)
Adaptive Selling Beleif	Salesforce"s beliefs about way of dealing customer and how customer differs from each other.	Marks *et al.* (1996).
Responsiveness	Salesforce "s ability to quickly respond to customer-related changes	Homburg *et al.* (2007).

Table 4.1 (Continued)

Variables	Definition	Sources
Articulate Visionary Leadership	Leader"s/manager"s behaviour that is aimed at the identification and expression of a clear vision in future.	MacKenzi and Podsakoff (2001).
High performance culture	Ability of organizations to demonstrate high levels of engagement for results among their employees and a strong alignment of their people practices with organization strategy and brand.	Nesbit (2005)
Teamwork	Effort or support from internal banks unit (employees) and their managers so that can fulfil sales objectives and achieving organizational goal.	El-Ansary, Zabriskie and Browning (1993)
KPI Achievement	The degree of ssalesforce achievement of the performance level defined for each key performance area (KPA)	Verzola *et al.* (2009)
Intention to retain in sales job	Sales force"s perception to stay with his/her sales job.	Govaerts *et al.* (2011)

4.6 Hypotheses Development

Referring to discussion in chapter two and research framework, there are nine (9) individual competencies and (3) perceived organizational factors which have been chosen as independent variables together with one (1) mediating variable and one (1) dependent variable to be investigated. The individual competencies are: (1) performance orientation; (2) affiliate interest; (3) job quality; (4) commitment to work; (5) agility; (6) adaptive selling; (7) communication; (8) planning; and (9) learning. The organizational competencies are: (1) articulate visionary leadership; (2) high performance culture; (3) teamwork. The Mediating variable is KPI achievement and the dependent variable is sales force"s intention to retain in sales job.

The detailed explanation of the hypotheses for each variable is illustrated in the following sections and subsection. The literatures used to support for these hypotheses development had been discussed in Chapter 2.

4.6.1 Relationship between Individual Competencies, KPI Achievement and Intention to Retain in Sales Job

4.6.1.1 Performance Orientation

Salesforce with performance orientation will demonstrate competence or avoid demonstrations of incompetence (Muís *et al.*, 2009). Kohli *et al.* (1998), empirically found performance orientation influenced salespeople's performance. This finding has been supported by Verbeke *et al.* (2011); Kim and Hong (2005); and Silver *et al.* (2006).

In a study by Joo and Park (2010), found performance orientation was positively related with organizational commitment and according to Meyer and Allen (1990), employees with strong affective commitment will continue their employment (retention) with the organization. Joo and Ready (2012), discovered performance orientation has a direct significant relationship with career satisfaction and they emphasised that career satisfaction is able to attract and retain employees in organization.

Based on the above discussion, the following hypotheses are proposed.

H_{1a}:   *There is a positive and significant relationship between sales force performance orientation and KPI achievement.*

H_{3a}: *There is a positive and significant relationship between sales force performance orientation and intention to retain in sales job.*

4.6.1.2 Affiliate Interest

The finding from previous researches showed a great affiliation between salesforce and sales supervisor which increase loyalty and in turn increase salesforce performance (Yang, Hansen, Chartrand, & Fitzsimons, 2013). This finding is consistent with Moberg and Leasher (2011). Their finding strengthen the result of a study by Camarero (2007), who found relationship orientation is positively and significantly with market performance among the employees in banks and insurance companies in Spain.

In contrast an empirical study by Hausknecht *et al.* (2009) has provided evidence that affiliate interest is positively related with retention. The finding supported Yang *et al.* (2013), who found that a good relationship with supervisor decreases the sales force turnover. The recent finding from George (2015), confirmed social support (relationship) to be positively correlated with staff retention in organization.

Thus, the hypotheses to be tested as follow:

H_{1b}: *There is a positive and significant relationship between sales force's affiliate interest and his/her KPI achievement.*

H_{3b}: *There is a positive and significant relationship between sales force's affiliate interest and intention to retain.*

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4.6.1.3 Commitment to Work

Kyndt *et al.* (2009) discovered the existence of organizational commitment and commitment to field of work.

In a recent study by Chawla and Guda (2010), the researchers used the termed job commitment to define commitment to work and relate a job commitment with performance. While, Kooij *et al.* (2008), used the words of continues to work which refers to effort and job performance to define similar construct.

Chawla and Guda (2010), reported job satisfaction and the increasing of commitment towards the job, will reduce salespeople's intentions to leave. This finding is consistent with Kyndt *et al.* (2009). They discovered employees who committed to their work will retain in the company.

This construct however is less found in salesforce study. In other study areas, however, it has been used as a predictor to predict employees performance, turnover and intent to stay (O''Reilly & Chatman, 1986; Durkin & Ireland, 1999; and Guest, 2004). The other finding also indicates the existence of relationship between commitment and work performance (Ang & Slaughter, 2001; Jaramillo *et al.*, 2007; and Ellingson, Gruys, & Sackett, 1998).

Therefore the following hypotheses have been proposed:

H_{1c}: *There is a positive and significant relationship between sales force's commitment to work and sales force KPI achievement.*

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H₃c: There is a positive and significant relationship between sales force's commitment to work   and intention to retain.

4.6.1.4 Job Quality

There has been a growing interest among researchers in banking to study quality. The findings from previous studies reported a good service quality will increase customer"s satisfaction and support the bank to survive in the increasing competitive market (Ozretic-Dosen & Zizak, 2015).

In sales management literature, Ellis and Raymond (1993), found job quality has supported the customer retention strategies in organization including the bank.

The significant impact of quality is also found in employee retention studies. Terje *et al.* (2011), found front line employees in service organization who provided a quality of services to the customers, have positive impact on employees" intent to stay in the job.

While, Khan *et al.* (2011), found an indirect relation between quality and employee retention among the public and private banks" employees in Pakistan. Job satisfaction was found as a positive and significant mediator which intensified employees" retention in the banks.

Thus, the hypotheses to be proposed as follows:

H₁d: There is a positive and significant relationship between sales force's job quality competency with KPI achievement.

H₃ₐ: *There is a positive and significant relationship between sales force's job quality with intention to retain.*

4.6.1.5 Agility

Agile workforces are important to support the growth of business which is operating in a competitive market and face unanticipated changes (Kochikar & Ravindra, 2007). They indicate as motivated employees who strive for performance and more likely to retain in organization (Adzei & Atinga, 2012).

While, Chonko and Jones (2005), conceptualised sales force's agility as an ability to respond and exploit changes, and take advantage of changes as opportunities. According to Jones *et al.* (2005), inability of salesforce to adapt and respond to changes will lead to obsolescence of salesforce and heighten the turnover among the best salesforce. In fact, it is more crucial with inconsistent sales performance. Jaramillo *et al.* (2012) found the resistance to change among the salesperson in financial institution in Mexico is given a negative impact on customer responsiveness and salesperson performance. In other words the positive impact on consumer responsiveness and salesperson performance relies on salesforce's ability to respond to changes. This finding supported Lusch *et al.* (2009).

Therefore, the following hypotheses have been proposed:

H₁ₑ: *There is a positive and significant relationship between sales force's agility and his/her KPI achievement.*

H₃ₑ: *There is a positive and significant relationship between sales force's agility and intention to retain.*

4.6.1.6 Adaptive Selling

Adaptive selling implies the ability of salespeople or agent who will make adjustments in term of impressions, solutions, and strategies during the interaction process with customers.

A metal-analysis study by Verbeke *et al.* (2011) found a degree of adaptiveness is one of key drivers for sales performance and it more significant on outcome performance as compared to behaviour performance. This finding strengthens the result by Rapp *et al.* (2008) and Pettijohn *et al.* (2011). While, Park and Holloway (2003), also reported a significant relation between salesforce adaptability and sales performance and further they found sales performance is related with job satisfaction which in turn will effect salesforce retention.

Park and Deitz (2006), on the other hand reported adaptive selling has direct and indirect relationship with job satisfaction and according to Walker *et al.* (1977), job satisfaction as an importance driver for sales force retention.

Thus, the following hypotheses have been suggested.

H₁ᵩ: *There is a positive and significant relationship between salesforces' adaptive selling with his/her KPI achievement.*

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H_{3f}: *There is a positive and significant relationship between salesforce's adaptive selling with intention to retain.*

4.6.1.7 Communication

A salesperson's ability to communicate is essential to his or her ability to do the job as personal selling, which involved interaction between two parties. Therefore communication is important in personal selling since this competency allows salesforce and customer to interact with each other for successful selling (Sanchez *et al.*, 2010). Manna and Smith (2004) concluded that communication skills are important to sales professional.

Moreover, according to Mantrala, Sridhar, and Dong (2012), found good communication skills (including persuasion, written, oral and nonverbal skills) are expected from sales recruiters in all positions. This finding is consistent with the past surveys result obtained from the salesperson in the developed world. The result indicated majority of the respondents gave high rating for communication skills in determine the success of doing sales job. Goebel, Deeter-Schmelz, and Kennedy (2013), on the other hand found communication skills were only significant with salesperson self- efficacy and in turn self-efficacy influenced positively the customer relationship development, representative job performance, and satisfaction with the manager.

Johlke and Duhan (2001), found communication quality is strongly associated with salesperson communication satisfaction and in turn communication satisfaction is positively associated with job satisfaction and organizational commitment. This finding

indicated salesperson reaction is associated with his/her tendency to remain as a member of the organization.

From the above statement, the following hypotheses have been proposed.

H_{1g}:   There is a positive and significant relationship between salesforce's communication and his/her KPI achievement.

H_{3g}:   There is a positive and significant relationship between salesforce's communication and intention to retain.

4.6.1.8 Planning

Hunter and Perreault (2006) reported planning has direct influence on performance with customers. The finding implies planning is important for maintaining the customers. Ryerson (2008) supported the previous study, whereby, the researcher found the ability of sales representatives to plan the work has a positive significant relationship with sales performance.

Mrayyan and Al-Faouri (2008), on the other hand found planning is a predictor to career commitment. Further, the researchers found career development has influenced job performance among the nurses in Jordan. While Dulewicz and Herbert (1999), found planning was highly regarded as supra competency and important predictor for rate of advancement (the career progress) among the managers.

Thus, the following hypotheses have been proposed.

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H$_{1h}$:   There is a positive and significant relationship between salesforces' planning his/her KPI achievement.

H$_{3h}$:   There is a positive and significant relationship between salesforce's planning and intention to retain.

4.6.1.9   Learning

According to Kohli *et al.* (1998), learning is a process for sales force"s self-improvement in term of skills, knowledge and abilities that lead to better performance. Based on this notion, salesforce with learning orientation has a strong desire to improve and master their selling skills and abilities continually.

The ability to learn among sales force is of greater importance today because it becomes a source of company"s competitive advantage in both short or long run (Kohli *et al.*, 1998). Other studies found that, salesperson with learning ability was significant with store performance, however this relationship turn to be non-significant in the present of organizational learning (Bell, Mengüç, & Widing, 2010).

Govaerts *et al.* (2011), found that learning encourage non-sales employees to stay in their organization. Similarly D"Amato and Herzfeldt (2008), empirically reported learning has direct and indirect relationship with retention among Early Xers and Late Xers. In their study, organizational commitment was found to mediate this relationship.

The following hypotheses have been proposed:

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H₁ᵢ: *There is a positive and significant relationship between salesforce's learning and his/her KPI achievement.*

H₃ᵢ: *There is a positive and significant relationship between salesforce's learning and intention to retain.*

4.6.2 Relationship between Perceived Organizational Factors and Intention to Retain in Sales Job

4.6.2.1   Articulate Visionary Leadership

Sales force in today"s banking business is operating in a high competitive market and facing challenges from high demanding customers. According to Jaramillo and Mulki (2008), sales force needs a leader. As a capable leader, he or she ought to be embedded with the abilities to guide and inspire sales force and develop a sense of unity   toward achievement of organization goals.   Ashraf *et al.* (2008) suggested that employees are more likely to retain in organization in the presence of those leaders who can direct them in right direction. Accordingly, it appears that leadership behaviour has positive influence on retention of the employees in organization. Kyndt *et al.* (2009)   and Govaerts *et al.* (2011), discovered leadership skill increased employees" retention in organization. Hytter (2007) also found leadership styles were important in retention.

In other spectrum of leadership, Kerr-Phillips and Thomas (2009), reported that quality and depth leadership development programmes was an important theme emerged from a qualitative study done among African expatriates who are working in New Zealand.

This finding is consistent with Birt *et al*. (2004), who found that manager quality and integrity was ranked as the top five important variables in retention strategy among employees in financial industry.

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The hypotheses formulated as:

H$_{1j}$: There is a positive and significant relationship between articulate visionary leadership and KPI achievement.

H$_{4a}$: There is a positive and significant relationship between articulate visionary leadership and sales force intention to retain.

4.6.2.2 High Performance Culture

There are different definitions of high performance culture have been cited. Nesbit (2005) conceptualized a high performance culture organization as the ability of organizations to demonstrate both high levels of engagement (passion, commitment and drive for results) among their employees and a strong alignment of their people practices with organization strategy and brand. In sum, the core element of high performance culture is "engaged" particularly for result driven culture.

Harrim (2010) contended engaged salesforce will work significantly as compared to others. As a result they are more likely to stay with the company and better at generating customer loyalty (Mualla, 2011). Findings from semi-structured interview conducted by Kerr-Phillips and Thomas (2009) also indicated that high performance culture was the factor that contributed to retention among the South African expatriates.

As such the following hypotheses have been suggested.

H$_{1k}$: There is a positive and significant relationship between high performance culture and KPI achievement.

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H_{4b}: There is a positive and significant relationship between high performance culture and salesforce intention to retain.

4.6.2.3 Teamwork

The teamwork concept in sales area has been operationalized as the deliberate actions taken by management to ensure that their sales force receive support they need from internal company units and their managers so that sales force can fulfil the sales objective and assure customer satisfaction (El-Ansary *et al.*, 1993). Subsequently, the implementation of teamwork can fulfil the sales objective and assure customer satisfaction in sales organization. Therefore, teamwork and collaboration was significant and accurately predicted salesforce performance (El-Ansary *et al.*, 1993), foster commitment and team spirit with others for achieving goals (Rodriguez *et al.*, 2002) and motivate to work and increase job satisfaction.

In academic line, teamwork influenced retention among the academic staff in Bangladesh (Ashraf *et al.*, 2008). In addition, teamwork was also found an important factor to retain hotel employees in hospitality sector (Vasquez, 2014). Albrecht (2013) showed team climate was positively associated with engagement and job resources in a multi-national company. Engagement in details has been frequently associated with a positive effect that lead to the efficient application of work, employee retention, creativity and ultimately business outcomes. Additionally, the researcher also found that, team climate has exerted significant indirect effects on commitment and extra-role behaviour. Harrim (2010) further stated that teamwork reflects organization‟s vital quality.

Based on the discussion above, the following hypotheses have been proposed:

H_{1l}: *There is a positive and significant relationship between teamwork and KPI achievement.*

H_{4c}: *There is a positive and significant relationship between teamwork and salesforce intention to retain.*

4.6.3. The Relationship between KPI Achievement and Intention to Retain in Sales Job

The findings from previous studies showed inconsistent effects of performance on retention. Hausknecht *et al.* (2009) reported that performance is statistically significantly associated with retention. In addition, they found high performers were likely to stay as compared to low performers. Huang *et al.* (2006), on the other hand found no significant relationship between performance and retention.

Most of these studies only examined direct relationship between performance and retention, except for a study by Park and Holloway (2003), which also examined the indirect relationship.

Nonetheless, the finding on the relationship between performance and retention is not significant. The diverse findings might be attributed by inadequate measurement of individual performance. The measurement used in the past studies was based on available performance measure obtained from host organization or those created by researchers, relating to the relationship between performance and predictors (Park & Holloway, 2003).

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The hypothesis proposed is as follows:

H₂: KPI achievement is positively significant with intention to retain.

4.6.4. KPI Achievement as a Mediator between Individual Competencies, Perceived organizational factors and Intention to Retain in Sales Job

Based on the review of the literature, there are few studies which empirically reported that sales performance as an important intervening variable. For instances, Piercy *et al.* (1999), examined direct and indirect effects of sales outcomes performance and behaviour performance as the determinants of sales organization effectiveness. The result indicated that sales outcome performance is correlated with sales organization effectiveness while salesforce"s behaviour performance mediates the relationship between sales territory design and organization effectiveness. Menguc and Barker (2006), studied field sales units from a large company in Canada. They concluded that sales performance significantly mediated the relationship between collaborative skill, and an interaction of selling and collaborative skills and total compensation paid to salesforce.

The literature reviews on KPI achievement mostly reported the effects of predictors on KPI (Yen *et al.,* 2015; Zakaria, 2015; Amin *et al.,* 2014; and Harrim, 2010). Few studies were carried out to test the direct and indirect effect of KPI achievement on retention. Further to that, Chiboiwa *et al.* (2010), classified achievement as intrinsic motivational variable. Within this context, KPI achievement gives powerful signals to the employers about their employees" intention to stay or leave their job. If the salesforce is able to achieve his KPI, his intention to retain will be higher.

Based on the research gap in the past studies this study examined the direct and indirect effects of KPI achievement as sales performance measurement on the relationship between individual competencies, perceived organizational factors and intention to retain in sales job. The indirect relationship positions KPI achievement as a mediator in this relationship.

The justifications for inclusion of KPI achievement as a mediator in this study‟s conceptual framework are listed below:

i.   The increasing utilisation of KPI as an objective performance measure in current banks‟ practice. Most of the banks throughout the world use KPI as performance measurement (Titko & Lace, 2010; Wu, 2012; and Wu *et al.*, 2009). Malaysian banks also used KPI to measure their performance and employees‟ performance respectively. As a result, KPI achievement becomes a basis for employees‟ promotion and remuneration (performance-based reward). It also has direct bearing on the employees‟ career advancement (Khoo, 2012ab). Unlike previous practice, performance-pay reward system has being replaced the existing seniority- based or standard free fringe benefit or collective benefit.

ii.   "Achievement" which is a composite of intrinsic factor in Herzberg‟s Two-Factor Theory of Work Motivation was reported as the highest rated motivator in retail industry by Winer and Schiff (1980). In other words, achievement is the most important motivator factor which drives the employers to retain performing staff. Nevertheless, there were lacks of studies which test the outstanding contribution of achievement as a mediator. Many studies in the past however,

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examined it effects as independent variables (Farooq & Hanif, 2013; and Chu & Kuo, 2015).

iii. The importance of KPI achievement has also being explained by the Expectancy Theory. This theory postulates that good performance will lead to desired outcomes i.e. the company policies affect the individual"s instrumentality perception (Lunenburg, 2011). The salesforce believes that if he or she meets performance expectation, he or she will receive a greater reward (Ramlall, 2004) and therefore continues his employment in the sales job.

On the hand, the organization with a higher level of performance will possess more financial resources and be more willing and able to retain those salesforce who make the greatest contribution to the organization"s performance.

Another theory which has been applied in this study is Resource-Based Theory. This theory suggests that the synergy between competent human capital and organizational capital (intangible resources) turns to be strategic valuable resources and contributes significantly to employees" KPI achievement. Subsequently, the accumulated employees" KPI achievement will contribute significantly to overall organization"s performance. It implies employees" KPI which contributes by holder of competencies as crucial to organization performance. Hence, a necessary need for the organization to retain these employees for organization productivity (Menguc & Barker, 2006).

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iv. High levels of turnover or low retention rate among the salesforce is at an alarming rate and incurred high levels of replacement costs (Byler & Coff, 2003). It is realistic to expect that salespeople who are highly effective in using and applying their competencies for the benefit of the bank are likely to be retained (Byler & Coff, 2003).

Accordingly, hypotheses 5 are presented.

H_{5a}: KPI achievement will mediate the relationship between performance orientation and intention to retain.

H_{5b}: KPI achievement will mediate the relationship between affiliate interest and intention to retain.

H_{5c}: KPI achievement will mediate the relationship between high job quality and intention to retain.

H_{5d}: KPI achievement will mediate the relationship between commitment to work and intention to retain.

H_{5e}: KPI achievement will mediate the relationship between agility and intention to retain.

H_{5f}: KPI achievement will mediate the relationship between adaptive selling and intention to retain.

H_{5g}: KPI achievement will mediate the relationship between communication and intention to retain.

H_{5h}: KPI achievement will mediate the relationship between planning and intention to retain.

H_{5i}: KPI achievement will mediate the relationship between learning and intention to retain.

H_{5j}: KPI achievement will mediate the relationship between articulate visionary leadership and intention to retain.

H_{5k}: KPI achievement will mediate the relationship between high performance culture and intention to retain.

H_{5l}: KPI achievement will mediate the relationship between teamwork and intention to retain.

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4.7 Data Collection Methods

The data for this survey was collected using a questionnaire and well-planned procedures were followed to obtain the data from the respondents. The procedure involved the design of the questionnaire, which contains Likert-type, dichotomous and categorical items, and then subjecting the items in the questionnaire to validity and reliability tests with the assistance from focus group exercise of banks" salesforces and bank"s experts (area sales managers of CIMB, Ambank, and branch manager from CIMB). The pilot study was also conducted. Primary data collection process began in October 2014. The researcher self-approached individual salesforce in respective banks" branches in Northern, Central and Southern Region of Malaysia. The questionnaires were distributed and personally collected by the researcher or by an appointed researcher representative. This method was considered more suitable for collecting primary data in a quantitative study based on several benefits as follows: (1) it allows the researcher to explain the instrument in a clearer way; (2) it gives high response rate since the researcher get direct response from the respondents; (3) it encourages more effective responses as it face to face approach.

Initially, 60 questionnaires were distributed for pilot test, from which 40 of the questionnaires were successfully collected. Based on the feedback received, the necessary adjustments were made to questionnaires. The detail pilot test is described in section 4.9. Subsequently, 600 questionnaires were fully distributed. The questionnaires were collected by March 2015, covering a seven months data collection period throughout Malaysia. Figure 4.2 summarizes the process of the data collection method.

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┌─────────────────────────────────────────────────────┐
│              Development of Measurement               │
│  Various Sources: Bank"s internal documents, input    │
│  from focus group exercises and experts, and adopted  │
│          from various sources in literature           │
└─────────────────────────────────────────────────────┘
                          │
                          ▼
┌─────────────────────────────────────────────────────┐
│   Administration of Questionnaires for Pilot Test     │
│                  (October, 2014)                      │
│          60 questionnaires were distributed.          │
│    40 of the questionnaires were successfully         │
│                    collected                          │
│  (Banks" branches in Northern, Central and Southern   │
│                 Region of Malaysia)                   │
└─────────────────────────────────────────────────────┘
                          │
                          ▼
        ┌───────────────────────────────────┐
        │      Check Internal Consistency    │
        │    Examined internal consistency   │
        │    of the items by using           │
        │    reliability analysis            │
        │    (Cronbach"s alpha)              │
        └───────────────────────────────────┘
                          │
                          ▼
        ┌───────────────────────────────────┐
        │   Administration of Questionnaire  │
        │           for Final Data           │
        │   (November 2014 to March 2015)    │
        │   600 questionnaires were          │
        │   distributed                      │
        │   201 questionnaires were          │
        │   successfully collected           │
        │   (Banks" branches in Northern,    │
        │   Central and Southern Region of   │
        │   Malaysia)                        │
        └───────────────────────────────────┘
                          │
                          ▼
        ┌───────────────────────────────────┐
        │           Data Cleansing           │
        │      Checking missing value        │
        │        Checking Outliers           │
        └───────────────────────────────────┘
                          │
                          ▼
        ┌───────────────────────────────────┐
        │           Data Analysis            │
        │        Factor Analysis (EFA)       │
        │             Descriptive            │
        │        Goodness of Measures        │
        │         Correlation Analysis       │
        │         Multiple Regressions       │
        │   Hierarchical Multiple Regression │
        │                Test                │
        └───────────────────────────────────┘
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Figure 4.2
Data Collection Process for this Study
Source: Self -Developed

4.8 Instrument Construction-Item Generation for KPI

In order to fulfil research Objective 1, the process of the construction for the KPI instrument in this study is explained in detailed in section 4.8.1 onward.

Research questionnaires for other variables in this study were adopted and adapted from the past studies, except for the items of KPI achievement are self-developed based on the feedback obtained from individual salesforce, focus groups exercise in the banking sector, expert judges and samples from selected internal banks" documents.

4.8.1 Focus Group

A focus group is defined as a group of subjects interviewed and prompting discussion together (Babbie, 2013). A focus group also known as a field group discussion, whereby a group of people are seated together with one purpose. The session permits researcher/interviewer to ask questions to several individuals systematically and simultaneously. For the purpose of this research, focus groups helped the researcher in identifying new competency elements for banks" sales job; explore items for KPI achievement and to validate the items. According to Babbie (2013), it was appropriate to have between 5 to 10 people in a group to get a fair opinion.

The first focus group exercise was conducted into two sessions in September 2012. The purpose was to identify salesforce competencies and their sales performance measurement. The first session   was participated by five salesforce from CIMB, while the second session were five salesforce from Ambank.

A one- hour session for each, session and the interview/discussion were successfully conducted to identify the competency elements and sales performance measurement of salesforce.

 The results are in Table 4.2 and Table 4.3 respectively.

Table 4.2
Competency Elements from Focus Group Exercises

Salesforce Competency Elements
Result Driven Collaboration and Networking Communication Versatility and Agility Learning Customer Focus Managing Work Job Quality
Customer Impact Results driven Collaborating Agility Developing Organization Leadership Strategic driven

Table 4.3
KPI for Salesforce

KPA	KPI Items
Financial	Sales target achievement for mortgage, BBA (Bai Bithamal Ajil) and personal loan/financing set by the bank.
	Sales target achievement for wealth management products set by the bank.
	Sales target achievement for insurance products set by your bank.
	Achievement for acquiring new customers set by the bank.
	Achievement for retaining existing customers set by the bank.
Customer	Improve turnaround time in accordance to Standard Operating Procedure (SOP) or deadline fixed (customer delivery standards)
	Improve Service Index in accordance to Standard Operating Procedure (SOP) – (Branch service index)
Process	Maintain/improve yearly audit rating
Learning	Attend courses and training for period under review (i.e. CPD)

Source: Input from Focus Group Exercise
Note: KPA = Key Performance Area

The second focus group exercise used to validate items for variables. The exercise has been conducted for two hours in September 2014, and comprised of five persons who are area sales managers of CIMB (1), Ambank (2), and branch managers from CIMB (2). The results from the focus group exercise have been incorporated into questionnaire, and used to conduct the pre-test (pilot study).

4.8.2 Procedure for Development of KPI Instrument

Step 1
Collect the sample of KPI items from banks, and match with KPI literatures

Content validation

Step 2
Identify Focus Group and Discussion

Step 3
Develop KPI Instrument

Step 4
Collect Data for Pilot Test

Step 5
Conduct Reliability Test

Delete or No delete items

Step 6
Collect data

Step 7
Conduct EFA and Reliability Test

Step 8
Conduct Construct Validation (Correlation, Multiple Regression and Hierarchical Regression)

Figure: 4.3
Procedure for Development of KPI Instrument
Sources: Adapted from Churchill (1979) and Hinkin et al. (1997)

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Step 1. Collect the Sample of KPI Items from the Banks

The scale development process for this study begins with collecting KPI items from the banks. This process was known as *inductive* (generating items first, from which scales are then derived). The samples of indicators and indicators rating scale have been obtained by asking the bank‟s salesforces on how their performance was being measured. Hinkin (1995) has classified this approach as *inductive approach* since the experts (salesforces) on the subject matter are typically asked to provide descriptions of their performance. Responses were then classified into a number of categories by content analysis based on *keywords or themes.* From these categorized responses, items are then derived.

To confirm these items further, the researcher also used employees‟ performance appraisal documents obtained from selected banks (Tables 3.6, 3.7 and 3.8) and literatures on KPI and sales performance. Table 4.4 shows the scales that have been derived from the inductive approach.

Table 4.4
KPA and KPI for Salesforce

KPA	KPI	Rating scales
Financial	Sales target achievement for mortgage, BBA (Bai Bithamal Ajil) and personal loan/financing set by the bank * Sales target achievement for wealth management products set by the bank* Sales target achievement for insurance products set by your bank* Achievement for acquiring new customers set by the bank. Achievement for retaining existing customers set by the bank.	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Customer	Improve turnaround time in accordance to Standard Operating Procedure (SOP) or deadline fixed (customer delivery standards) Improve Service Index in accordance to Standard Operating Procedure (SOP) – (Branch service index)	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Process	Maintain/improve yearly audit rating.	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Learning	Attend courses and training for period under review (i.e. CPD)	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation

Step 2. Identify Focus Group and Discussion

After the researcher has identified a potential set of items, the researcher undertakes a pretesting item for further content adequacy or content validity. Content validity refers to the adequacy which measures assess the domain of interest. Assuring content adequacy prior to final questionnaire development provides support for construct validity and it is viewed as the minimum psychometric requirement for measurement adequacy (Hinkin, 1995). This can be conducted using experts in a content domain (Hinkin *et al.,* 1997) or the judgement sample of persons who can offer some ideas and insights into phenomenon (Churchill, 1979). Churchill further recommended critical incidents and focus groups can be used to advantage. For present study, the focus group exercises have been conducted. The first focus group exercises with two sessions have been conducted in September 2012. The first session was participated by five salesforces from CIMB, while the second session involved five salesforces from Ambank. The second focus group exercise also has been conducted for two hours in September 2014, and five persons who are area sales managers of CIMB (1), Ambank (2), and branch manager from CIMB (2) participated in this exercise. The input which has been gathered from this focus group exercise contributed for confirming the KPIs items and the wording used.

To enhance the scale development for this study, an additional process also has been conducted. It involved a revision for the pre-test questionnaire items by academic and professional experts as well. This process involved one professor in banking, Head of Human Capital, Consumer Financial Service and Business Relationship Manager, Sales Human Capital from Maybank, Regional Manager 2-Northern of Public Bank and

Branch Manager of Rhb Bank and Affin Bank. Their suggestions to improve the research questionnaires were adequately considered. Nevertheless this process was also served for the other purpose. Each item has been thoroughly scrutinised by the banks" management to ensure no leakage of bank"s private and confidential information.

Step 3. Develop Instrument

At this point, the researcher has identified the set of items that have been carefully devised and reviewed by experts. The Table 4.5 indicates the final items for KPI measurement:

Table 4.5
Final Items Scale for KPI Achievement Measurement

KPAs	KPIs	Rating scales
Financial	Sales target Acquiring new customers Retaining existing customers	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Customer	Improve turnaround time in accordance to Standard Operating Procedure (SOP) or deadline fixed (customer delivery standards) Improve Service Index in accordance to Standard Operating Procedure (SOP) – (Branch service index)	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Process	Maintain/improve yearly audit rating.	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation
Learning	Attend courses and training for period under review (i.e. CPD)	1-far below expectation 2-below expectation 3-fully meet expectation 4-exceed expectation 5-far exceed expectation

While Table 4.6 provides the summary of empirical evident on the items which have been previously used in the studies. These items had already subject to statistical significance reliability and validity.

Table 4.6
Summary of Previous Studies and Items Used

Authors	Items
Gammoh *et al.* (2014); Barker (1999); and Piercy et al. (1999)	Sales target set by your bank.
Harrim (2010)	Acquire new customers
Titko and Lace (2010)	Retain existing customers
Wu *et al.* (2009)	Improve turnaround time or deadline fixed
Titko and Lace (2010); Harrim (2010)	Improve Service Index
Titko and Lace (2010); Wu *et al.* (2009)	Audit rating
Wang *et al.* (2014); Wu *et al.* (2009)	Attend courses and training

Step 4. Collect Data for Pilot Test

After the item pool has been carefully edited, further refinement was based on the actual data collected. For this study, 40 questionnaires were collected for pilot test.

Step 5. Conduct Reliability Test

The internal consistency is referring to the homogeneity of the items in the measure. The most commonly accepted measure for internal consistency reliability is using Cronbach"s Alpha. In this study reliability test was conducted by using Statistical Package for Social Science (SPSS) version 19. The Cronbach"s alpha reported for KPI achievement in this study was 0.907 consisting of seven items and all these seven items are good for further analysis.

Step 6. Collect the Final Data

The data must be collected at adequate sample size to appropriately conduct subsequent analyses. It appears that the number of variables or items to be assessed will dictate the sample size needed to obtain robust results. Earlier recommendations for item-to-response ratios ranged from 1:4 (Rummel, 1970) to at least 1:10 (Schwab, 1980) for each set of scales to be factor analysed. Recent studies have found that in most cases, a sample size of 150 observations should be sufficient to obtain an accurate solution in exploratory factor analysis, as long as item intercorrelations are reasonably strong (Guadagnoli and Velicer, 1988).

Step 7. Conduct EFA and Reliability Test

Exploratory Factor Analysis

There are two basic types of factor analysis available for the scale development process with the first termed as Exploratory Factor Analysis (EFA) and is commonly used to reduce the set of observed variables to a smaller, more parsimonious set of variables. The second type is called Confirmatory Factor Analysis (CFA) and is used to assess the quality of the factor structure by statistically testing the significance of the overall model (e.g., distinction among scales), as well as the relationships among items and scales.

For this study, the EFA is more relevant. It was due to the inductive *approach* used by researcher to generate the KPI items for this study. Hinkin *et al.* (1997) contended "*when using the inductive approach, exploratory factor analysis may be most helpful for identifying those items that load as predicted, while for deductive studies confirmatory analysis may be most useful*".

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Under inductive approach, items have been generated first prior to an understanding of the theoretical definition of the-construct. Moreover, experts on the subject are typically asked to provide their descriptions on how their performances have been measured (Hinkin *et al.,* 1997). This approach was consistent with Spiro and Weitz (1990) who only conducted EFA in developing the measurement for adaptive selling. The other reason for running EFA in the present study is due to sample size constraints. A sample size of 190 observations should be sufficient to obtain an accurate solution in EFA but not for CFA, since a minimum size of 200 observations have been recommended for running CFA analysis (Hoelter, 1983).

This study ran exploratory factor analysis by using the varimax rotation to drop the number of items and explore the items KPI achievement. However, none of the items was dropped and all items loaded on on single factor. In addition, this analysis produced one stable factor representing KPI with an eigenvalue of 4.09. Table 4.7 presents the factor structure.

Reliability (Internal Consistency Assessment)

Another statistical measure to examine the underlying items for the extracted factor structure of each variable is reliability test. According to Hinkin (1995) the most common practice in scale development was to merely provide internal consistency reliabilities for these measures.

Many ways to calculate reliability, but the most commonly accepted in field of studies is Cronbach"s alpha. In the present study, the reliability re-test has been conducted and it reported Cronbach"s alpha of .88 which exceed the recommended value of .70 for exploratory measure (Nunnally, 1978). The results presented good reliability of the scale measured and signified the convergent validity of KPI achievement. In fact if alphas were of an acceptable level (typically greater than .70) it was inferred as adequate for use in the studies and not subjected to a factor analysis (Hinkin, 1995).

Table 4.7
Result of Factor Analysis and Reliability Test for KPI

Items	Factor Loadings
Service index according to SOP	.853
Turnaround time according to SOP	.801
Attend course and training	.787
Yearly audit rating	.781
Retain existing customers	.778
Acquire new customers	.717
Sales target set by the bank	.608
Eigenvalue	4.09
% of variance	58.42
Cronbach Alpha (α)	.88

Step 8 Constructs Validation

Both content validity and internal consistency reliability provide supportive evidence of construct validity for the new scales. Further evidence of construct validity can be accomplished by examining the extent to which the scales correlate with other measures designed to assess similar constructs (convergent validity) and to which they do not correlate with dissimilar measures (discriminant validity). It is also beneficial to examine relationships with variables that are theorized to be outcomes of the focal measure (criterion-related validity).

Convergent Validity

The first rule is to assess the convergent validity in order to make sure that a given item represented the construct which underlying each factor. In other words, convergent validity measures the extent to which indicators of a specific construct share a high proportion of variance in common (Hair *et al.,* 2010). For present study, researcher used bivariate correlation approach *to measure convergent validity.* The KPI measures have been analysed and the result in Table 4.8 showed moderately high correlations (*r*) and significance among KPI achievement measures (.30 to .50; all p<.01). Generally it can be considered that *r* of 0.3 (or 0.4) or above is indicative of a 'meaningful' correlation for seven items belonging to the same scale.

Discriminant Validity

While, the second rule is on divergence between scales. It means that each item to clearly define only one factor. Discriminant validity measures the degree to which a construct and its indicator are different from another construct and its respective indicator (Bagozzi, Yi, & Philips, 1991). Meanwhile, Lehmann (1988) defined discriminant validity as a construct which is less highly related to measures of other constructs. To test the convergent and discriminant validity for KPI construct, bivariate correlation analysis has been run and the results are presented in the Table 4.8. The KPI measures and affiliate interest measures have been analysed together. The absence of significant *r* between KPI measures and affiliate interest measures indicates that the discriminant validity is warranted.

Table 4.8

Correlation Matrix for Testing Convergent and Discriminants Validity for KPI

	ST	NC	EC	TUSOP	SISOP	AUDIT	COURSE	HF	FL	OA
ST	1	.498**	.508**	.308**	.338**	.352**	.400**	.071	.063	.126
NC	.498**	1	.636**	.424**	.440**	.427**	.466**	.034	.054	.161*
EX	.508**	.636**	1	.507**	.568**	.458**	.496**	.073	.037	.022
TUSOP	.308**	.424**	.507**	1	.825**	.569**	.561**	.139	.120	.099
SISOP	.338**	.440**	.568**	.825**	1	.679**	.611**	.118	.107	.150*
AUDIT	.352**	.427**	.458**	.569**	.679**	1	.638**	.199**	.140	.125
COURSE	.400**	.466**	.496**	.561**	.611**	.638**	1	.187**	.072	.071
HF	.071	.034	.073	.139	.118	.199**	.187**	1	.394**	.208**
FL	.063	.054	.037	.120	.107	.140	.072	.394**	1	.449**
OA	.126	.161*	.022	.099	.150*	.125	.071	.208**	.449**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

N= 190

Scales for KPI

ST   = Sales target set by bank
NC   = Acquire new customers
EC   = Retain existing customers
TUSOP = Turnaround time according to SOP
SISOP   = Service index according to SOP
Audit   = Yearly audit rating
Course = Attend course and training

Scales for Affiliate Interest

HF   = Having Friend
FL   = Friendly Leader
OA   = Open Appreciation

Criterion-Related Validity

Criterion-related validity focuses on specific relationships that were theoretically justified in the literature review of the research (Hinkin, 1995). For example, this study hypothesized the relationships between individual competencies, organizational factors and KPI achievement. This hypothesized relationship was confirmed by using correlation, multiple regression and hierarchical regression analyses.

The results for criterion –related validity analysis showed all significant correlations between KPI achievement, competencies and organizational factors (.22 to .39, $p < 0.01$ and .14, $p < 0.05$). While the second result for multiple regressions reveals the model that includes all 14 predictors has a multiple regression coefficient of .522 and explains 27.3 per cent of the sample variance. Examination of the adjusted r squared reveals that an estimated 21.5 per cent of the variance would be explained in another sample of the same population. Finally, the hierarchical multiple regressions revealed that at Stage one, a multiple regression coefficient of .615 and explain 37.9 per cent of the sample variance. Introducing the KPI achievement variable explained an additional 1.5 per cent of variation in intention to retain. These relationships provided evidence supporting the validity of KPI achievement.

4.9 Questionnaire Development Structure and Wording of Questionnaires

The research questionnaires are divided into two main parts. The first part of the questionnaire contains fourteen dimensions of factors. Twelve dimensions were for independent variables and another two dimensions were for mediating and dependent variables respectively. The second part consisted of 13 respondents" demographic related items and organizational information. The items and scales used to measure variables in this study were adopted and adapted from various sources (Kohli *et al.,* 1998; Spencer & Spencer, 1993; Mehrabian, 1994; Kathuria & Davis, 2001; Breu *et al.,* 2002; Park & Holloway, 2003; Scudder & Guinan, 1989; Schwepker & Good, 2010; Nesbit, 2005; Harrim, 2010; Mualla, 2011; and Govaerts *et al.,* 2011) and some were outcomes from focus group discussion. Table 4.9 shows the summary of measurement used in this study.

Table 4.9
Summary of the Questionnaires Organization

Section	Contents	No of items
I	Performance Orientation	9
	Affiliate Interest	6
	Commitment to Work	5
	High Job Quality	8
	Agile	9
	Adaptive Selling	7
	Planning	4
	Learning	6
	Communication	17
	Leadership	5
	High Performance Culture	11
	Teamwork	5
	KPI Achievement	7
	Retention in sales job	6
II	Demographic and Organizational Information	
	Gender, Age, Academic Qualification, Religion, Race, Working Tenor in Same Bank, Working Tenor in Sales Position, Annual Income, Competencies Performance, Name of the Bank, Job Status, Branch, Location and Region	

The researcher used two types of scale in the questionnaire. In the first part of the questionnaire the researcher used the 5-Likert scale which is designed to examine how important or not important, agree or disagree, quick or slow and always or never with the statements (Cavana *et al.*, 2001). For KPI achievement, the researcher on the other hand used the 5-Likert Scale with 1 as far below expectation/target or 5 far exceed expectation/ target to indicate salesforce performance. This is consistent with (Dwyer, Hill, & Martin, 2000). The researcher prefers to use 5-Likert scale since it was revealed as the best-understood way of communicating with the respondents (Olakunke, 2003). Furthermore, McKelvie (1978) found that the cross sectional reliability was greater for 5-Likert scale than 7-Likert scale.

4.9.1 Questionnaires Structure and Wording

4.9.1.1 Performance Orientation

Performance orientation was measured using a nine-item scale, on five- point Likert-scale types, ranging from 5 = very important, 4 = important, 3 = not sure, 2 = less important and 1 = not important. Five items were adapted from Kohli *et al*. (1998) and the other four items were adopted from Spencer and Spencer (1993). However, some words from these original scales were changed to suit with the purpose of this study. These nine items are concerned with the ability of salesforce to perform well. They often compare their performance with supervisor expectation and performance of their peers. Table 4.10 shows the number of items and sources related to performance driven.

Table 4.10

The Items Related to the performance orientation

Think my performance
Manager criteria
Communicate achievement
Know Outperformed
See me as a good salesperson
 Utilize significant resources
Time for uncertainty
Achieve target timely manner
Achieving unrealistic sales target

Source: Adapted from Kohli *et al.* (1998) and Spencer and Spencer (1993)

4.9.1.2 Affiliate Interest

The ability of salesforce to affiliate interest with others was determined by using a six-item adopted from Mehrabian (1994). The questions measure the ability of salesforce to convey the positive attitudes towards others. The original measure for affiliate interest was on a nine-point Likert type- scale, ranging from agreement to disagreement.

However, this study uses 5 point Likert- scale type, ranging from 5 = strongly agree, 4 = agree, 3 = not sure, 2 = disagree and 1 = strongly disagree, since it is revealed to be the best understood way of communicating with the respondents (Olakunke, 2003). Table 4.11 shows the number of items and sources related to affiliate interest.

Table 4.11

The Items Related to the Affiliate Interest

Having friend is important to me
Travel alone rather than with one or two friends (R)*
I don"t believe show over affection on friend (R)*
I enjoy a good movie than a big party (R)*
Prefer a friendly and easy leader
I would rather express open appreciation to others most of time

(R) Negatively worded
Source: Adopted from Mehrabian (1994)
Note: * *These items were deleted during pilot test due to lowest corrected item-to-total correlation*

4.9.1.3 Commitment to Work

Items for commitment to work were constructed based on the work of Spencer (1993). Respondents viewed commitment to work, on a five Likert-type scale, ranging from 5= strongly agree, 4 = agree, 3 = not sure, 2 = disagree, and 1 = strongly disagree. Table 4.12 shows the sources and number of the items related to commitment to work.

Table 4.12

The Items Related to the Commitment to Work

I make personal sacrifices to complete job
I spend extra efforts to complete a job
Accept full responsible for any problems
Pitch in with workers or work to get job done*
I express concern for satisfying customer

Source: Adapted from Spencer and Spencer (1993)
Note: * *This item was deleted during pilot test due to lowest corrected item-to-total correlation*

4.9.1.4 Job Quality

A six-item scale was adapted from Kathuria and Davis (2001) and used to measure the ability of salesforce in providing high job quality. This study was done in manufacturing unit. However, for the purpose of the present study, the wording of the scale was modified slightly to match with banking industry. The word "manufacturing" from original scale was changed to "providing". While, the remaining two-items scale were adopted from Spencer and Spencer (1993). Respondents viewed high job quality in banking on a five point-likert scale-type, ranging from 5= very important, 4 = important, 3 = not sure, 2 = less important, and 1 = not important.

Table 4.13

The Items Related to the Job Quality

Meet and exceed customer's needs and preference
Provide high quality and reliable product\service
Make design changes in product\service
Ensure consistency in providing product\service
Ensure conformance of service to standard
Ensure accuracy in providing information
Produce quality product as motivation factor
Favour own works than others

Source: Adapted from Kathuria and Davis (2001) and   Spencer and Spencer (1993)

4.9.1.5 Agile

To measure agility competency, the instrument developed by Breu *et al.* (2002) was used. This instrument covers the agility operationalized concepts which is having two dimensions namely speed and flexibility. There were ten original statements that will provide the information on salesforce agility.

However, only nine statements were applied in the present study since one statement which was asking about the management level skill has been excluded. This statement was found not suitable with present study as the targeted respondents were different from management level. Five point-Likert-type scale, ranging from 5 = very quickly, 4 = quickly, 3 = not sure, 2 = slowly, and 1 = very slowly have been used by respondents to view agile.

Table 4.14

The Items Related to the Agile

Respond to customers' need changes
Respond to market condition's changes
Developing new selling skill
Acquiring necessary skill for business process change
Acquiring new selling and software skill, IT knowledge
Cooperate effectively
Can easily move between the projects
Capitalize another employee employment
Deploy flexible IT

Source: Adapted from Breu *et al.* (2002)

4.9.1.6 Adaptive Selling

For the purpose of this study, a shortened version of Park and Holloway (2003) adaptive selling scale (ADAPTS) consisting of seven items was used. The original version of ADAPTS by Spiro and Weitz (1990) were consist of sixteen item-scale with unidimensionality. However, Mark, Vorhies and Badovick (1996) found ADAPTS original scale has been loaded into two unit factors.

The first factor pertains to salesforce''s belief about adaptive selling, while the second factor is associated with salesforce''s practice of adaptive selling.

The shortened version was applied in this study, in order to reduce response fatigue and make it possible to include the construct in a larger study with other multiple items scale. The respondents viewed adaptive selling in banking perspective, on a five- point likert type-scale ranging from 5 = strongly agree, 4 = agree, 3 = not sure, 2, disagree and 1 = strongly disagree. Importantly, it has been proven to be adequately re liable (α = 0.74).

Table 4.15

The Items Related to the Adaptive Selling

Flexible in selling approach
Easily use variety selling approach
Do not use a set of sales approach
Vary sales styles from situation
Treat buyers differently
 Experiment with different sales approaches
Change approach from customer to customer

Source: Adapted from Park and Holloway (2003)

4.9.1.7 Planning

A four item-scale of planning competency was constructed based on worked done   by Spencer and Spencer (1993). The items sought how important the ability to plan and to develop plans among the salesforce. Besides that, salesforce has been asked to evaluate alternative given and taking a logical and systematic approach in undertaking his/her selling process. The respondents viewed planning in job retention, on a five- point likert –type scale, ranging from 5 = very important, 4 = important, 3 = not sure, 2 = less important, and 1 = not important.

Table 4.16

The Items Related to the Planning

Breaking large task to subtasks
Develop plans for anticipate obstacle
Evaluate alternatives given
Logical and systematic approach

Source: Adapted from Spencer and Spencer (1993)

4.9.1.8 Learning

Learning competency was measured using adapted instrument used by Kohli et al., (1998). It involves six items on a five -point Likert- type scale ranging from "1=strongly disagree" to "5=strongly agree". The reliability measured in their study was 0.79.

Table 4.17

The Items Related to the Learning

Not many things to learn (R)*
learn new approaches for dealing
Continuous improve sales skills
Put great efforts to learn something new
Important to learn from selling experience
Learning to be better salesperson important to me

(R) negatively worded
Source: Adapted from Kohli *et al.* (1998)
Note: * *This item was deleted during pilot test due to lowest corrected item-to-total correlation*

4.9.1.9 Communication

The instrument chosen for this study were adapted from the Scudder and Guinan (1987) with final three dimensions namely encoding, decoding and maintaining user relation. These three dimensions inclusive of seventeen items scale used to measure the effective communication competency. This study employs five-point likert type-scale ranging from 5 = very important, 4 = important, 3 = not sure, 2 = less important and, 1 = not important.

Table 4.18

The Items Related to the Communication

Good command of language
Get right to the point
Deal with others effectively
Writing difficult to understand
Able to express idea clearly
Customer easily understood when speak
Able to say right thing at right time

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Table 4.18 (Continued)

I am a good listener
Keep customer aware the status of product/service
Easy to talk to
Respond to message quickly
Pay attention to what people say
Sensitive to current customers' need
Answer question in understandable manner
Provide advice to customer when necessary
Keep customer aware the status of application
Able to solicit customers' input

Source: Adapted from Scudder and Guinan (1987)

4.9.1.10 Articulate Visionary Leadership

Salesforce perception on an articulate visionary leadership was measured using five items measurement. This factor is one out of six dimensions originally from transformational leadership behaviour inventory (MacKenzi, Podsakoff & Rich (2001). Previous studies such as Scott *et al.* (2001); and Schwepker and Good (2010) included all dimensions to measure transformational leadership behaviours but only three dimensions including articulating a vision, providing an appropriate model and fostering the acceptance of groups goal are found significant with performance. Besides that, these three scale's dimensions contain thirteen item scales were suffering from highly intercorrelated.

As a result, these dimensions have been modelled as indicators for second -order construct called core transformational leadership behaviour as done in Podsakoff *et al.* (1990) and Schwepker and Good (2010). Due to this reason, this study was included only articulating vision behaviour as a factor with five items scale adapted from

Schwepker and Good (2010). This study employs five-point likert type-scale ranging from 5 = strongly agree, 4 = agree, 3 = not sure, 2 = disagree and, 1 = strongly disagree.

Table 4.19

The Items Related to the Articulate Visionary Leadership

My leader has clear understanding where we are going
My Leader paints interesting picture for group's future
My leader always seek new opportunity
My leader inspire others
My leader gets others committed

Source: Adapted from Schwepker and Good (2010)

4.9.1.11 High Performance Culture

The salesforce perception on high performance culture in bank was assessed using an eleven-item scale. Six items were adapted from Nesbit (2005) who studied in 18 organizations of different industries, while the other five items were adapted from Harrim (2010) who studied in pharmacy industry in Jordan. Respondents viewed high performance culture in banking on a five point-likert scale-type, ranging from 5= always, 4 = often, 3 = not sure, 2 = seldom, and 1 = never.

Table 4.20

The Items Related to the High Performance Culture

Contribute more than normally required
Work challenge me to use full knowledge and skill
Great opportunities for personal and professional growth
Attract people required to achieve goals
Exceptional performance is recognized and appropriately rewarded
Bank will share its financial success with employees
Concerned with future and external world
Manager and employees accept and support changes
Bank encourages any experimentation, inquiry and risk taking
Emphasis on mutual trust, frankness and openness
Treat everyone with care, respect and dignity

Source: Adapted from Nesbit (2005) and Harrim (2010)

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4.9.1.12 Teamwork

Salesforce perception toward teamwork has been developed based on work done by Mualla (2011) and Spence and Spencer (1993). The questions regarding this sales teamwork were measure using five items scale. However, for the purpose of present study, the wording of four item scales drawn from Mualla (2011) was slightly modified to match the domain of local bank salesforce. This study employs a five point-likert scale-type, ranging from 5= strongly agree, 4 = agree, 3 = not sure, 2 = disagree, and 1 = strongly disagree.

Table 4.21

The Items Related to the Teamwork

Superior managers and employees exchange the inputs for proper solutions on any issues in the bank i.e. Customer"s problem.
Superior managers and employees jointly and actively involved in events, property launching and road shows.
Superior managers and employees use the phrase "we in the bank" as a part of our talk to customers.
Superior managers and employees have a sense of ownership and proud towards the bank"s achievement of the common goal.
Superior managers and employees protect and promote group reputation with outsiders.

Source: Adapted from Mualla (2011) and adopted from Spencer and Spencer (1993)

4.9.1.13 KPI Achievement

The performance measured used in this study was summated scale comprised of seven KPI items as reported by salesforce and their sales manager through focus group exercise. This approach is similar to Dwyer *et al*. (2000) who also used the items which reported by insurance agent. These indicators are linked with four KRAs (key result areas). The first area is financial performance which consists of indicators such as sales target, acquiring new customers, and retaining existing customers.

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The second key area is customers and it inclusive of improving turnaround time in accordance to Standard Operating Procedure (SOP) and improving Service Index in accordance to Standard Operating Procedure (SOP). The third area is process and contains two indicators such as sales initiation process which comply with SOP, bank"s guideline, AMLA, BNM guidelines, and maintain/improve yearly audit rating. The forth area is learning and salesforce will be evaluated according to number of courses and training attended for period under review.

A five-points Likert –type scale was used to assess salesforce relative performance within the banks (with 1= indicating for far below expectation (target), 2 = below expectation (target), 3 = meet expectation (target), 4 = exceed expectation (target) and, 5 indicating far exceed expectation (target). Dwyer *et al.* (2000) had used this summated scale to measure respondent-generated performance among insurance agent.

Table 4.22
The Items Related to the KPI Achievement

Sales target set by your bank.
Acquire new customers.
Retain existing customers.
Improve turnaround time in accordance to Sta ndard Operating Procedure (SOP) or deadline fixed.
Improve Service Index in accordance to Standard Operating Procedure (SOP).
Maintain/improve yearly audit rating.
Attend courses and training for period under review (i.e. CPD)

Source: Self-Developed

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4.9.1.14 Intention to Retain in Sales Job

The dependent variable, intention to retaining sales job was measured using a six-item measurement with a five-point Likert-type scale, ranging from 1 = strongly disagree, 2 = disagree, 3= not sure, 4 = agree 5 = strongly agree. The items adapted from Govaerts *et al.* (2011) and these six-item scale sought information about intention to stay in sales job. The original version of intention to retain consists of eleven items scale and is unidimensionality but these items loaded into two factors namely intention to stay and intention to leave. The present study used intention to stay in order to measure retention. It is consistent with Kyndt *et al.* (2009). However, the original word "company" was changed to "sale line in the bank" for the purpose of present study.

Table 4.23

The Items Related to the Intention to Retain (6 items)

I definitely am working in the sales line for this bank for next five years.
It does not matter if I am working in the sales line for this bank or another, as long as I have work.
Working within this sales line, gives me satisfaction.
The work I am doing is very important to me.
I see a future for myself within this sales line.
I love working in sales line.

Sources: Adapted from Govaerts *et al.* (2010)

4.9.1.15 Demographic and Organizational Information

Several questions sought respondents" demographic and organizational information were also included in the questionnaire. Respondents were asked to tick the appropriate box or fill-up the required information relating their personal demographic and organizational information. Respondent were requested to tick questions that relate to gender, age, academic qualification, religion, race, working tenure with same banks,

working tenure in sales position, annual income, competencies performance, name of the bank, job status and   name of the banks.

4.9.2 Refinement of the Questionnaires

The researcher developed the measures in the study from extensive literature and focus group exercise. Therefore, the reliability and validity must be re-evaluated as there were some modifications have been made to the questionnaire (Bourque and Fielder, 1995). Such practice was applied in this research to ensure the quality of the research questionnaire. Besides that, several researchers also suggested refining the questionnaire before collecting the final data (Dillman, 1978; Cavana *et al.*, 2001).

Hence, before gathering data from the larger respondents groups, content validity and pilot test were carried out to further improve questionnaire. The process to improve the questionnaire also served as validation purpose since parts of the research questionnaire were developed exclusively for the research. To refine the research questionnaire, the researcher under took content validity and pilot testing with sales force from domestic commercial banks.

4.9.3 Content Validation

As recommended by Sekaran and Bougie (2010) and Gay and Diehl (1992) the content validity for the research questionnaire was conducted. The revision of the pre-test questionnaire items has been done by academic and professional experts; consist of one professor in banking, Head of Human Capital, Consumer Financial Service and Business Relationship Manager, Sales Human Capital from Maybank, Regional Manager 2-

Northern of Public Bank and Branch Manager of Rhb Bank and Affin Bank. Their suggestions to improve the research questionnaire were adequately considered.

4.10 Pilot Study

A pilot study was done before deciding on actual instrument to be utilized in this study. The objective of pilot study was to ascertain whether the items in the questionnaire were clear and acceptable as it can identify several problems such as the questionnaire content, understanding of items and time take. Consequently, some vague sentences were noted and corrected.

In addition, it aimed to examine the internal consistency level among the items of each variable involved. The internal consistency of the items was examined using reliability analysis of estimated Cronbach"s alpha (Cavana *et al.*, 2001). In this research, items with Cronbach"s alpha 0.5 will be considered. This is minimum reliability (Cronbach Alpha) value which is the threshold recommended by Nunnally (1978) for exploratory research. Nunnally (1978) further suggests that the reliabilities of .05 to .60 are indicative of instrument reliability.

For negative worded questionnaire, all the negative worded items in the questionnaire were first is reversed coded before items were tendered for reliability test. However, factor analysis was not conducted during the pilot test in this study because the number of respondent was considered small.

Hair *et al*. (2010) suggested as a general rule, the minimum is to have at least five times as many observations as there are variables to be analysed. For this study, only forty questionnaires were pretested on salesforce from several banks in October 2014. According to Sekaran (2003) under "Rule of Thumb", stated that a minimum of thirty respondents are enough.

The respondents" profile and reliability result for pilot test were derived from Statistical Package for Social Science (SPSS) version 19 and are illustrated in Table 4.24 and 4.25.

As expected, five questions with the lowest corrected item-to-total correlation were removed to improve coefficient alpha. The final version of questionnaire as illustrated in Appendix A.

Table 4.24
Summary of Pilot Test and Final Questionnaires for this Study

Section	Contents	No of items (Pilot-test)	No of items (Final -test)
I	Performance Orientation	9	9
	Affiliate Interest	6	3*
	Commitment to Work	5	4*
	Job Quality	8	8
	Agile	9	9
	Adaptive Selling	7	7
	Planning	4	4
	Learning	6	5*
	Communication	17	17
	Leadership	5	5
	High Performance Culture	11	11
	Teamwork	5	5
	KPI Achievement	7	7
	Retention in sales job	6	6

Note: * *items from which variables deleted due to pilot test*

Table 4.25
Profile of Respondents

Demographic Variables	Categories	Frequencies	Percentage
Gender	Male	12	30.0
	Female	28	70.0
Age	25-29	18	45
	30-34	13	32.5
	35-39	6	15
	40-44	2	5
	50-54	1	2.5
Academic Qualification	Master Degree	1	2.5
	Bachelor Degree	28	70
	Diploma	6	15
	Others	5	12.5
Race	Malay	28	70
	Chinese	10	25
	Others	2	5
Religion	Islam	28	70
	Buddha	10	25
	Others	2	5
Working tenor with same banks	Less than 5 year	23	57.5
	More than 5 years to 10 years	8	20
	More than 10 years to 15 years	2	5
	More than 15 years to 20 years	4	10
	More than 20 years	3	7.5
Working Tenure in sales positions	Less than 5 year	20	50
	More than 5 year to 10 years	16	40
	More than 10 years to 15 years	1	2.5
	More than 15 years to 20 years	3	7.5
Competencies performance	Far Below Expectation	1	2.5
	Below Expectation	3	7.5
	Meets Expectation	24	60
	Exceed Expectation	8	20
	Far Exceed Expectation	4	10

Table 4.25 (Continued)

Demographic Variables	Categories	Frequencies	Percentage
Name of Banks	Maybank	3	7.5
	CIMB	21	52.5
	Public Bank	4	10
	RHB Bank	1	2.5
	Hong Leong Bank	8	20
	AmBank	3	7.5
Job Status	Permanent	30	75
	Contract	10	25
Location of Branch	Urban Area	26	65
	Non-Urban Area	14	35
Annual Income	Less than RM50,000	33	82.5
	RM50,001 to RM75,000	6	15
	RM75,001 to RM100,000	1	2.5

The result of reliability analysis for pilot study showed in Table 4.26.

Table 4.26
Results of Reliability Analysis

Construct	Number of Questions	Cronbach's Alpha
Performance Orientation	9	0.827
Affiliate Interest	3	0.550
Commitment to Work	4	0.646
High Job Quality	8	0.865
Agile	9	0.867
Adaptive Selling	7	0.749
Planning	4	0.891
Learning	5	0.777
Communication	17	0.886
Leadership	5	0.867
High Performance Culture	11	0.923
Teamwork	5	0.905
Achievement KPI	7	0.907
Intention to Retain	6	0.869

4.11   Unit of Analysis

The present study used an individual as a unit of analysis. These individuals are the salesforces who are attached at bank branches in three regions (Northern, Central and Southern) at eight Malaysian domestic commercial banks. In this respect, a bank"s salesforce is defined as an employee who does selling in retail banking segments. The rationale of choosing bank"s salesforce because of greater involvement in selling products and services to generate superior profit performance.

In fact, using the salesforce as a unit of analysis is suited to the research problem as deliberated in Chapter One. The salesforces also act as the boundary spinning agents between the banks and the external customers. Thus, these individual employees engaged in the sales are the most suitable unit of analysis for this study.

The justifications for choosing salesforce as respondents are as follows:

i.   Most of the previous studies on intention to retain were concentrated on non-sales respondents such as human resource managers (Chew & Chan, 2008), nurses (Armstrong *et al*., 2013), executives in IT companies (Alias *et al*., 2014), and lectures (Hong *et al*., 2012) and few studies have focused on salesforce (Messah & Kubai, 2012).

ii.   Nowadays, Malaysian banks adopted the Universal Bank model in their business which emphasised on „sales culture" or give a birth to „Sales and Marketing" in the banks (Khoo, 2012ab). This model eventually has transformed Malaysian bank branches into sales platforms to launch and sell diversified „new" banking products. In doing so, branch employees were inadvertently transformed into salespersons.

iii.   The salesforce are employees involved in a challenging job as they need to cover both the expectations of their employers and customers. At the employer's perspective, selling is the lifeblood of bank that brings in critical revenue (non - interest income) by selling credit cards, insurance and investment services (Jantan & Honeycut, 2013). These products are often considered complex and need special selling skills (Allen & Santomero, 2001).

iv.   Salesforce are involved in establishing and maintaining banker-customer relationship and continual stream of interactions (Syafrizal & Ismail, 2011). More crucial, the expectation from the employers are usually high and salesforce have to achieve their key performance indicators as well as meeting the deadlines when performing their task.

v.   Customers on the other hand, required smart salesforce as this salesforce focus on satisfying customers" needs and wants (Abeysekera & Wickramasinghe, 2011).

4.12 Population

The study population consisted a bank"s salesforce who might have the marketing title as a personal financial consultant/advisor/personal banker or sales executives at the banks" branches in eight domestic commercial banks namely; Maybank Berhad, CIMB Bank Berhad, Public Bank Berhad, RHB Bank, Hong Leong Bank Berhad, Alliance Bank, Affin Bank Berhad and Ambank. All of these banks are members of The Association of Banks in Malaysia (ABM). Meanwhile, the population is the salesforces attached at all branches in Peninsular Malaysia. The population was decided to be grouped by region as it is more representative. Four regions are Northern, Central, Southern and East region at Malaysia. Out of the four regions, only population from three regions (Northern, Central and Southern) were selected due to heavy flood that hit East Coast during the year end 2014. In addition, these three regions have 1414 total number of branches which is actually more than half number of total banks" branches in Peninsular Malaysia which is 1800 as at 31st December 2013 (ABM, 2013). The branches by number are listed in Table 4.27.

Table 4.27
List of Member Bank of the Association of Banks in Malaysia and Branches Distribution by Regions as at December 2013

	Northern	Central	Southern	Total
Affin Bank Berhad	15	49	19	83
Alliance Bank Malaysia Berhad	8	41	18	67
Ambank (M) Berhad	22	85	36	143
CIMB Bank Berhad	42	137	53	232
Hong Leong Bank Berhad	39	139	50	228
Malayan Banking Berhad	50	190	78	318
Public Bank Berhad	33	118	46	197
RHB Bank Berhad	21	88	37	146
Total By State	**230**	**847**	**337**	**1414**

Source: ABM (2013)

Even though the salesforces" KPI measurement for both foreign and local banks" are similar, and in addition some of these foreign banks are also classified as commercial banks but they were excluded from study" population due to several reasons. Firstly, the numbers of foreign branches are comparatively low as compared to domestic banks (ABM, 2015). For instance Bank of America has only one branch in Malaysia. Moreover there is branch distribution disparity between domestic banks and foreign banks which indirectly indicate less number of salesforces that they had.

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Table. 4.28 *List of Foreign Member Bank of the Association of Banks in Malaysia and Branches Distribution by Regions as at December 2013(Foreign Banks)*

Bank	Northern	Central	Southern	Total
Bangkok Bank	1	2	2	5
Bank of America Malaysia Berhad		1		1
Bank of China (Malaysia) Berhad	1	3	2	6
Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad	1	1		2
BNP Paribas Malaysia Berhad		1		1
Citibank Berhad	2	6	2	10
Deutsche Bank (Malaysia) Berhad		1		1
India International Bank Malaysia Berhad		1		1
Industrial and Commercial Bank of China (Malaysia) Bhd		2	1	3
J.P. Morgan Chase Bank Berhad		1		1
Mizuho Bank (Malaysia) Berhad		1		1
National Bank of Abu Dhabi		1		1
OCBC Bank (Malaysia) Berhad	5	22	9	36
Standard Chartered Bank Malaysia Berhad	4	14	6	24
Sumitomo Mitsui Banking Corporation Malaysia Berhad		1		1
The Bank of Nova Scotia Berhad	1	3	1	5
The Royal Bank of Scotland Berhad	1	1		2
United Overseas Bank (Malaysia) Bhd	6	18	9	33
Total	**22**	**80**	**31**	**133**

Source: ABM, (2013)

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Foreign banks also are facing several regulatory limitations imposed on their business operations by Malaysian governments. This limitation makes them not comparable with Malaysian domestic banks (Kassim, Ali, & Manap, 2012). Finally, very few foreign banks are likely to penetrate Malaysian retail markets to a meaningful degree. Only Citibank (Malaysia) Bhd, United Overseas Bank (Malaysia) Bhd, HSBC (Malaysia) Bhd and Standard Chartered have done well in the Malaysian retail banking market However they are targeting high-end consumer and commercial business (Saleh, 2015).

This practice is well known as „cherry picked" (Montgomery, 2003) where foreign banks entry are more concentrated on domestic profitable businesses organizations and tend to be less sensitive to those of less profitable businesses organization. The remaining of foreign banks offer some trade finance, but mostly provide advanced treasury and capital market products, cross-border underwriting and M&A services-niche markets that offer little direct competition for domestic markets. Due to the nature of concentrated customers, most of foreign branches are located in prime areas in Malaysia (ABM, 2013). Whereas, domestic salesforce are servicing all types of consumers with scattered number of branches throughout the states in Malaysia. In other words these two banks do not really compete on the same types of consumers. Based on these reasons, foreign banks are excluded from this study.

Taking into consideration these factors, the study population consisted only permanent and contract salesforce working in eight domestic commercial banks in Peninsular Malaysia. Even though, there were some arguments on the differences between permanent and contract employees, Kalleber (2000) found no difference between contract and regular employees with respect to behaviours such as willingness to help with extra tasks, and organizational commitment.

In high-technology settings in the United States, contract workers in general performed overall as good as regular employees. It is to note that, this study is focused on retention in sales job in the banks rather than the retention in the banks. The employability contract is commonly between employee and the bank but not between the employee and his/her type of jobs. In other words, the salesforce might end their contract to serve with one particular bank but they may continue doing the sales job with other banks.

4.12.1 Population Frame

Table 4.29
Distribution of Population Frame after Stratification by (i) Banks and (ii) Regions

	Northern	**Central**	**Southern**	**Total**
Affin Bank Berhad	45	147	57	249
Alliance Bank Malaysia Berhad	24	123	54	201
Ambank (M) Berhad	66	255	108	429
CIMB Bank Berhad	16	422	159	696
Hong Leong Bank Berhad	117	417	150	684
Malayan Banking Berhad	150	570	234	954
Public Bank Berhad	99	354	138	591
RHB Bank Berhad	63	264	111	438
Total By Regions	**690**	**2541**	**1011**	**4242**

The estimated total salesforce for total number of identified banks in Northern, Central and Southern regions was done based on the average figure that the researcher obtained from discussion with branch managers. From the calculation, an estimated 4242 (1414 branches x 3) salesforce are hired by the banks in those particular regions.

This estimation number of salesforce for each branch is coherent with Jantan and Honeycutt (2013). They estimated most banks have an average two to five salesforce working at each branch location.

4.13 Sampling and Sampling Technique

To determine the sample size, we used the rule of thumb by Tabachnick and Fidell (2007) by 50 + (multiplying the number of variables which we have by 8). The present study consisted of fifteen variables (14 of independent variables and 1 mediating variable). Therefore following this rule, the minimum sample size required was 170 [50 + (15 X 8)].

However, to ensure this minimal response number and taking into account that survey method has poor rate of response (Nik Kamariah, 1995), we distributed 600 questionnaires to selected salesforce.

Sampling Technique

The sampling procedure used for this study was stratified random sampling (later called SRS). It seems the most suitable method as compared to simple random or systematic sampling. It also ensure to high generalizability of findings (Sekaran, 2003). Moreover, Babbie (2013) argued on the ability to provides a greater degree of representativeness by decreasing the probable sampling error SRS would require the population to be organized into homogeneous subset (with heterogeneity between subsets), from which appropriate number of elements would be selected from, hence, ensuring the proper representation of the stratification variables.

In this study, 600 elements were selected after two stratifications. First, stratification was on the bank and it seen as the most appropriate so that all banks" branches were proportionately included in the sample. Next, since each bank has varied number of branches scattered across different regions, stratification by region was seen as essential. This is to ensure representativeness of each bank by different region. The stratification resulted to the proportionate number of elements as exhibited in Table 4.30. Based on the table, samples were randomly selected by drawing slips out of a box from the stratum to represent each bank in each respective region. Each of these elements was personally approached by researcher or researcher representative by given them copy of the questionnaire.

Table 4.30

Distribution of Sampling Frame after Stratification by (i) Banks and (ii) Region

	Northern	Central	Southern	Total	Desired sample size
Affin Bank Berhad	45	147	57	249	35
Alliance Bank Malaysia Berhad	24	123	54	201	29
Ambank (M) Berhad	66	255	108	429	61
CIMB Bank Berhad	16	422	159	696	98
Hong Leong Bank Berhad	117	417	150	684	97
Malayan Banking Berhad	150	570	234	954	135
Public Bank Berhad	99	354	138	591	83
RHB Bank Berhad	63	264	111	438	62
Total By Regions	**690**	**2541**	**1011**	**4242**	**600**

4.14 Research Equation

The research equation is formed based on regression statistical technique since it is the best way to describe relationship between dependent variable and one or more independent variables (John, 2008). This is achieved by using the regression lines which stand for the "best fitting" represented by X-Y coordinates.

The Y stands for the dependent variable while the X stands for the independent variable(s). The relationship is defined in terms of predictive tendency of Y by X. The relationships in this study are mathematically defined as follows:

Retention$= \gamma_0 + \gamma_1$ KPIAch $+ e_{it}$…………………..(1)

$$KPIachie= \beta_0 + \beta_1 PO + \beta_2 AF + \beta_3\ CTW + \beta_4\ JQ + \beta_5\ AG + \beta_6\ ADTS + \beta_7\ COMM + \beta_8$$

$$PLAN + \beta_9\ LEARN + \beta_{10}\ AVL + \beta_{11}\ HJQ + \beta_{12}\ TW + e_{it}\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots.(2)$$

Where,

Retention	= Intention to Retain in sales job
KPIachie	= KPI Achievement
PO	= Performance Orientation
AF	= Affiliation Interest
CTW	= Commitment to work
JQ	= Job Quality
AG	= Agility
ADTS	= Adaptive Selling
COMM	= Communication
PLAN	= Planning
LEARN	= Learning
AVL	= Articulate Visionary Leadership
HPC	= High Performance Culture
TEAM	= Teamwork
γ_0, β_0	= Constant
e_{it}	= Standard error of item I in time t

4.15 Data Analysis Techniques

The data analysis technique for this study employed SPSS version 19.0. It is because SPSS is recognized as a good statistical practice and has outstanding data presentation capabilities. Hence, most researchers applied SPSS in their researches such as Chen (2015) who studied the relationship between competencies and sales performance and, Yurchisisn and Park (2010) studied on sales performance and retention. Prior to data analysis, test for normality and outliers" assessment were conducted. Six different analysis namely descriptive statistical, test of differences, factor analysis, correlation, multiple regression test and hierarchical multiple regression analysis test were conducted to provide answers for research objectives.

4.15.1 Data Screening and Cleansing

This is to ensure that the data is ready to be used in further analysis. Data screening and cleansing are the important step under preliminary stage before data analysis. With the large data involved, whether qualitative or quantitative type, it should be carefully check for any wrongly typed or error or miss typing during the data entry. Data screening and cleansing process for this study involved the following checking:

i.   **Missing Data**

Normally it is rare to obtain complete data from every case, thus it was important to inspect the data file for missing data. Under SPSS, missing data could be handled through 4 options: (i) exclude cases listwise; (ii) exclude cases pairwise; (iii) replace with mean; and (iv) delete missing case.

For this research, „exclude cases pairwise" has been applied because it excludes the case (respondent) only if there were missing the data required for the specific analysis. The case (respondent) still is included in any of the analysis for which they had the necessary information.

ii.   **Multi-Collinearity**

Multicolinearity refers to a condition where more than two independent variables are highly correlated (Cooper & Schindler, 2008). The existence of multicolinerity can be expected when the correlation value greater than 0.8. This study employed the tolerance value and VIF to observe the existence of multicolinerity among the tested variables. The tolerance value more than 0.1 and VIF value below than 10 as suggested by Hair *et al.* (2010).

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iii.   **Normality**

Normality test is to ensure that the data and variables are normally or not normally distributed. In order to test the normality, Skewness and Kurtosis values were used. Normality exists when standard error for Skewness and Kurtosis ratios is between ± 2 at the significance level of .05 (Hair *et al.,* 2010).

4.15.2 Descriptive Statistics

Descriptive statistics was undertaken to provide background information of the respondents. According to Pallant (2010) descriptive statistics aim to: (1) depict the different attributes of the data; (2) verify any violation of the principal assumptions for the statistical methods to be used in the study; and (3) to address particular research question.   For this study, descriptive statistic were undertaken to test whether the samples is normally distributed in the population.

4.15.3 Test for Differences

Test for difference conducted in this study to test the differences between early and late response to ensure there was no response biased in this study. According to Barclay, Todd, Finlay, Grande and Wyatt (2002) defined Non-response bias as "the kind of bias that occurs when some subjects choose not to respond to particular questions and when the non-responders are different in some way (they are a non-random group) from those who do respond".

4.15.4 Goodness of Measures

The goodness and suitability of the measurement tool were examined by using the reliability and validity test.

4.15.4.1 Reliability

Reliability is simply defined as "consistency". There are several methods for testing the reliability of measures. In present study, the reliability of the measures was established by testing the internal consistency of the measurement items. This was done using Cronbach"s alpha since Cronbach"s alpha has been widely used and recommended for social science research (Hair *et al.*, 2010). The common measurement range for Cronbach"s alpha from 0 to 1. According to Nunnally (1978) the value of 0.6 is the acceptable value for research in general. Sekaran (2000) noted that reliability less than .60 is considered to be poor, those are in range .70 is acceptable, and those over .80 are good.

4.15.4.2 Validity

Zikmund, Babin, Carr and Griffin (2010); and Kumar (2011) contended that validity can be considered as the extent to which the instrument measurements intend to measure. It is important to conduct this test so that the instrument used in this study reveals the actual meaning of measure. Zikmund *et al.* (2010) explained there are three groups of validity tests which are: (1) content validity, (2) construct validity, and (3) criterion-related validity.

The content validity for this study has been conducted and described in sub-section 4.8.3. The second type of validity is construct validity. It is important to do construct validity as it will test how well the results obtained from the use of the measure fit the theories around which the test is designed (Zikmund, 2003). Therefore factor analysis test was carried out for testing construct validity. The third type of validity is criterion-related validity, which is reflect the relationship between scales scores and some specified, measurable criterion (Pallant, 2001).

Previous researches such as Emery, Crump, and Bors (2003); Friedman, Goldman, Srivastava, and Parkin (2004) refer that criterion validity can be measured by using different ways Pearson Correlation, Tolerance Value, and Variance Inflation Factors (VIF).

In this study, the Pearson correlation, Tolerance Value and VIF value will be tested in order to conduct the criterion validity.

Construct Validity

Most of the items which were used to measure the variables were extracted from literatures and outputs from focus group exercise. Though the measurements of variables have been confirmed on its discriminant and convergent validity, it is necessary to re-examine the validity of the measures.

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This is due to the fact that, this study is done in Malaysian context which may be different from the studies done in the United States or any other countries where the environment and culture are entirely different. Many literatures on variables for this study have been used in other countries, particularly in the United States

To ensure all the measurement used in this study have construct validity, exploratory principal component factor analysis with varimax rotation were utilized to identify the underlying structure or dimensions in independent, mediating and dependent items in this study. Factor analysis has the ability to establish whether a common factor or more than one factor exist in the responses items. In essence, factor analysis was used to understand the underlying structure in the data matrix, to identify the most parsimonious set of variables, and to establish the goodness of measure for testing hypotheses (Hair *et al.,* 2010). Several statistical values in factor analyses were observed to ascertain whether the items are suitable factor to be analysed. This is done by assessing the values of Measure of Sampling Adequacy (MSA), Kaiser-Meyer-Olkin (KMO) and the Bartlett"s test of Sphericity. In the present study, the MSA value for the individual items was fixed to be above .50 and KMO (Overall items) value to be .60 (Blaikie, 2003).

Another important statistical test is the Bartlett"s test of sphericity. This test can discover the presence of significant correlations among the variables. If the value of the test is large and significant ($p < .05$), then it is appropriate to proceed with the factor analysis (Hair *et al.*, 1998).

4.15.5 Factor Analysis

Hair *et al.* (2010) described factor analysis as a method to reduce a large number of variables by combining the related variables together in a factor. As this study introduced a new set factors for sales force intention to retain, thus this research need to do factor analysis to identify the best factors of variables to be included in the research conceptual framework.

Factor Analysis Assumption

To apply factor analysis, three important assumptions were considered:

i. The first assumption is related to sample size. Hair *et al.* (2010) argued that preferably sample size should be 100 or more and they recommended that as a general rule, the minimum sample size is to have at least five times as many observations (variables) to be analysed. But, the more acceptable ratio between items to be analysed and sample size is 1: 10. This means that the sample size should be ten times more than the items in the instruments for each factor test. Other authors, Gorsuch (1983); and Kline (1974) argued that the acceptable number of sample size is 100 cases.

ii. Second assumption is the factorability of the correlation matrix. This assumption proposes that the correlation matrix required an adequate substantial correlation. There are three common tests employed to factorability secretion of the correlation matrix, namely (1) Kaiser-Meyer-Olkin (KMO), which measures the adequacy of sampling for the whole item (Coakes, 2013; Hair *et al.*, 2010). Factorability is considered successful if the

value exceeds 0.6. (2) Bartlett test of sphericity must be significant (p<0.005) and (3) Measure of Sample Adequacy (MSA) below the acceptable level of 0.50 will be excluded from the analysis (Coakes & Steed, 2003).

iii. The last assumption is concerned with the type of data used for factor analysis. Hair *et al.* (2010) stressed that the data for factor analysis should be a metric measurement. In this study, all the variables for factor analysis adopted metric scale.

Once the items reached fitness for factor analysis, the next step was to select the method of factor extraction and rotation (Coakes & Steed, 2003; and Hair *et al.*, 2010). Factor extraction method for this study is the Principal Component Analysis (PCA) and varimax rotation method.

The study used a number of criteria for assessing factors. First, eigenvalue for factors need to be more than 1.0, only can be considered as significant (Hair *et al.*, 2010). Second, the percentage of variance explained must be 50 per cent or more (Igbaria, Salivary & Maragahh, 1995; and Ramayah & Aafaqi, 2004).

Third, according to Hair *et al.* (2010) the rotational load factor should exceed ± 0.50 to be classified as significant. Fourth, all items must have a high charge value (significantly) only one factor. If one item has loading figure of 0.35 or more on two or more factors it is known as cross loading (Hair *et al.*, 2010). In this study, cross loading items are to be dropped in order to improve the interpretation of load factor

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matrix (Singhapakdi, Marta, Rallapalli, & Rao, 2000; and Hair *et al.*, 2010). After all identified as significant load, the last criterion is to assess the communalities for each item (Osborne & Costello, 2005). An item must have a communalities value of at least 0.40 in order to remain in this analysis (Costello & Osborne, 2005).

Once an acceptable factor was obtained that all items have a significant load on one factor only, the next step was naming or labelling of these factors (Hair *et al.*, 2010). However, this step was not necessary if the items fit on the original factors (Hemdi, 2011).

4.15.6 Correlation Analysis

According to Hair *et al.* (2010) correlation analysis is described as the assessment of the relationship between two variables. This study aims to investigate whether there is a relationship between different variables, namely intention to retain as dependent variable and performance orientation, affiliate interest, commitment to work contract, high job quality, agile, adaptive selling, communication, planning, learning, leadership, and high performance culture, teamwork as independent variables and KPI achievement as mediating variable.

Al-Arussi (2008) argued significant tests are designed to detect non-random relationships, while measures of association are designed to quantify the strength (or importance) of a relationship. Gay, Mills and Airasian (2009) stated that measures of are useful because they can assist researcher in accomplishing important scientific goals. Moreover, Gay *et al.* revealed that measures of association can increase our

understanding on the causal relationships among variables and improve the ability to predict from one variable to another.

In line with Miles and Shevlin (2001), the correlation analysis conducted in this study for the purpose of (1) determining the direction of the relationship between the variables; (2) determining the strength of the relationship and (3) examining if there were any multicollinearity between variables. Pearson correlation was used to test the relationship among the research variables.

4.15.7 Multiple Regression Analysis

Multiple regressions will be used in this research to validate the hypotheses and control variable. According to (Pallant, 2010), multiple regression analysis is a family of techniques that can be used to explore the relationship between one continuous dependent variables and a number of independent variables. There are three steps of analyses will be applied in this study; test of R square coefficient, analysis of variance and test of regression coefficients as per discussion in subsequent paragraphs.

i.   **Test of R square Coefficient**

R square was used to evaluate goodness of fit of a regression and according to Sekaran (2003). R square is normally used to explain the extent of independent variables in relationship to dependent variable. The relationship between independent variables and dependent variable is perfectly linear when R square equal to 1. Meanwhile, if R square equal to 0, it shows that there is no linear relationship between variables. R square will be reported together with the adjusted R square in every test as additional information for this study.

ii.   Analysis of Variance (ANOVA)

In order to assess the statistical significant of the result, the value of ANOVA was used. In this case to confirm that the model is significantly fit for such analysis, P value of ANOVA should be below 0.005.

iii.   Test of Regression Coefficients

In order to know which of the independent variables that included in the conceptual framework contribute to the predication of the dependent variable, regression coefficient was used. The regression was used to compare the relationship effecting independent variables towards dependent variable. Beta coefficient (β) value would explain the relationship of variables. The higher the β value, the stronger is the involvement of independent variables in explaining the dependent variable. The objective of this study is to find out the determining factors of retention in sales job of the salesforce in banks.

4.15.8 Hierarchical Multiple Regression Analysis

Hierarchical multiple regressions was used to test the hypotheses (Pallant, 2010). It is involves hypothetically based decisions on how predictors are entered into the analysis.

According to Petrocelli (2003) the change in predictability associated with predictor variables entered later in the analysis over and above that contributed by predictor variables entered earlier in the analysis are focused in hierarchical multiple regression test.

Furthermore, Pallant (2010) described that in hierarchical regression the independents variables are entered into equation in the order specified by the researcher based on theoretical grounds. The sets of variables are entered in steps with each independent

variable being assessed in terms of what it adds to the prediction of the dependent variable, after the previous variables have been controlled for. Based on the discussion above, this study utilizes hierarchical multiple regression to test the effect of mediating variable, KPI achievement on salesforce"s retention.

4.15.9 Testing Mediation

To determine the mediating roles, the procedures as recommended by scholars (Baron and Kenny, 1986; and Kenny *et al.*, 2003) were adhered. To examine the mediation, Baron and Kenny (1986) and Kenny *et al*. (2003) suggested one should comply with the three following regression equations.
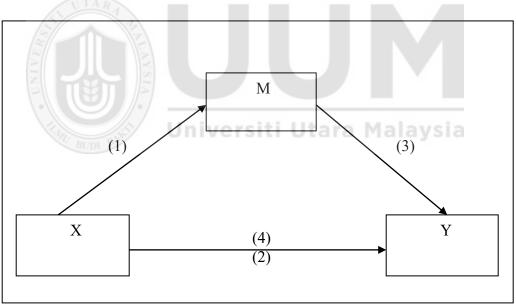
Figure 4.4
Mediation Model
Source: Baron and Kenny (1986) and Kenny et al. (2003)

First, a mediator is regressed on independent variable and if the relationship is significant, the mediation is present. Secondly, the dependent variable is regressed on independent variable and again if the relationship is significant, the mediation is present.

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Lastly, the dependent variables are regressed on both independent and proposed mediator. In sum, supposed the statistical test meet the first and second conditions and for the third condition, the result must show a significant relationship between mediator and dependent variable but not with independent variable.

Under such circumstances it is considered as full mediation. But, if the relationship which supposed diminished but yet still is significant, the mediator is said to mediate but not totally and this circumstance is known as quasi mediation (Keller, 2002).

4.16 Chapter Summary

This chapter discusses the various research methods and procedures applied toward the realizing the study objectives which are including research design, population and sampling, hypothesis development, developing the research instrument, data collection and data analysis technique. The data used in this research is primary data and population consisted of permanent and contract salesforce working in eight domestic commercial banks in Peninsular Malaysia. The independent variables consist of nine competency elements (Performance Orientation, Affiliate Interest, Job Quality, Commitment to Work, Agility, Adaptive Selling, Communication, Planning and Learning) and three organizational variables (Articulate Visionary Leadership, High Performance Culture and Teamwork) while KPI achievement is a mediator. The dependent variable is intention to retain in sales job. Twenty- four hypotheses were developed to investigate the determinants of KPI achievement and intention to retain, one hypothesis to examine the relationship between KPI achievement and intention to retain in sales job and twelve hypotheses were developed to investigate the mediating

effects of KPI achievement   between individual competency, organizational factors and intention to retain.

The data collected were analysed statistically using descriptive statistics, correlation analysis, reliability analysis, factor analysis, simple regression, multiple regression and hierarchal analysis. The findings from various statistical analyses on the data are provided in the next chapter.

CHAPTER FIVE
FINDINGS AND DISCUSSION

5.1 Introduction

This chapter presents the result and the discussion of data analysis. The sequence of discussion on the findings begins with responses of data collection process in Section 5.2. Followed by section 5.3 discusses on profile of respondent. The goodness of measures (factor analysis) to test validity and reliability of the data will discuss in section 5.4. Reinstatement of hypotheses will discuss in section 5.5. The descriptive statistics elaborates in Section 5.6. Checking assumptions will explain in Section 5.7. Hypotheses testing and the result are presented and discussed in Section 5.8. The mediating effects of the KPI achievement on the relationship between individual competencies and perceived organizational factors are presented in the succeeding section 5.9. Finally the discussions of the results are presented in Section 5.10.

5.2 Responses of Data Collection Process

5.2.1 Response Rate

For data collection purpose, 600 questionnaires were distributed to salesforces in eight banks (the respondents are sales executives, personal bankers or personal financial consultants). The returned questionnaires were 201 equivalents to a 33.5 per cent response rate.

After checking them, the researcher discarded 4 questionnaires which were badly completed or uncompleted. As a result, only 197 questionnaires were considered

suitable for data analysis procedure, representing a 32.83 per cent response rate as exhibited in Table 5.1. The response rate in this research is considered appropriate due to the following reasons. First the response rate of a 32.83 per cent is within the common range of 21 to 50 per cent respond rate reported in business ethics research (Randall & Gibson, 1990). Secondly the rate is higher as compared to other research carried out in Malaysian environment of about 20-25 per cent (Mahmood & Rahman, 2007).

Table 5.1
Analysis of Response Rate

	No	Percentage (%)
Total number of distributed questionnaires	600	100
Non response	399	66.5
Total number of questionnaires collected	201	33.5
Less: Incomplete Questionnaires	(4)	(0.7)
Total usable questionnaires	197	32.83

5.2.2 Non-Response Bias

Matteson, Ivancevich and Smith (1984) discussed that relying on voluntarily participation always results in the possibility that respondents and non-respondents differ in some manner. Armstrong and Overton (1977) argued that non-respondents are supposed to have the same features as the late respondents. This has required the study to break the sample into early responses (that is, returns received within 3 weeks after distribution and late responses (those returns received after three weeks of distribution). In this study 164 questionnaires were received within three weeks after distribution, hence they considered as early responses, while 33 questionnaires have received after three weeks and considered as late responses. The test objective is to examine if there are any significant differences in the major variables between these two groups of

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respondent. In this study, an independent sample t-test was carried out to examine on

non-respondent bias. It was done on continuous variables to examine whether the means

for early and late responses were significantly different from each other. Table 5.2 below

show the result of non-response bias rate.

Table 5.2

Test of Non-Response Bias on Continuous Variable –Independent Sample T-Test

	Independent Samples Test					
		Levene's Test for Equality of Variances		**t-test for Equality of Means**		
		F	Sig.	T	Df	Sig. (2-tailed)
PO	Equal variances assumed	.308	.580	1.499	195	.135
	Equal variances not assumed			1.551	47.365	.128
AFF	Equal variances assumed	.239	.626	.468	195	.640
	Equal variances not assumed			.448	43.979	.656
COMM	Equal variances assumed	3.508	.063	1.576	195	.117
	Equal variances not assumed			1.384	41.150	.174
JQ	Equal variances assumed	.123	.726	1.617	195	.108
	Equal variances not assumed			1.647	46.639	.106
AGILE	Equal variances assumed	1.465	.228	-.547	195	.585
	Equal variances not assumed			-.586	49.200	.561
ADAPT	Equal variances assumed	.977	.324	-.226	195	.821
	Equal variances not assumed			-.233	47.167	.817
PLAN	Equal variances assumed	.005	.944	.335	195	.738
	Equal variances not assumed			.330	45.151	.743
LEARN	Equal variances assumed	.528	.468	-.100	195	.921
	Equal variances not assumed			-.105	48.491	.917
COMM	Equal variances assumed	.886	.348	.679	195	.498
	Equal variances not assumed			.628	42.757	.534
LEADE	Equal variances assumed	.321	.571	-.558	195	.577
	Equal variances not assumed			-.585	48.006	.561

Table 5.2 (Continued)

HPC	Equal variances assumed	.084	.772	1.096	195	.275
	Equal variances not assumed			1.121	46.867	.268
TW	Equal variances assumed	1.297	.256	.792	195	.430
	Equal variances not assumed			.720	42.251	.475
KPI	Equal variances assumed	.218	.641	1.184	195	.238
	Equal variances not assumed			1.201	46.447	.236
RETAIN	Equal variances assumed	.152	.697	.226	195	.822
	Equal variances not assumed			.219	44.592	.827

Note: N = 197; *p < .05, **p < .01;
Table entries are actual values; Early refers to the responses received within 3 weeks'
time frame; Late refers to all responses received after the three weeks period. The
critical values were all not significant.

Result from Table 5.2 test for response bias on the study variables did not indicate any

significance differences between the groups of respondents. All the values were above

the significant level of 0.05 (range from 0.063 to .944). As a result of no significant

differences, it can be inferred that, the groups of responses were from the same

population. Therefore, non-response bias did not occur.

5.3 Profile of the Respondents

This section discusses the respondents" general information. The information includes

the respondent"s gender, age, academic qualification, race, and religion, working tenor

in same banks, working tenor in sales position, competencies performance, name of the

bank, job status, branches" location and region, and annual income. The following tables

illustrate the respondents" profile in detail.

Table 5.3
Profiles of Respondents

Demographic Variables	Categories	Frequencies	Percentage
Gender	Male	76	40.0
	Female	114	60.0
Age	25-29	101	53.2
	30-34	40	21.0
	35-39	16	8.4
	40-44	19	10.0
	45-49	6	3.2
	50-54	6	3.2
	55-59	1	.5
	60 and above	1	.5
Academic Qualification	Master Degree	19	10.0
	Bachelor Degree	114	60.0
	Diploma	44	23.2
	Professional Qualification	3	1.6
	Others	10	5.4
Race	Malay	135	71.1
	Chinese	41	21.6
	Indian	13	6.8
	Others	1	.5
Religion	Islam	135	71.1
	Buddha	41	21.6
	Hindu	12	6.3
	Christian	2	1.1
Working tenor with same banks	Less than 1 year	6	3.2
	More than 1 years to 5 years	103	54.2
	More than 5 years to 10 years	36	18.9
	More than 10 years to 15 years	14	7.4
	More than 15 years	31	16.3
Working Tenure in sales positions	Less than 1 year	4	2.1
	More than 1 year to 5 years	102	53.7
	More than 5 years to 10 years	59	31.1
	More than 10 years to 15 years	11	5.8
	More than 15 years	14	7.4

Table 5.3 (Continued)

Demographic Variables	Categories	Frequencies	Percentage
Competencies performance	Far Below Expectation	1	.5
	Below Expectation	15	7.9
	Meets Expectation	104	54.7
	Exceed Expectation	50	26.3
	Far Exceed Expectation	20	10.5
Name of Banks	Maybank	53	27.9
	CIMB	47	24.7
	Public Bank	14	7.4
	RHB Bank	25	13.2
	Hong Leong Bank	13	6.8
	Affin Bank	11	5.8
	AmBank	26	13.7
	Alliance Bank	1	.5
Job Status	Permanent	152	80.0
	Contract	38	20.0
Location of Branch	Urban Area	153	80.5
	Non-Urban Area	37	19.5
Region	Northern	93	49.0
	Central	66	34.7
	Southern	31	16.3
Annual Income	Less than RM50,000	110	57.9
	RM50,001 to RM75,000	54	28.4
	RM75,001 to RM100,000	17	9.0
	RM100,001 and above	9	4.7

In this study, gender distribution is slightly higher for females (60%) compared to males (40%). While for age distribution, majority of the respondents are in the age ranging between 25 and 44 (92.6%), and out of this percentage, 53.2 per cent of respondents are in age ranged between 25 and 29 years old. Thus, it can be concluded that the respondents in this study were relatively young. This was expected as the banks do have problem in retaining senior salesforce and in addition, senior employees are reluctant to fill up the sales position. Hence, banks need to recruit new employees to be appointed as salesforce. Most of the respondents (177) or 93.2 per cent of salesforce had tertiary educational qualification. The remaining of respondents (13) are having professional and others qualification. In terms of ethnicity, the majority of the respondents are Malays (71.1%), followed by Chinese (21.6%), Indians (6.8%), and others (0.5%). Muslim constitutes the majority of respondents (71.1%), followed by Buddha (21.6%), Hindu (6.3%), and Christian (1.1%).

109 respondents (57.37%) had 1 to 5 years works experience in the same banks, whilst 36 respondents (18.9%) mentioned they already worked in the same banks between 5 to 10 years, followed by 31 respondents (16.3%) who have more than 15 years" experience in the same banks. Only 14 respondents (7.4%) who work less than 1 year in the same banks.

In term of job tenor in sales position, 55.78 per cent (106 respondents) had worked as salesforce in banking for more than 1 year to 5 years. 31.10 per cent of the respondents indicated that they had worked in the sales line between 5 years to 10 years, 5.8 per cent had been worked between 10 years to 15 years, 7.4 per cent had worked more than 15 years and only 2.1 per cent had experienced less than 1 year but more than 6 months. These respondents (< 1 year) have been included because of their performance have been evaluated quarterly. Majority of the respondents earn less than RM50, 000 a year. 28.4 percent of respondents reported earn yearly income between RM50, 000 to RM75, 000. 13.6 percent of respondents earn RM75, 001 and above. In this study, responses came from eight different banks. The frequency table revealed 53 responses from Maybank (27.89%), 47 responses from CIMB (24.73%), 14 responses from Public Bank (7.40%), 25 responses from RHB Bank (13.2%), 13 responses from Hong Leong Bank (6.8%), 11 responses from Affin Bank (5.8%), 26 responses from AmBank (13.7%) and only 1 response from Alliance Bank (0.5%).

Regarding job status, majority (80.0%) of the respondents was permanent and only (20.0%) respondents were on contract basis. In this study, 153 responses (80.50%) were working in urban areas and only 37 responses (19.50%) were in non-urban areas. Of the 190 responses, 93 responses (49.00%) came from Northern region, 66 responses (34.7%) were from Central region and the remaining 31 responses (16.3%) from Southern region.

5.4 Testing the Validity of Construct (Factor Analysis)

In total, three factor analyses were performed separately for each of scale pertaining to independent, mediating and dependent variables. Two statistical criterias as suggested by Hair *et al.* (2010) were used to determine the number of factors to be extracted: (1) the absolute magnitude of the eigenvalues of factors (eigenvalue greater than one criterion), and (2) the relative magnitude of the eigenvalues (scree test plot). The eigenvalue of a factor represent the amount of total variance accounted by the factor. In this study, the total amount of variance explained by the factor (s) is set at 50 per cent and above (Igbaria *et al.*, 1995). The scree- test plot was inspected to find a point at which the shape of the curve changed direction or became horizontal. All factors above the elbow, or a break in the plot, were retained as these factors contributed the most to the variance in the data set (Hair *et al.*, 2010).

In explaining the factors, only a loading of .45 or greater on one factor and .35 or lower on the other factors were considered (Igbaria *et al.*, 1995) in the present study. The cut-off point for significant loading of .45 was suggested by Hair *et al.* (2010) for a sample range 100 to 200. Communalities values above .40 were observed in a case when only one factor emerged from the factor analyses (Blaikie, 2003; and Hair *et al.,* 2010).

In assessing the appropriateness of factor analysis, Hair *et al.* (2010) recommended that as a general rule, the minimum is to have at least five times as many observations as there are variables to be analysed. The present study have fourteen variables, and the minimum sample size needed was 70 (5 X 14 variables) or preferably 140 observations (10 X 14 variables).

The final objective is to minimize the number of significant loadings and to ensure that each variable is associated with only one factor (Blaikie, 2003). Factors which have been cleaned were defined or named by examining the largest values linking the factors to the items in the rotated factor matrix. Consequently, reliability test were carried out after the factor analyses.

5.4.1 Results of Exploratory Factor Analysis

To assess the validity of variables, exploratory factor analysis was performed in this study. Researcher decides to run three separate factor analyses which are on (i) dependent, (ii) mediating and (iii) independent variables. The results for each factor analysis conducted are summarized in Table 5.4, 5.5 and 5.6 respectively.

5.4.1.1 Dependent Variable (Intention to Retain)

Six items were initially used to measure intention to retain. However, two items were reported with low communalities value of .365 and .360 respectively. Thus, these two items were eliminated from further analysis as suggested by Hair *et al.* (2010). Factor analysis was rerun on the remaining of 4 items and indicated an improvement result on loading factor which was illustrated in Table 5.4.

Based on the result in Table 5.4, the overall value of Kaiser-Meyer-Olkin was found to be .816 which is according to Kaiser (1974) is meritorious. The Bartlett´s test of Sphericity (BTS) value was highly significant (p= 0.000), supporting the factorability of the correlation matrix.

In addition, an examination of measure of sampling adequacy for each item fall in the acceptable range that is between .807 - .839. This signifies that the assumptions of factor analysis were met principal components analysis indicated the presence of only one component with an eigenvalue exceeding one (2.85). This factor denoted 71.35 per cent of the variance in the data. As shown in Table 5.4, the factor loadings are between .80 and .87. The Reliability (Cronbach"s Alpha) for this factor is .86, which indicates high reliability.

Table 5.4
Factor and Reliability Result on Dependent Variable (Intention to Retain)

Items	Factor Loading
Works in sales give me satisfaction	0.868
See future in sales line	0.857
Love work in sales line	0.844
Work in sales line for next 5 years	0.808
Eigenvalue	2.85
% of variance	71.35
Cronbach Alpha (α)	.86
Kaiser-Meyer-Olkin Measures of Sampling Adequacy	.82
Bartlett"s Test of Sphericity: Approx. Chi-Square	353.52
df	6
Sig	.00

5.4.1.2 Mediating Variable (KPI achievement)

The mediating variable has also undergone factor analysis process as well. Seven items were used to measure KPI achievement and these measures of performance have never been used in the previous literature. However, they are currently used by commercial banks in Malaysia. Hence, factor analysis has been recommended to determine the underlying structure for a set of variable.

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As shown in Table 5.5 for the 7 items, the overall value of Kaiser-Meyer-Olkin was found to be .842, exceeding the recommended value of .60 (Hair *et al.,* 2010) and according to Kaiser (1974) it is meritorious. The BTS value was large (712.712) and highly significant (p= 0.000). An examination of the measure of sampling adequacy for each item also fall in the acceptable range of .772 -.911. This indicates that KMO, MSA and BTS value was suitable for factor analysis.

Six out of seven communalities values were between .51 to .72 which was more than acceptable value of .4, and only one item, which is "sales target set by the bank", was reported with less communalities values at .37. However, the researcher decided to retain this item scale for further analysis as it was major important item scale for measuring KPI achievement. This approach was consistent with Hair *et al.,* (2010, pp. 120). Principal components analysis conducted on seven items of KPI achievement resulted in a single factor with eigenvalue (4.09), explaining 58.42 per cent of the variance in the data. All seven factors loading are between .60 and .85 were surpassed the minimum cut off value of .45 which categorized as practically significant loading (Hair *et al.*, 2010) and as sufficiently high for new set of variables (Ledesma & Valero-Mora, 2007). The Cronbach"s Alpha for this factor was .88, which indicates high reliability. Item-to-total correlations revealed that removal of any item would not increase the alpha beyond .88, thus supporting the inclusion of all scale items.

Table 5.5
Factor and Reliability Result for KPI Achievement

Items	Factor Loadings
Service index according to SOP	.853
Turnaround time according to SOP	.801
Attend course and training	.787
Yearly audit rating	.781
Retain existing customers	.778
Acquire new customers	.717
Sales target set by the bank	.608
Eigenvalue	4.09
% of variance	58.42
Cronbach Alpha (α)	.88
Kaiser-Meyer-Olkin Measures of Sampling Adequacy	.84
Bartlett"s Test of Sphericity: Approx. Chi-Square	712.71
df	21
Sig	.00

5.4.1.3 Independent Variables

For independent variables, factor analysis was conducted based on nine questions on performance orientation, three questions on affiliate interest, four questions on commitment to work, eight questions on high job quality, nine questions on agility, seven questions on adaptive selling, four questions on planning, five questions on learning, seventeen questions on communication, five questions on leadership, eleven questions on high performance culture and five questions on teamwork.

As shown in Table 5.7 for 87 items, the overall value of Kaiser-Meyer-Olkin was found to be .889 which is according to Kaiser (1974) it is meritorious. The BTS values were large (12,254.261) and significant (0.000). The KMO, MSA and BTS value indicated that the independent variables were fit for factor analysis.

The results for extracted independent variables are shown in table 5.7. From the output, measures of independent variables produced 19 factors with eigenvalue more than 1. These 19 factors captured 71.49 per cent of the total variance of the items. However after Varimax rotation, there are quite number of cross-loading with value more than .35 loaded on more than two factors. Three factors, 17, 18 and 19 were affected. A common practice is to delete these items, which reduce the inconsistent correlations among the factors and consequently improve the scale reliability (Hair *et al.,* 1998).

Besides that, two factors (13 and 16) were found to have only one item in it. Hair *et al.,* (2010) classified it as unstable and recommended for elimination from further consideration

With 14 factors remaining, the factors loading of the items were between .46 and .79. The loading of .46 was exceeded .45 which was the minimum requirement level for a sample size of 150 to 200 (Hair *et al.,* 2010). Besides that, the reliability test also indicated an acceptable result with the coefficient alpha range from .62 to .92.

Based on these score, the 14 factors remain are named accordingly. The first factor contains questions relating the ability of the respondents to communicate. Accordingly, the factor is named as communication. The second factor is dominated by questions relating to the ability of respondents to provide accurate information, conformance to service/product standard, therefore it is labelled as job quality.

The third factor contains questions relating to respondents" perception towards performance culture, how the banks rewarded the employees, does the bank encourage risk taking, so this factor is labelled as high performance culture. The fourth factor is seeking the respondents view specifically on their leaders, therefore is labelled as articulate vision leadership. The fifth factor, also deals with respondent"s perception about the teamwork in the organization particularly in doing sales. Therefore, it is named as teamwork.

The sixth factor is dominated by questions on the ability of respondent to adapt them in doing selling. Consequently, it is labelled as adaptive selling beliefs. The seventh factor is dominated by questions related to the ability of respondents to develop new selling skill, acquire selling and necessary skill, respond to any changes in market and customers" need, therefore it is label as agility speed. The eight factor is label as planning as it is dealing with questions related to the ability to develop plan which encounter for anticipate obstacle. Factor ninth contains three questions pertaining to the ability of respondents to take responsibility, to do personal scarification and put extra effort in selling. Accordingly, it is label as commitment to work.

With four questions related to the ability of respondents toward their performance, factor ten is named performance orientation. Factor eleventh is labelled as agility flexibility. It is related to questions on the ability of respondent to be flexible moving from one sales project to another, capitalize other employees and deploy information technology in doing sales (IT).

Factor twelve contains only two questions mainly related to the ability of respondents to allocate time for uncertainty and utilize significant resources, therefore it has been labelled as responsiveness. No label is given to factor thirteen, sixteen due to only one item in these factors and also factor seventeen since it is affected by cross loading.

Factor fourteen is labelled as affiliate interest competency since it is related to the ability of respondents to affiliate with others. Finally factor fifteen is labelled as adaptive selling behaviour because it relates to respondents ability to be flexible and easy use in selling behaviour.

Overall, results of the exploratory factor analysis on the main variables proposed in the conceptual framework reveal dimensions that are different from the original dimensions. Variables such as performance orientation, agility and adaptive selling produced more than one dimensions. In contrast, learning competency was not realized, thus was excluded from subsequent analysis.

Table 5.6 shows the comparison between the original dimension and the final dimension after factor analysis. Subsequently, the 14 factors remain are named accordingly. While Table 5.7 reveals the factor analysis results for independent variables.

Table 5.6

Comparing Original Dimension to Final Dimension after Factor Analysis

Original dimension	Dimension derived after factor analysis
Performance Orientation	Performance Orientation
	Responsiveness Orientation
Affiliate Interest	Affiliate Interest
Commitment to Work	Commitment to Work
Job Quality	Job Quality
Agile	Agility speed
	Agility flexibility
Adaptive Selling	Adaptive Selling belief
	Selling Behaviour
Planning	Planning
Learning	-
Communication	Communication
Leadership	Leadership
High Performance Culture	High Performance Culture
Teamwork	Teamwork

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Table 5.7

Factor Analysis on Independent Variables

	Component																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Factor 1																			
Easy to talk to	.671																		
I am a good listener	.665																		
Able to say right thing at right time	.659																		
Respond to message quickly	.656																		
Customer easily understood when speak	.633																		
Keep customer aware the status of application	.616																		
Provide advice to customer when necessary	.606																		
Sensitive to current customers' need	.600																		
Keep customer aware the status of product/service	.591																		
Pay attention to what people say	.533																		
Able to express idea clearly	.492																		
Factor 2																			
Ensure accuracy in providing information		.723																	
Ensure conformance of service to standard		.697																	
Ensure consistency in providing product\service		.681																	
Make design changes in product\service		.670																	
Meet and exceed customer's needs and preference		.669																	
Provide high quality and reliable product\service		.656																	
Produce quality product as motivation factor		.642																	
Having friend		.550																	
Favour own works than others		.463																	

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Factor 3																		
Concerned with future and external world			.721															
Exceptional performance is recognized and appropriately rewarded			.697															
Bank will share its financial success with employees			.696															
Bank encourages any experimentation, inquiry and risk taking			.687															
Manager and employees accept and support changes			.683															
Attract people required to achieve goals			.655															
Emphasis on mutual trust, frankness and openness			.580															
Treat everyone with care, respect and dignity			.558															
Great opportunities for personal and professional growth			.548															
Contribute more than normally required			.476															
Factor 4																		
My Leader paints interesting picture for group's future				.788														
My leader always seek new opportunity				.777														
My leader inspire others				.739														
My leader get others committed				.640														
Factor 5																		
Manager and employees have sense of ownership and proud on achievement					.716													
Manager and employees protect and promote group reputation					.706													
Manager and employees exchange input for proper solutions					.639													

Factor 6																		
Treat buyers differently					.759													
Change approach from customer to customer					.740													
Experiment with different sales approaches					.608													
Vary sales styles from situation					.512													
learn new approaches for dealing					.465													
Factor 7																		
Developing new selling skill						.652												
Acquiring necessary skill for business process change						.650												
Respond to market condition's changes						.601												
Acquiring new selling and software skill, IT knowledge						.594												
Respond to customers' need changes						.564												
Factor 8																		
Breaking large task to subtasks							.723											
Evaluate alternatives given							.711											
Develop plans for anticipate obstacle							.653											
Logical and systematic approach							.551											
Factor 9																		
Accept full responsible for any problems								.710										
Spend extra efforts								.660										
Make personal scarifies								.629										
Factor 10																		
Communicate achievement									.799									
Manager criteria									.711									
Think my performance									.506									
Achieving unrealistic sales target									.489									

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Factor 11																			
easily move											.705								
Capitalize another employee employment											.605								
Deploy flexible IT											.585								
Factor 12																			
Time for uncertainty												.742							
Utilize significant resources												.650							
Factor 14																			
Express open appreciation														.738					
Prefer a friendly and easy leader														.600					
Factor 15																			
Easily use variety selling approach															.528				
Flexible in selling approach															.496				
Eigen value	28.26	4.84	3.33	2.71	2.27	2.10	2.03	1.91	1.78	1.73	1.52	1.44	1.35	1.30	1.28	1.14	1.11	1.08	1.02
% of variance	32.48	5.57	3.83	3.11	2.60	2.41	2.34	2.19	2.05	1.98	1.75	1.67	1.55	1.49	1.47	1.32	1.18	1.24	1.17
Cronbach''s Alpha	.91	.90	.92	.89	.88	.82	.86	.83	.80	.73	.77	.69	n.a	.62	.82	n.a	n.a	n.a	n.a

Kaiser-Meyer-Olkin Measures of Sampling Adequacy: .889
Bartlett Test of Sphericity: Approx. Chi-Square 12254.261
: Sig 0.000
Note: F1 (Communication); F2(High Job Quality);F3(High Performance Culture);F4(Articulate Visionary Leader);F5(Teamwork);F6(ADS Behaviour);F7(Speed);F8(Planning); F9(Commitment To Work);F10(Performance Orientation);F11(Flexibility);F12(Responsiveness);F13(Affiliate Interest); F14(ADS Belief)

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5.4.2 Reliability

Reliability is simply defined as "consistency" regardless of whenever the same procedures are used repeatedly (Babbie, 2013). The measurement is regarded reliable if it yields the same results when the same techniques applied repeatedly on the same respondents over a different period of time. The common measurement for reliability is Cronbach's alpha, which is having range from 0 to 1. According to Nunnally (1978) the value of 0.6 is the acceptable value for research in general. Sekaran (2003) noted that reliability less than .60 is considered to be poor, that in range .70 is acceptable, and those over .80 are good. In the present study, a minimum reliability (Cronbach's Alpha) value of .6 was set as recommended by Nunally (1978).

5.4.2.1 Reliability Test

Table 5.8 below summarizes the reliability test of the measures (take into consideration of deleted items). As shown, Cronbach Alphas of the measures were all comfortably above the acceptable value that is $\alpha > .60$. Hence, all the measures were highly reliable.

Table 5.8
Reliability Test Result

Factor	No. of Items	Alpha-Value
Retention in sales job	4	.865
KPI Achievement	7	.876
Effective Communication	11	.905
Job quality	9	.902
High Performance Culture	10	.918
Leadership	4	.894
Sales Teamwork	3	.878
Adaptive Selling beliefs	5	.816
Agility speed	5	.856
Planning	4	.833
Commitment to Work	3	.801
Performance orientation	4	.731
Agility flexibility	3	.766
Responsiveness	2	.693
Affiliate Interest	2	.618
Selling Behaviour	2	.822

5.5 Restatement of Hypotheses

Since some new variables were created following the factors analyses, the initial hypotheses had to be restated. A summary of the revised hypotheses is given in Table 5.9.

Table 5.9
Summary of Restated Hypotheses

H1	**There is a positive and significant relationship between individual competencies, perceived organizational factors on KPI achievement (addressing research question 2)**
H_{1a}	There is a positive and significant relationship between sales force"s performance orientation and KPI achievement.
H_{1b}	There is positive and significant relationship between responsiveness and KPI achievement.
H_{1c}	There is a positive and significant relationship between sales force"s affiliate interest and KPI achievement.

Table 5.9 (Continued)

H_{1d}	There is a positive and significant relationship between sales force''s commitment to work and KPI achievement.
H_{1e}	There is a positive and significant relationship between sales force''s job quality and KPI achievement.
H_{1f}	There is a positive and significant relationship between sales force''s agility speed and KPI achievement.
H_{1g}	There is a positive and significant relationship between sales force''s agility flexibility and KPI achievement.
H_{1h}	There is a positive and significant relationship between sales force''s adaptive selling beliefs and KPI achievement.
H_{1i}	There is a positive and significant relationship between sales forces'' selling behaviour and KPI achievement.
H_{1j}	There is a positive and significant relationship between sales force''s effective communication and KPI achievement.
H_{1k}	There is a positive and significant relationship between sales force''s planning and KPI achievement.
H_{1l}	There is a positive and significant relationship between sales force''s perceived on articulate visionary leadership and KPI achievement.
H_{1m}	There is a positive and significant relationship between sales force''s perceived on high performance culture and KPI achievement.
H_{1n}	There is a positive and significant relationship between sales force''s perceived on teamwork and KPI achievement.

Hypothesis

H_{2a}	There is a positive and significant relationship between KPI achievement and intention to retain in sales job. (Addressing research question 3).

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Table 5. 9 (Continued)

H3	**There is a positive and significant relationship between individual competencies and intention to retain in sales (addressing research question 4).**
H_{3a}	There is positive and significant relationship between performance orientation and intention to retain in sales job.
H_{3b}	There is positive and significant relationship between responsiveness and intention to retain in sales job.
H_{3c}	There is positive and significant relationship between affiliate interest and intention to retain in sales job.
H_{3d}	There is positive and significant relationship between commitment to work and intention to retain in sales job.
H_{3e}	There is positive and significant relationship between job quality and intention to retain in sales job.
H_{3f}	There is positive and significant relationship between agility speed and intention to retain in sales job.
H_{3g}	There is positive and significant relationship between agility flexibility and intention to retain in sales job.
H_{3h}	There is positive and significant relationship between adaptive selling beliefs and intention to retain in sales job
H_{3i}	There is positive and significant relationship between selling behaviour and intention to retain in sales job
H_{3j}	There is positive significant relationship between effective communication and intention to retain in sales job.
H_{3k}	There is positive and significant relationship between planning and intention to retain in sales job.

Table 5.9 (Continued)

H4	**Salesforce' perceptions on organizational factors will have significant effect on intention to retain. (addressing research question 5).**
H_{4a}	There is positive and significant relationship between articulate visionary leadership and intention to retain in sales job.
H_{4b}	There is positive and significant relationship between high performance culture and intention to retain in sales job.
H_{4c}	There is positive and significant relationship between teamwork and intention to retain in sales job.

H5	**KPI achievement mediates the relationship between individual competencies, perceived organizational factors and intention to retain in sales job. (addressing research question 6).**
H_{5a}	KPI achievement mediates the relationship between performance orientation and intention to retain in sales job.
H_{5b}	KPI achievement mediates the relationship between responsiveness and intention to retain in sales job.
H_{5c}	KPI achievement mediates the relationship between affiliate interest and intention to retain in sales job.
H_{5d}	KPI achievement mediates the relationship between commitment to work and intention to retain in sales job.
H_{5e}	KPI achievement mediates the relationship between job quality and intention to retain in sales job.
H_{5f}	KPI achievement mediates the relationship between agility speed and intention to retain in sales job.
H_{5g}	KPI achievement mediates the relationship between agility flexibility and intention to retain in sales job.

Table 5.9 (Continued)

H_{5h}	KPI achievement mediates the relationship between adaptive selling beliefs and intention to retain in sales job.
H_{5i}	KPI achievement mediates the relationship between selling behaviour and intention to retain in sales job.
H_{5j}	KPI achievement mediates the relationship between communication and intention to retain in sales job.
H_{5k}	KPI achievement mediates the relationship between planning and intention to retain in sales job.
H_{5l}	KPI achievement mediates relationship between articulate visionary leadership and intention to retain in sales job.
H_{5m}	KPI achievement mediates relationship between high performance culture and intention to retain in sales job.
H_{5n}	KPI achievement mediates relationship between teamwork and intention to retain in sales job.

5.6 Descriptive Statistics

The means, standard deviations, and intercorrelations for each factor were computed to understand the variability and interdependence of the subscales derived from factor analysis. All the means of the items in each factor, later on were used for hypothesis testing.

5.6.1 Means and Standard Deviation of Variables

Table 5.10 shows the means and standard deviations of the variables in the study. The full output is given in Appendix H. In this study, all items to the study variables were used a 5-point Likerts scales. While, to determine the levels of agreement of the variables the mean scores were used.

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A mean score of 2.00 or less was considered as "low"; mean scores between 2.1 and 3.5 were categorized as "moderate"; while mean scores of above 3.5 or higher were classified as "high".

Table 5.10
Mean Scores and Standard Deviations for the study Variables

Variables	Mean (M)	Standard Deviations (SD)
Performance	3.63	0.64
Responsiveness	3.87	0.62
Affiliate Interest	3.94	0.69
Commitment to Work	3.95	0.62
Job Quality	4.04	0.55
Agility Speed	3.86	0.56
Agility Flexible	3.68	0.58
Adaptive Selling Beliefs	3.77	0.60
Adaptive Selling Behaviour	3.90	0.64
Planning	3.80	0.57
Communication	3.96	0.51
Leadership	3.75	0.74
High Performance Culture	3.75	0.60
Teamwork	3.70	0.72
KPI Achievement	3.62	0.63
Intention to Retain sales job	3.48	0.77

From Table 5.10, it can be seen that job quality (M = 4.04, SD = .55) was perceived highly by the respondents. It means that, the bank"s salesforce is highly need the ability to provide accurate information, conformance to standard of services, consistent in product/service, change in product/services design, meet and exceed customer"s needs and preference. Followed by communication (M = 3.96, SD = 0.51), commitment to work (M =3.95, SD=0.62), affiliate interest (M = 3.94 , SD =0.69), adaptive selling behaviour (M = 3.90, SD =0.64), responsiveness (M = 3.87, SD = 0.62), agility speed (M = 3.86, SD = 0.56), planning (M = 3.80 , SD = 0.57), adaptive selling beliefs (M =3.77 , SD = 0.60) leadership (M = 3.75, SD = 0.74), high performance culture (M =

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3.75, SD = 0.60), teamwork (M =3.70 , SD =0.72), agility flexible (M = 3.68, SD =0.58), performance orientation (M =3.63 , SD = 0.64).

In sum, all these values were considered as high. It is also noted that SD is low, indicating that there is little variances between the respondents responses. In other words, there is high consistency in the answers from the respondents.

The mediating variable, achievement of KPI indicated as high level toward the intention to retain in sales job (M = 3.62, SD = 0.63). Nevertheless, the dependent variable, intention to retain in sales was recorded as moderate (M =3.48, SD =0.77).

5.6.2 Correlation Analysis

The Pearson product-moment correlation coefficients (r) were computed to test the correlations and directions among study variables. This analysis was also performed to examine the interdependency of the study variables. Before conducting a correlation analysis, preliminary analyses were undertaken to ensure no violation of the assumptions of linearity, normality and homoscedasticity. The distribution of scores of the study variables were investigated through histograms and scatterplots. No violations of the assumptions were found. For the behavioural science, correlations coefficients of .10, .30, .50, regardless of the sign are typically interpreted as small, medium and large coefficients, respectively (Green, Salkind, & Akey, 1997). But, if correlation coefficients are exceeding .80, they indicate the existence of multicollinearity (Hair *et al.,* 2010).

Table 5.11
Pearson Correlations Matrix for Study Variables

Variables	PO	AF	CTW	JQ	Agile1	Agile2	Plan	Comm	Leader	HPC	TW	RD	ADTS1	ADTS2	ACKPI
1. PO	1														
2. AF	.291**														
3. CTW	.358**	.348**													
4 .JQ	.421**	.429**	.514**												
5. Agile 1	.361**	.424**	.524**	.639**											
6. Agile 2	412**	.157**	.309**	.450**	.535**										
7. Plan	.359**	.325**	.490*	.535**	.515**	.439**									
8. Comm	.384**	.372**	.562**	.581**	.594**	.480**	.547**								
9. Leader	.449**	.254**	.325**	.498**	.433**	.385**	.420**	.411**							
10. HPC	.458**	.305**	.391**	.510**	.532**	.429**	.490**	.493**	.645**						
11. TW	.359**	.194**	.434**	.534**	.425**	.336**	.433**	.459**	.554**	.665**					
12. RD	.429**	.221**	.401**	.458**	.392**	.380**	.471**	.402**	.324**	.364**	.378**				
13. ADTS1	.352**	.374**	.434**	.493**	.531**	.449**	.459**	.576**	.400**	.502**	418**	.287**			
14. ADTS2	.400**	.375**	.569**	.499**	.554**	.465**	.488**	.595**	.425**	.501**	.480**	.420**	.587**		
15. KPI Ach	.373**	.146*	.271**	.268**	.319**	.372**	.269**	.265**	.303**	.397**	.395**	.273**	.218**	.286**	
16. Retain	.322**	-.110	.065	.149*	.143*	.219*	.192**	.189**	.422**	.444**	.420**	.220**	.197**	.230**	.327**

Note N= 190

** Correlation is significant at the 0.01 level (1-tailed)

* Correlation is significant at the 0.05 level (1-tailed)

As shown in Table 5.11, 118 out of 120 inter-correlations were statistically significant. Correlation among independent variables were statically significant, ranging from r = .157 (p<0.05) to r = .665 (p<.01). Correlations between high performance culture and teamwork (r = .665, p<.01), leader and high performance culture (r = .645, p<0.01) and job quality and agility speed (r= .639, p<.01), were considered high. As such, statistical independence did exist between these variables.

All the correlations between independent variables and KPI achievement were significant and positive. These correlations ranged from r = .146 (p<.05) to r = .397 (p<0.01). Thus, the correlations are classified as small and moderate. Nonetheless, these findings still indicate that statistical independence existed between independent variables and KPI achievement.

Almost all correlations between independent variables with intention to retain were positively significant and these correlation ranged from r = .143 (p<.05) to r = .444 (p<0.01). Affiliate interest and commitment to work contract, on the other hand, had no significant correlation with intention to retain (r = -.110 (p>0.05) and r = .065 (p>0.05).

Although correlations among most of the variables were significant, the strength of the correlation were below .90, hence, indicating no serious multicollinearity (Hair *et al.,* 2010).

In general, the results of the correlation analyses on the variables suggested that if respondents have higher individual competencies and higher positive perception of organizational factors, they tend to achieve their KPI. Subsequently, the result revealed that the higher the KPI achievement, the higher is the retention in sales line.

5.7 Checking the Assumptions for Multiple Regression Testing

Standard multiple and hierarchical regression were applied to investigate the relationship between the predictor variables and the criterion variable as posited in the research hypotheses. Both types of regressions are considered suitable for this study since both the predictor and criterion variables measured on a continuous scale. Equally important is on issue of sample size. This study has adopted the formula for sample size calculation provided by Tabachnick and Fidel (2007). This formula for sample size takes into consideration the number of independent variables that will use: $N > 50 + 8m$ (where m = number of independent variables). With respect to this study, there are 14 independent variables, which derived from factor analysis. As such, the sample size calculation for this study is $50 + 8(14)$ or equal to 162 cases. However, the actual sample for this study was 197, which exceeded the critical sample size required.

5.7.1 Missing Value

Screening of the data in SPSS showed that there was no missing data. This is because the 4 incomplete questionnaires were excluded from the analysis. All 197 usable questionnaires were free from missing data and therefore could be tested for outliers and normality.

Table 5. 12
Missing Value Result

There are no variables with 5% or more missing values. CROSSTAB tables are not produced.
There are no missing values. MPATTERN is not produced.

5.7.2 Outliers

Outliers occur when the scores are very high and very low. In examining outliers for this study, it has been be checked by inspecting the Mahalanobis distances that was produced by the regression. It has been identified by comparing the chi-square with Mahalanobis score using of independent variable as the degree of freedom (Coakes, Steed, & Ong, 2010). The critical values in Chi-square distribution table (SRE +- 3.0 and MAH < 31.26). Therefore, 7 cases were identified and subsequently omitted for further analysis.

5.7.3 Multicollinearity

Multicolinearity refers to a condition where more than two independent variables are highly correlated (Cooper & Schindler, 2008). The existence of multicolinerity can be expected when the correlation value greater than 0.8. Therefore, if the variance inflation factor (VIF) index falls at 10.0 or more, it suggests multicolinearity. The present study employed the tolerance value and VIF to observe the existence of multicolinerity among the tested variables.

Table 5. 13 below illustrates that the tolerance values of all the variables ranged between 0.378 and 0.727. It indicated that tolerance values of all the variables in this study were more than 0.1 as suggested by Hair *et al.,* (2010). The VIF for all the variables ranged between 1.375 and 2.644, which showed that all the VIF values were below the threshold value of 10 as suggested by Hair *et al.,* (2010). Based on the above discussion, it is indicated that the issues of multicolinearity did not exist in the current study. The full SPSS report is given in Appendix J.

Table 5.13
Multicollinearity Test

	Tolerance	Variance Inflation Factor
F1COMMUNICAT	.440	2.270
F2JQ	.416	2.405
F3HPC	.378	2.644
F4LEADER	.513	1.949
F5TWC	.442	2.265
F6ADTBEL	.513	1.950
F7AGILES	.413	2.419
F8PLAN	.536	1.865
F9CTW	.523	1.912
F10PO	.616	1.623
F11AGILEF	.546	1.831
F12RESS	.639	1.564
F14AFF	.695	1.438
F15ADTSBEH	.450	2.222
ACKPIM	.727	1.375

5.7.4 Normality

In order to test the normality, Skewness and Kurtosis values were used. Normality exists when standard error for Skewness and Kurtosis ratios is between ± 2 at the significance level of .05 (Hair *et al.,* 2010). As shown in Table 5.14, all of the Skewness and Kurtosis ratios are between the normal distribution ± 2. Consequently, the assumptions of normality are met.

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Table 5.14
Normality Test

	Skewness		Kurtosis	
	Statistic	**Std.Error**	**Statistic**	**Std. Error**
F10PO	.018	.176	-.016	.351
F12RES	-.020	.176	-.028	.351
F14AFF	-.304	.176	-.150	.351
F9CTW	-.071	.176	-.568	.351
F2JQ	.030	.176	-.788	.351
F7AGILES	.178	.176	-.463	.351
F11AGILEF	.364	.176	-.363	.351
F6ADTSBEL	.143	.176	-.406	.351
F15ADTSBEH	.088	.176	-.397	.351
F8PLANM	.382	.176	-.198	.351
F1COMMUNI	-.010	.176	-.270	.351
F4LEADER	-.550	.176	1.158	.351
F3HPC	.007	.176	-.254	.351
F5TWC	-.094	.176	-.168	.351
KPIachie	.044	.176	-.170	.351
Retain	-.497	.176	.918	.351

5.7.5 Linearity, Homoscedasticity and Independence of Residuals

Linearity was evaluated through an analysis of residuals and partial regression plots. The result of testing linearity through scatter plot diagrams is shown in Figure 5.1, which shows no evidence of nonlinear pattern to the residuals.

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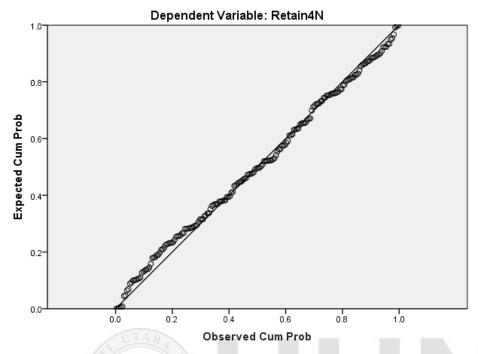
Figure 5.1
Linearity Test (DV- Intention to Retain)

Likewise, Figure 5.2 illustrates the result of homoscedasticity test. The finding of the homoscedasticity test through scatter plot diagrams of studentized residuals shows that homoscedasticity exists in the set of independent variables and the variance of dependent variable.

Scatterplot

Dependent Variable: Retain4N

Figure 5.2
Homoscedasticity Test (DV-Intention to Retain)

To check for independence of residuals, the Durbin-Watson statistics were utilized. Coakes and Steed (2003) recommended that if the observed value of the Durbin-Watson statistics is within the range of 1.5 to 2.5, it can be assumed that the assumption of independence of residuals is not violated. The Durbin-Watson statistics in this study showed that none violated the threshold recommended, whereby the reported value from 1.83 to 2.09. Therefore, the independence assumption was also met. If the plot of standardized versus predicted values indicate the residual being roughly rectangular distributed, with most of the scores concentrated at the center (along the 0 point), all the assumptions underlying multiple regression are said to be met (Hair *et al.*, 1998).

In this study, the dispersion of residuals were relatively equal about zero and there was no strong tendency to be either greater or less than zero. Thus four assumptions of multiple regression analyses were deemed met

5.8 Hypotheses Testing, Regression Analysis and Discussion

The key objective of hypotheses development is to test the relationship between all the variables in the present study: (a) Individual competencies and KPI achievement (b) KPI achievement and intention to retain (c) Individual competencies and intention to retain (d) perceived organizational factors and intention to retain;   (e) individual competencies, perceived organizational factors, KPI achievement and intention to retain.

A standard multiple regressions were conducted to test the hypotheses 1, 3, and 4 while and simple regression was done to test the hypothesis 2 of this study. The regressions were used because the researcher specifically wants to gauge how well the respondents" individual competencies   and their perception on organizational factors predict KPI achievement and intention to retain in sales. The predictors encompassed of the fourteen variables (performance orientation, responsiveness, affiliate interest, commitment to work, job quality, speed, flexibility, adaptive selling beliefs, adaptive selling behaviour, planning, communication, leadership, high performance culture and teamwork) have been entered into regression equation.

5.8.1 Results and Discussion of Regression on Elements of Individual Competencies and Perceived Organizational Factors on KPI Achievement.

To test hypothesis 1, standard multiple regression analysis was done. This is to test the effects of elements of competencies and perceived organizational factors on KPI achievement. The predictors are elements of competencies and perceived organizational factors and the criterion variable relates to KPI achievement. Thus, these variables were entered into regression equation and the result summary was in Table 5.16 (1-tailed).

Table 5.15
Results for Standard Multiple Regression Elements Competencies and Total Perceived Organizational Factors on KPI achievement (2-tailed)

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	.20	2.457	0.015*
Responsiveness	-	.04	0.473	0.637
Aff. Interest	+	.02	0.281	0.779
COTW	+	.07	0.832	0.406
JQ	-	.09	0.988	0.325
Speed	+	.09	0.856	0.393
Flexibility	+	.22	2.610	0.010**
Selling Belief	-	.10	1.137	0.257
Selling Behav	-	.013	0.130	0.897
Communication	-	.04	0.448	0.655
Planning	+	0.007	0.083	0.934
Vision Leader	-	.03	0.388	0.698
HPC	+	.13	1.271	0.205
Teamwork	+	.24	2.520	0.013**

R²	.27
Adj R²	.21
R² Change	.27
F Change	4.70**

Note: *p < .05, **p <.01 (2-tailed)

Table 5.16

Results for Standard Multiple Regression Elements Competencies and Total Perceived Organizational Factors on KPI Achievement (1-tailed)

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	.20	2.457	0.007**
Responsiveness	-	.04	0.473	0.318
Aff. Interest	+	.02	0.281	0.389
COTW	+	.07	0.832	0.203
JQ	-	.09	0.988	0.162
Speed	+	.09	0.856	0.197
Flexibility	+	.22	2.610	0.005**
Selling Belief	-	.10	1.137	0.129
Selling Behav	-	.013	0.130	0.449
Communication	-	.04	0.448	0.328
Planning	+	0.007	0.083	0.467
Vision Leader	-	.03	0.388	0.49
HPC	+	.13	1.271	0.103
Teamwork	+	.24	2.520	0.006**
R²			.27	
Adj R²			.21	
R² Change			.27	
F Change			4.70**	

*Note: *p < .05, **p <.01 (1-tailed)*

Based on Table 5.16, the F-statistic that explains the overall significance of the model is found to be significant at 0.000 levels with R-squared of 0.27 and adjusted R-squared of 0.21. This result is slightly higher than most of sales performance studies that generally explain between 10 and 20 percent of the variance in performance (Plouffe *et al*., 2010; Churchill *et al*., 1985; Franke & Park, 2006; and Vinchur, Schippmann, Switzer & Roth, 1998). This results also show that the regression model consisting of performance orientation, responsiveness, affiliate interest, job quality, commitment to work, speed, flexibility, adaptive selling beliefs, adaptive selling behaviour, planning, communication, articulate leader, high performance culture and teamwork could explain 27 percent changes in KPI achievement.

Further, the predictors from individual competencies component such as responsiveness, affiliate interest, job quality, and commitment to work, speed, adaptive selling beliefs, adaptive selling behaviour, planning and communication, and perceived organizational factors namely articulate leader and high performance culture are insignificant with KPI achievement. Meanwhile there are two predictors from individual competencies, which are **performance orientation** and **agile flexibility** found significant with KPI achievement. While, one predictor from organizational factors component, which is teamwork, has statistically significant influenced with KPI achievement. These three significant predictors (performance orientation, agile flexibility and teamwork) are supporting the hypotheses. Detail of the result is in Appendix M.

5.8.1.1 Individual competencies

The results of these variables discussed in the following sections.

Performance Orientation (PO)

The coefficient estimation of PO is 0.2 with t-value of 2.457 ($p < 0.01$). This result indicates that a 0.2 point increase in performance orientation, result in an increase of 1 point in KPI achievement of the salesforce in Malaysian retail banks. The result shows that there is a positive and significant relationship between PO and KPI achievement, which appears to suggest that the higher the salesforce"s performance orientation and ability to perform, the higher is his/her KPI achievement. Hence, the null hypothesis H_{1a} is rejected.

The positive and significant finding for performance orientation in this study is concurred with Silver *et al.* (2006) and Kohli *et al.* (1998). They contended that salespeople with performance orientation focus on performing well since good performance as a means to attain extrinsic rewards from others (e.g. supervisors). This finding was very interesting. It contradicts with many previous studies, which found typical salesforce in Eastern regional group exhibits lower level of performance as compared toward friendly relationship and interaction with others (Moberg & Leasher, 2011).

One possible explanation for high performance driven among Malaysian banks salesforce is that the increased focus on performance oriented culture which presently embeds in bank"s business practice. Banks advocate „Pay for Performance" culture in which high performance is duly rewarded. The bonus will be paid according to the group"s business unit and individual KPI performance (Maybank Annual Report, 2013, pp 112).

Responsiveness

The coefficient estimation of responsiveness is -0.04 with t-value of -0.473 (p >0.05). This result indicates that a 0.04 point decrease in salesforce responsiveness, result in an increase of 1 point in KPI achievement among salesforce in retail bank in Malaysia. The result shows that there is a negative and insignificant relationship between responsiveness and KPI achievement, which suggests that lesser responsiveness exhibited by salesforce, KPI achievement result is higher. The result fails to reject null hypothesis H_{1b}.

Responsiveness is the timely reaction towards the job needs particularly meeting customers' needs. Responses in this study suggest that responsiveness has a negative relationship and not significant on KPI achievement. This result shows that, on time response in doing sales is not important, but the success to close the sales is more important. In addition human responsiveness sometime can be affected by emotion. The possible explanation is that, the different perceptions between customers and salesforce in dealing do exist. Customers may refuse to give immediate response to salesforces offer but on the other hand, salesforces prefer to close the sales immediately so that they can achieve their KPI. Hence, this might result in low in productivity if the differences could not be reconciled (Munusamy, Chelliah, & Mun, 2010).

Affiliate Interest (AI)

The coefficient estimation of affiliate interest is 0.02 with t-value of 0.281($p > 0.05$). This result indicates that a 0.02-point increase in affiliate interest of sales force, result in an increase of 1 point in KPI achievement. Although the result is not significant, but it shows that there is a positive relationship between affiliate interest and KPI achievement, which reveals if affiliate interest increased, the KPI achievement is higher. The result fails to reject null hypothesis H_{1c}.

Affiliate interest is referring to the ability of salesforce for friendly relationship and interaction with others including customers, colleagues and superiors. The lack of a significant relationship between salesforce affiliate interest and KPI achievement in Malaysia retail banks may be explained by lack of interaction between salesforce with customers and others.

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Regular interaction with customers particularly, is related with the increasing in sales (Boles *et al*., 2000). Given this phenomenon, the researcher believes that the ability to manage relationships is increasingly important to salesforce for achieving KPI. More important, the concept of working relationship for salesforce must be extended to customers, business partners, and banks employees from other functional areas (Park & Deitz, 2006). Salesforce in this study however may have a less interaction since his/her KPI focuses more on sales target rather than other tasks.

Commitment to Work (CTW)

The coefficient estimation of commitment to work is 0.07 with t-value of 0.832 (p > 0.05). This result indicates that a 0.07 point increase in commitment to work; result in an increase of 1 point in KPI achievement by salesforce in Malaysian retail banks. Although the result is not significant, but it has a positive relationship between commitment to work and KPI achievement which indicates that when salesforce committed to work or committed to sales profession it leads to higher performance. The result fails to reject null hypothesis H_{1d}.

This implies that, commitment to work failed to influence KPI achievement. The possible reason for this finding is the incentive provided by the bank for KPI achievers outweigh the salesforce's commitment to work (Durkin & Bennett, 1999).

Job Quality (JQ)

The coefficient estimation of job quality is -0.09 with t-value of -0.988 (p > 0.05). This result indicates that a 0.09 point decrease in job quality, result in an increase of 1 point in KPI achievement in sales. Although the result is not significant, it shows that there is a negative relationship between job quality and KPI achievement. KPI achievement will be lower when job quality is highly imposed. The result fails to reject the null hypothesis H_{1e}.

The result indicated an increase in job quality lead to lower of KPI achievement. This finding is consistent with Menezes (2012) which showed those employees who are working in financial services are less satisfied with their jobs due to quality requirement.

In banks, quality measures and standard by Bank Negara Malaysia (BNM) require a lot of documents and compliance procedures. These add to employees" job pressures since the strong supervision and evaluation systems reduce salesforce" time to generate sales. Relatively, it does not offer a supportive environment that might offset the effects of the drive for sales improvement. Moreover, according to Green (2006, p. 48) there is an increase in job demands on quality management. This means that quality management operates by "stepping up work intensity" to improve organizational efficiency but affecting individual sales efficiency.

Agility Speed (Speed)

The coefficient estimation of speed is 0.9 with t-value of 0.856 ($p > 0.05$). This result indicates that a 0.9 point increase in speed, result in an increase of 1 point in KPI achievement. The result is insignificant, but it shows that there is a positive relationship between speed and KPI achievement. In this study, the result suggests that faster the salesforce response to any changes particularly in customers" need, the most likely higher KPI achievement will be obtained by salesforce. The null hypothesis H_{1f} fails to reject.

Customer"s needs in the 21st century are known as ever-changing needs. Hence, salesforce is responding to unexpected customers" needs with agility of speed. In order to respond to unanticipated changes, it requires unplanned responses that might extend the cutting edge of sales practices (Chonko & Jones, 2005). It also increased salesforce"s workload as it requires knowledge intensify by salesforce and the increasing of customers demand which are likely to effect salesforce productivity (Jones, Brown, Zoltners, & Weitz, 2005).

Agility Flexibility (Flexibility)

The coefficient estimation of flexibility is 0.22 with t-value of 2.610 ($p < 0.01$). This result indicates that an increase of 0.22 point in ability of flexibility of salesforce in Malaysian retail banks resulted of 1 point in KPI achievement. The result shows that there is a positive and significant relationship, which suggests that the higher ability of flexibility exhibited by salesforce, the higher the KPI achievement will be obtained. The null hypothesis H_{1g} is rejected.

The result shows that, salesforce who are agile particularly in form of flexibility would be more likely to achieve the key performance indicators. Although minimal literature statistically supported this finding, but conceptually it has been predicted as important competency for salesforce particularly with regards to sales performance (Chonko & Jones, 2005).

One plausible reason for an agile workforce is a well-trained workforce, he/she becomes flexible workforce who can utilise the bank facilities, and resources, adapt quickly and easily to new opportunities and market circumstances (Muduli, 2013).

Adaptive Selling Beliefs

The coefficient estimation of adaptive selling beliefs is 0.10 with t-value of -1.137 ($p > 0.05$). This result indicates that a 0.10 point decrease in adaptive selling beliefs, result in an increase of 1 point in KPI achievement in sales. The result fails to reject the null hypothesis H_{1h}.

Salesforces believe in their minds that, sales will be created if they respond differently to different customers. However, no action is implemented. Hence, the negative association between adaptive selling beliefs to KPI suggests that the more the salesforces in Malaysian banks believe they can create the sales without executing sales strategies, the lower will be their KPI. This is because adaptive selling belief is not a productive strategy. This finding is consistent with Marks *et al.* (1996) who found a belief about adaptive selling does not influence performance. Instead, high beliefs will reduce KPI achievement. This implies that more beliefs will distort salesforces" action.

Adaptive Selling Behaviour

The coefficient estimation of adaptive selling behaviour is -0.013 with t-value of -0.130 (p > 0.05). This result indicates that a 0.013 point increase in adaptive selling behaviour, result in decrease of 1 point in KPI achievement. The result shows negative and not significant relationship between adaptive selling behaviour and KPI achievement.

In other words, the salesforces did not practised different selling strategy to different types of customers. They treat all customers with the similar approach. As a result, salesforces have failed to fit with the customers" needs and preference and in addition leads to less salesforce-customer relationship. In spite, most of the Malaysian bank"s salesforces advocate the essence of this strategy by matching the customers" needs with appropriate banking product.

In other words, they are more product oriented rather than relationship oriented. This finding supported the proposition made by Jantan and Honeycutt (2013) as they found that, banks provide more training on banking products for their salesforces. Pettijohn *et al.*, (1996) argued that, the one with regard to product might compensate a deficiency in adaptiveness.

In this study, adaptive selling behaviour does not influence KPI achievement; hence, it has been paid less attention by salesforce. The null hypothesis H_{1i} fails to reject.

Communication

The coefficient estimation of communication is -0.04 with t-value of -0.448 (p > 0.05). This result indicates that a 0.04 point decrease in communication resulted of 1 point increase in salesforce KPI achievement in Malaysian retail bank. The result shows that there is a negative and not significant relationship between communication ability and KPI achievement, which indicates that higher communication could decrease KPI achievement. The null hypothesis H_{1k} fails to reject.

The result is consistent with a study conducted by Verbeke *et al.* (2011); they found communication is negative and not significant with sales performance. How could this happen? The salesforces tend to communicate with their customers relating to the banking products that they wish to sell. Once a sale has been made, the salesforces in the most cases do not follow up with their customers on the after-sales services. Hence, reduce their KPI for future sales, in long term. This is also because salesforce involves more on transactions rather than relationship quality. Hence, communication appears a less important determinant for transactional salesforce. On the other hand, salesforce who develops and maintains relationship is found as a good communicator.

Planning

The coefficient estimation of planning is 0.007 with t-value of 0.083 (p > 0.05). This result indicates that an increase of 1 point in KPI achievement resulted of 0.007 point increase in ability to plan among the salesforce in Malaysian retail banks. The result shows that there is a positive and insignificant relationship between planning and KPI achievement.

It suggests that the higher of salesforce ability to plan, the higher the KPI achievement by salesforce. The null hypothesis H_{1j} fails to reject.

The nature of activities which performed by salesforce could be one of the reasons in explaining the insignificant relationship between planning and KPI achievement. Planning which also known as working smart is more important for salespeople who typically undertakes high complex and also creative task (Sujan, Weitz, & Kumar, 1994).

Hence it is suitable for certain banking products which are often considered as complex products (Allen & Santomero, 2001). But by nature, the salespeople in Malaysian banking sector needs to work hard as he/she involves with a lot of routine and repetitive tasks such as attending to potential customers, ensure complete documentations and process a lot of applications (Allen & Santomero, 2001). Moreover, high KPI target also needs the salesforce to work hard rather than work smart.

5.8.1.2 Organizational Factors

The results of these organizational variables discussed in the following sections:

Articulate Visionary Leader (Visionary Leader)

The coefficient estimation of visionary leader is- 0.03 with t-value of -0.338 (p > 0.05). This result indicates that an increase of 1 point in KPI achievement resulted of 0.03 point decrease in articulate visionary leadership in Malaysian retail banking. The result shows that there is a negative and not significant relationship between articulate visionary leadership and KPI achievement, which appears to suggest that articulate visionary leadership reduce encouragement among the salesforces to achieve KPI. The result fails to reject null hypothesis H_{11}.

This finding is inconsistent was with Panagopoulos and Dimitriadis (2009). Salesforces in this sample may dissatisfy with the articulate visionary leader in the banks. The articulate visionary leader is fundamentally changed the values, goals, and aspirations of followers. In this case, the followers are the salesforces. So that, the salesforce performs his/her work because it is consistent with the values (Panagopoulos & Dimitriadis, 2009).

However, when performance achievement which is KPI target is a dominant objective it has resulted in the salesforce to push a side ethical behavior in certain circumtances, if it deters the salesforce from achieving that KPI. In such a manner, salesforce is willing to make unethical decisions to make sure his/her KPI target will be achieved. It is worsen when failing to achieve those KPI target will give the negative consequences to salesforce such as termination and reprimand (Schwepker & Good 1999).

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One would expect that the leader who articulates ethical principles would implement additional behaviors to avoid the potential adverse effects by the salesforce to the organization (Schwepker & Good, 2010).

High Performance Culture (HPC)

The coefficient estimation of HPC is 0.13 with t-value of 1.271 ($p > 0.05$). This result indicates that a 0.13 point increase in HPC, result in an increase of 1 point in KPI achievement among the salesforce in Malaysian retail banks. The result shows that there is a positive and insignificant relationship between HPC and KPI achievement, which suggests the banks that embedded with HPC, KPI achievement are higher. The result fails to reject null hypothesis H_{1m}.

This finding is contrary to expectation and inconsistent with Harrim (2010). One probable explanation could be those organization with high performance culture required high levels of engagement among their employees and a strong alignment of their people practices with organisation strategy and brand. This engagement includes drive for employees" results (Nisbett, 2005). In other words, the company needs persistently find ways for enhancing the employees" performance. Many organizations motivate employees to improve performance by awarded extrinsic rewards and these rewards are based on a single measure of performance. In Malaysian banking, the salesforce will be rewarded if he/she mainly achieved the KPI target. This practice is consistent with high performance culture organization which advocates a „Pay for Performance Reward", where high performers are duly rewarded. This type of rewards system sometimes caused conflict within the organization.

This is because the manager often arbitrarily increase sales performance target when they consider salesforces are earning too much from the system. Hence, the salesforces noticed that they did not gain any benefit from the system improvement, and in fact it discourages a culture of high performance (Robson, 2005).

Teamwork

The coefficient estimation of teamwork is 0.24 with t-value of 2.520 (p < 0.01). This result indicates that a 0.24 point increase in teamwork, result in an increase of 1 point in KPI achievement in sales in Malaysian retail banks. The result shows positive and significant relationship between teamwork and KPI achievement, which reveals that the banks, which were fostering teamwork among their employees, lead to a higher KPI achievement. The result rejects null hypothesis H1n.

In this study, teamwork was representing an organizational factor which was found positively and significantly with KPI achievement. This result was consistent with El-Ansary *et al.* (1993) and Rabey (2003) who found the performance could be enhanced by the synergy of teamwork. The possible reason could be regular interactions between the employees and superior will encourage, intensify the bonds, and create an auspicious of organizational environment. In turn, would increase commitment to the work unit‟s efforts.

5.8.1.3 The Summary of the Result of the Relationship between Individual Competencies, Perceived Organizational Factors and KPI Achievement of Salesforce in Malaysian Retail Banks

To summarize the results regarding the hypotheses related to the predictive power of individual competencies and perceived organizational variables towards the KPI achievement of salesforce in Malaysian retail banks, it can be concluded that the given hypotheses H_{1a}, H_{1g}, and H_{1n} are significant. From Section 5.8.1.1, two (2) individual competencies are significant, while Section 5.8.1.2 shows one (1) of perceived organizational variable significantly influenced KPI achievement of salesforce in Malaysian retail bank.

The summarization of multiple regression result is presented in Table 5.17.

Table 5.17

Summary of Multiple Regression Result of Individual Competencies and Perceived Organizational Factors on KPI Achievement

Variables	Expected Signs	Findings
PO	+	**Significant (+)****
Responsiveness	+	Insignificant (-)
Aff. Interest	+	Insignificant (+)
COTW	+	Insignificant (+)
Job Quality	+	Insignificant (-)
Speed	+	Insignificant (+)
Flexibility	+	**Significant (+)****
Selling Beliefs	+	Insignificant (-)
Selling Behav	+	Insignificant (-)
Communication	+	Insignificant (-)
Planning	+	Insignificant (+)
Vision Leader	+	Insignificant (-)
HPC	+	Insignificant (+)
Teamwork	+	**Significant (+)****

Note: *p < .05, **p < .01 (1-tailed)

5.8.2 Result of KPI Achievement and Intention to Retain in Sales Job

To test the hypotheses 2, another set of simple regression analysis was done. This is to test the effects of respondents" KPI achievement on intention to retain in sales. The predictor is KPI achievement and the criterion variable is intention to retain. Thus, these variables were entered into regression equation and the result summary was in Table 5.18 and Table 5.19 (two-tailed and one-tailed statistic).

Table 5.18
Result of Standard Simple Regression of KPI Achievement on Intention to Retain in Sales Job (2-tailed)

Variable	Sign	Beta Coefficient	t-statistics	p-value
KPI achievement	+	0.33	4.738	0.000**
R^2			.10	
Adj R^2			.10	
R^2 Change			.10	
F Change			22.45**	

*Note: *$p < .05$, **$p < .01$ (2-tailed)*

Table 5.19
Result of Standard Simple Regression of KPI Achievement on Intention to Retain in Sales Job (1 -tailed)

Variable	Sign	Beta Coefficient	t-statistics	p-value
KPI achievement	+	0.33	4.738	0.000**
R^2			.10	
Adj R^2			.10	
R^2 Change			.10	
F Change			22.45**	

*Note: *$p < .05$, **$p < .01$ (1-tailed)*

The model is found to be significant at 0.000 levels with adjusted R-squared of 0.10 as being explained by F-statistics. It shows that KPI achievement alone could explain 10.0 percent changes in intention to retain in sales job.

The coefficient estimation of KPI achievement is 0.33 with t-value of 4.738 ($p < 0.01$). This result indicates that a 0.33 point increase in KPI achievement, result in an increase of 1 point in intention to retain in sales job in Malaysian retail banks.

The result shows positive and significant relationship between KPI achievement and intention to retain in sales job, which suggests that when the salesforce achieved his/her KPI, his/her intention to retain level in sales job is more likely higher.

The result rejects null hypothesis H_{2a}. This finding is in tandem with Hausknecht *et al.* (2009) who reported performance is statistically significant difference with retention in organization. They found high performers were likely to stay as compared to low performers. This probably is due to salesforce who achieved the result is rated as performer by manager was more motivated and satisfied with the job. Salesforce was motivated due to the outstanding achievement and subsequently the manager will recognize those who are an achiever.

According to Chiboiwa *et al.* (2010) achievement and recognition are classified as intrinsic motivational variables and these variables are believed to reflect low desirability of movement among the employees. Moreover achiever will have opportunity for career advancement and growth. These motivators make people want to perform and inform their decision to stay in an organization.

5.8.3 Result and Discussion Individual Competencies and Perceived Organizational Factors on Intention to Retain

Table 5.20
Results of Standard of Multiple Regression of Individual Competencies, Perceived Organizational Factors on intention to retain in Sales Job (2-tailed)

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	0.17	2.302	0.023*
Responsiveness	+	0.06	0.868	0.386
Aff. Interest	-	0.26	3.637	0.00**
COTW	-	0.16	1.999	0.047*
Job Quality	-	0.14	1.519	0.131
Speed	-	0.03	0.337	0.737
Flexibility	-	0.03	0.346	0.730
Selling belief	+	0.02	0.282	0.779
Selling Behav	+	0.08	0.853	0.395
Communication	+	0.03	0.394	0.694
Planning	-	0.001	0.009	0.993
Vision Leader	+	0.24	2.919	0.004**
HPC	+	0.22	2.335	0.021*
Teamwork	+	0.20	2.339	0.020*
R²			.38	
Adj. R²			.33	
R² Change			.38	
F-Change			7.62**	

Note: *p < .05, **p <.01 (2-tailed)

Table 5.21
Results of Standard of Multiple Regression of Individual Competencies, Perceived Organizational Factors on Intention to Retain in Sales Job (1-tailed)

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	0.17	2.302	0.01**
Responsiveness	+	0.06	0.868	0.193
Aff. Interest	-	0.26	3.637	0.00**
COTW	-	0.16	1.999	0.023*
Job Quality	-	0.14	1.519	0.065
Speed	-	0.03	0.337	0.369
Flexibility	-	0.03	0.346	0.365
Selling Belief	+	0.02	0.282	0.389
Selling Behav	+	0.08	0.853	0.197
Communication	+	0.03	0.394	0.347
Planning	-	0.001	0.009	0.496
Vision Leader	+	0.24	2.919	0.002**
HPC	+	0.22	2.335	0.010**
Teamwork	+	0.20	2.339	0.010**
R²			.38	
Adj. R²			.33	
R² Change			.38	
F-Change			7.62**	

Note: *p < .05, **p <.01(1-tailed)

As can be seen from the above table, the model which comprised of fourteen predictors were able to explain 38.0% of variance in intention to retain ($R^2 = .38$, F-Change = 7.62, $p < .01$). Of the fourteen predictors, performance orientation (($\beta = .172$, $p < .01$), leadership ($\beta = .249$, $p < .01$), high performance culture ($\beta = .223$, $p < .01$), and teamwork (($\beta = .206$, $p < .01$) were significantly contributed to intention to retain. Affiliate interest and commitment to work also have the impact on intention to retain with negative relationship. In fact, out of these six factors, affiliate interest has the most impact on intention to retain ($\beta = -.260$, $p < .01$).

Details result is presented in Appendix O.

5.8.3.1 Individual competencies

The results of these variables are discussed in the following sections.

Performance Orientation (PO)

The coefficient estimation of PO is 0.17 with t-value of 2.3 ($p < 0.01$). This result indicates that a 0.17 point increase in performance orientation, result in an increase of 1 point in intention to retain in sales job among the salesforce in Malaysian retail banks. The result shows that there is a positive and significant relationship between PO and intention to retain, which suggest that higher ability to performance, would lead to higher retention level in the sales job. The null hypothesis H_{3a} is rejected.

This finding support previous researches on the relationship between performance orientation and retention (Joo & Ready, 2012 ; Lee *et al*., 2010; Joo & Park, 2010; and Meyer & Allen, 1991).

The results from this study concurred with Meyer and Allen (1991) who concluded that personal dispositions (performance orientation) were antecedent for organizational commitment. They conceptualized organizational commitments according to three of psychological states (affective commitment, normative commitment and continuance commitment). Each of which will either influence or not a person who will remain in the organization. Becker (1960) defines commitment as a consistent engagement in line of activity, whereby in this study it is referring to sales job. To concur with Becker (1960), performance orientation was tested and found as an antecedent to retain in sales job.

This finding was found in tandem with Lee *et al.* (2010) who concluded that performance oriented employee is more likely to engage consistently in his/her activity. On the other hand, Joo and Park (2010) found performance orientation has indirect effect on employees" retention in which it influences job satisfaction and in turn, the job satisfaction affected the employee retention.

Responsiveness

The coefficient estimation of inflation is 0.06 with t-value of 0.868 (p >0.05). This result indicates that a 0.06 point increase in salesforce responsiveness, result in an increase of 1 point in intention to retain in sales job.

Although the result is not significant, higher responsiveness indicates higher intention to retain level. Since the result is not significant, it fails to reject null hypothesis H_{3b}.

The lack of significant relationship between responsiveness and intention to retain in sales job was due to incompatible between the responsiveness concept and salesforce practice. Salespeoples who possess responsiveness ability will embrace a "customer first" service culture and cohesive teamwork. They efficiently provides products or services and information integration to response to and fit customer needs (Liang, Chang, & Wang, 2011). Banks" salesforces in this study may not assign customer first in their practice since their job requirement are more on product selling which requires salesforce to aggressively sell all the banks product within the stipulated time.

Affiliate Interest (AI)

The coefficient estimation of affiliate interest is -0.26 with t-value of -3.637 ($p < 0.01$). The result shows that there is significant relationship between affiliate interest and intention to retain but with a negative relationship. It indicates that salesforces who are motivated more to maintain their relationship/association with peers and customers will more likely to leave the bank. Due to negative relationship, null hypothesis H_{3c} failed to reject.

Some previous studies indicated affiliate interest or relationship is important predictor for retention (Yang *et al.*, 2013; Smith *et al.*, 2012; and Agyeman *et al.*, 2014). Nonetheless, this study found affiliate interest was significant but with inverse relationship with intention to retain ($\beta = -.26$, $P < .01$). This finding is consistent with Moberg and Leasher (2011) who found salespeoples in Eastern regional group was not motivated by relationship-orientation. However, this result was in contrast with the most of previous relationship literatures, which found salesforces from Eastern regional were relationship driven. According to Vargo and

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Lusch (2004, 2008), the marketing has evolved into a new era which are service and relationship oriented. The essence of new marketing era is required both the buyers and sellers work together to co-create value. Banks in the United States have adopted relationship orientation in their banking principles since 80s (Durkin & Bennet, 1999). This evolution has discontinued traditional marketing, product-centric, and transaction-based in banks.

Nevertheless, there always several issues pertaining relationship orientation which were traced in the banks. Dibb and Meadows (2004) found lack of specific relationship marketing models in the retail banking sector in UK. In addition, they found staff incentive/reward schemes have not yet been modified to reflect relationship marketing. The current reward schemes are still based on product targets rather than customer relationship value. A quite similar practice has been found in sales performance measurement system in Malaysian banking. The bank management has allocated higher weightage for product sales target as compared to customer relationship value in the salesforce performance measurement. Therefore, the achievement on the product sales target becomes the priority, during the salesforce performance review. The achievement will be used as the determinants for salesforce incentive or reward, and punishment scheme. The types of punishment in the bank industry are in any form of demote or dismiss. As an evident of a Malaysian banking practice, Jantan and Honeycutt (2013) found a high percentage of banks in Malaysia providing product/service trainings for their sales personnel. This finding reiterates the practice of the United States banking industry in the 80s and 90s, during their transition process to a new banking sales culture. Hence, according to Jantan and Honeycutt, Malaysian banks should provide other important training topics such as relationship building and networking in their salesforce training modules in future.

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Commitment to Work (CTW)

The coefficient estimation of commitment to work is -0.16 with t-value of -1.999 ($p < 0.05$). This result indicates that a 0.16 point increase in commitment to work , result decrease of 1 point of salesforce intention to retain in sales job in Malaysia retail banks. The result suggests that banks" salesforce who is loaded with high job commitments tend not to stay long in the sales job in the banks. Therefore, the result failed to reject null hypothesis H_{3d}.

This contradictory finding however, coincide with Edward and Stephen (1994). They found the industry salespeoples who were highly committed with their job and achieved high result had high propensity to leave. Though this result was unexpected, the underlying reason for this result may be due to high committed salesforce was likely to leave the job and to move to other job when he/she perceived that his/her career needs would be met. Recently, several Malaysian banks have exercised the downsizing among their employees. These exercises have resulted in salesforces becoming less committed to the banks and some salesforces found that there is a slim chance to advance their career in the banks, thus the desire to retain in the same bank is less.

Job Quality (JQ)

The coefficient estimation of job quality is -0.14 with t-value of -1.519 ($p > 0.05$). This result indicates that a 0.14 point decrease in job quality, result in an increase of 1 point in intention to retain in sales job. The result indicates that the additional tasks required in ensuring quality jobs add additional burden and stress to salesforce.

These tasks involving intensive documentation proses, monitoring and checking in order to comply with the standard operating procedure set by the banks took a lot of time which increases salesforce work load. Such workload increase is one of the factors for the salesforce not to stay in the sales job but to look at other job.

Another pushing factor is that the salesforce needs to meet the sales target at the remaining time, which becomes shorter as a result of the greater compliance procedures. This pressures has resulted some of the salesforces to seek other job opportunities. This finding supports Menezes (2012). Hence, the result fails to reject the null hypothesis H_{3e}.

Agility Speed (Speed)

The coefficient estimation of speed is - 0.03 with t-value of-0.337 ($p > 0.05$). This result indicates that a 0.03 point decrease in speed, result in an increase of 1 point in intention to retain in sales job. The lack of significant and inverse relationship between agility speed and intention to retain may be explained by the effect of overload role of salesforces. Salesforces need to respond quickly to customers" needs and market conditions changes. In the same time, salesforces also need to develop selling skills and acquire other skills pertaining the jobs. In other words, salesforces need to be multitasking and quick in action which lead them to burnout (Jones *et al.*, 2005). The null hypothesis H_{3f} is failed to reject.

Agility Flexibility (Flexibility)

The coefficient estimation of flexibility is -0.02 with t-value of -0.346 ($p > 0.05$). This result indicates that a decrease of 0.02 in flexibility, result an increase in intention to retain in sales job in Malaysian retail banks.

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The result suggests that less the ability or flexibility by salesforces to use other facility, other than the banks" facility and resources the greater is their reliance on the banks and therefore increase their intention to retain with the banks. Hence, null hypothesis H_{3g} is accepted.

Adaptive Selling Beliefs

The coefficient estimation of adaptive selling beliefs is +0.02 with t-value of 0.282 (p > 0.05). This result indicates that a 0.02 point increase in adaptive selling beliefs, result in an increase of 1 point in retention level among the salesforce. Although the result is not significant, it shows that there is a positive relationship between adaptive selling beliefs and intention to retain in sales job appears to suggest that higher adaptive selling beliefs, indicates higher retention levels in sales job. Since adaptive selling beliefs are insignificant, the result fails to reject the null hypothesis H_{3h}. The result suggested that adaptive selling belief is not a productive selling strategy unless it leads to certain behaviour such as adaptive selling behaviour (Singh & Das, 2013).

Adaptive Selling Behaviour

The coefficient estimation of adaptive selling behaviour is +0.08 with t-value of 0.853 (p > 0.05). This result indicates that a 0.08 point increase in adaptive selling behaviour, result in an increase of 1 point in intention to retain in sales job. Although the result is insignificant, it shows that there is a positive relationship between adaptive selling behaviour and intention to retain, which appears to suggest that the higher adaptive selling behaviour, higher intention to retain by salesforce. The null hypothesis H3i $_{fails}$ to reject.

The insignificant result for this study was due to one probable explanation. Typically, adaptive selling has been conceived as the ability of salesforce to tailor his/her behaviour to individual customer. Prior to that, this ability required salesforce to pose both declarative and knowledge, so that he/she can match selling strategy with customers" need.

Besides that, adaptive selling seeks the ability of salesforces to „mind read" customers. Apparently, it calls salesforces to read customers" intention and needs. Based on these arguments, Verbeke *et al.* (2011) found not all salesforces could have this adaptive selling behaviour ability and this makes them obsolete.

Communication

The coefficient estimation of communication is 0.03 with t-value of 0.394 ($p < 0.05$). This result indicates that a 0.03 point increase in communication resulted of 1 point increase in salesforce intention to retain in sales job. The result shows that there is a positive but not significant relationship between communication ability and intention to retain in sales job.

Communication is the salesforce"s efforts in orchestrating the relationship between buyer and seller. The lack of a significant relationship between communication and intention to retain in sales job may be explained by lack of the important of relationship selling in Malaysian banking. In competitive environment, customers are more concerned on product oriented rather than personal oriented messages (Singh & Koshy, 2010). Customers tend to compare more on the product and price rather than other services offered by salesforce. The null hypothesis H_{1k} fail to reject.

Planning

The coefficient estimation of planning is -0.001 with t-value of -0.009 (p > 0.05). This result indicates that a decrease of 0.001 in planning resulted 1 point increase in salesforce intention to retain in sales job in Malaysian retail banks.

It suggests that, when salesforce does not plan well to execute his job or does not have any alternative plans in case of contingencies, he/she will face a lot of difficulties to handle his sales job. Therefore, in such situation, he/she will more likely to leave the sales job (lower retention) for another job which can ensure better career progress for him/her (Ryerson, 2008). The null hypothesis H_{3j} fails to be rejected.

5.8.3.2 Result and Discussion on Perceived Organizational Factors on Intention to Retain

Perceived organizational factors are the second group of independent variables and consist of three variables and three hypotheses. The results of these variables are discussed in the following paragraphs.

Articulate Visionary Leader (Visionary Leader)

The coefficient estimation of visionary leader is + 0.24 with t-value of +2.919 (p < 0.01). This result indicates that a 0.24 point increase in visionary leader, result in an increase of 1 point intention to retain in sales job in Malaysian retail banking. The result shows that there is a positive and significant relationship between articulate visionary leadership and intention to

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retain in sales job, which suggests that higher articulate visionary leadership would lead to higher intention to retain rate. The null hypothesis H_{4l} is rejected.

This finding implied those leaders who perceived by salesforces have the ability to identify and express a clear vision in future about their organization would make them stay in sales job. This result is consistent with (Zhang *et al.*, 2014). They found visionary leadership is significant with employee"s desire to continue to work in the organization notwithstanding the employee having chances to work elsewhere. Visionary leaders provide employees with a clear image of the future and produce a road map for their future which will motivate the employees to perform and accomplish goals beyond normal expectations. Additionally, such leaders also consider employees" feelings, their developmental and other needs, which in turn could lead to greater feelings of belonging to the organization.

High Performance Culture (HPC)

The coefficient estimation of HPC is 0.22 with t-value of 2.335 (p< 0.01). This result indicates that a 0.22 point increase in HPC, result in an increase of 1 point in intention to retain in sales job among the salesforces in Malaysian retail banks. The result is positively and significantly related between HPC and intention to retain in sales job, which suggests that higher high performance culture nurtured in the banks, it is incurred higher intention to retain rate among the salesforce in Malaysia retail banks. Since HPC is significant, the null hypothesis H_{4m} is rejected.

The organization which perceived by salesforces embraced high performance culture is positively significant with retention in sales job. This finding concurred with Kerr-Phillips and Thomas (2009) study who found the organization which embraced high performance culture would attract the South African expatriate to retain in organization. According to Nesbit (2005) an organization which embraced high performance culture would increase motivation and commitment among the employees. There are a range of human resources practices that can be applied by management to increase motivation and commitment level among salesforce in a high performance culture bank. Motivation can be increased by compensating employee through monetary and non-monetary rewards. The monetary reward in high performance culture organization is based on pay-for-performance rewards. This strategy links performance and reward, in which high performance is duly rewarded. Recognition is on the other hand is non-monetary rewards. A study by Chew and Chan (2008) among full time and permanent employees in nine organizations in Australia has found remuneration and recognition have significant and direct impacts with retention.

Teamwork

The coefficient estimation of teamwork is 0.20 with t-value of 2.339 ($p < 0.01$). This result indicates that a 0.20 point increase in teamwork, result in an increase of 1 point in intention to retain in sales in Malaysian retail banks. The result shows positive and significant relationship between teamwork and intention to retain, which reveals organizations that have the ability to establish a strong teamwork at the workplace, will enhance a propensity to stay in among their employees. The result rejects null hypothesis H_{4n}.

Finally, the statistical result obtained in this study showed the organization that perceived by salesforces cultivate teamwork among its employees had a significant and positive relationship with intention to retain in sales job. This finding concurred with Vasquez (2014), who found teamwork lead to employee retention in hospitality industry.

Similar to this finding, Ashraf *et al*. (2008) was found teamwork statistically significant with retention among academic staff. This result implies teamwork is an essential component for the salesforce to retain in sales job and help the organization to be success in today business. The plausible reason could be nurturing teamwork in organization can increase commitment to the work unit"s efforts and provides integrated building block to the organization. Additionally, teamwork also interacts in maintaining high performance among the employees in organization. Rabey (2003) argued performance could be enhanced by the synergy of teamwork. Hence, organizations that have the ability to establish a strong teamwork at the workplace will enhance a propensity to stay in among their employees.

5.8.3.3 Summary of Results of the Relationship between Individual Competencies, Perceived Organizational Factors and Intention to Retain in Malaysia Retail Banks

In summary the results regarding the hypotheses related to the predictive power of individual competencies and perceived organizational factors towards the intention to retain in sales job Malaysian retail banks conclude that the given hypotheses H_{3a}, H_{4l}, H_{4m} and H_{4n} are significant and accepted. Section 5.8.3.1 shows that there is one (1) individual competency which is significant, while Section 5.8.3.2 shows three (3) perceived organizational variables

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significantly influence intention to retain in sales job in Malaysian retail banks. The results are presented in the Table 5.22.

Table 5.22

Summary of Multiple Regression Result of Individual Competencies and Perceived Organizational Factors on Intention to Retain in Sales Job

Variables	Expected Signs	Findings
PO	+	**Significant (+)**
Responsiveness	+	Insignificant (+)
Aff. Interest	+	inSignificant (-)
COTW	+	inSignificant (-)
Job Quality	+	Insignificant (-)
Speed	+	Insignificant (-)
Flexibility	+	Insignificant (-)
Selling Beliefs	+	Insignificant (+)
Selling Behav	+	Insignificant (+)
Communication	+	Insignificant (+)
Planning	+	Insignificant (-)
Vision Leader	+	**Significant (+)**
HPC	+	**Significant (+)**
Teamwork	+	**Significant (+)**

*Note: *p < .05, **p <.01(1-tailed)*

5.9 Mediation Testing and Hierarchical Analysis

To determine the mediating role of KPI achievement as postulated in hypotheses 5, this study applied hierarchical regression analysis. To examine the mediation, the procedures as recommended by scholars (Baron & Kenny, 1986; and Kenny *et al*., 2003) were adhered.

The finding for the first assumption on which the independent variable must affect the mediator shows in Table 5.23. Two (2) from eleven individual competencies are positively and significantly related with KPI achievement. The coefficient estimation of performance orientation is 0.20 with t-value of 2.457 (p<0.01) and the coefficient estimation of agility flexibility is 0.22 with t-value of 2.610 (p<0.01). While, teamwork which is one element from

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perceived organizational factors also meet the assumption for mediation as its coefficient estimation is 0.24 with t-value of 2.520 and significant (p<0.01).

Hence, the result fulfills the first assumption, which has been suggested by Baron and Kenny (1986) and Kenny *et al.* (2003).

Table 5.23
Results for Multiple Regression Individual Competencies and Total Perceived Organizational Factors on KPI Achievement.

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	.20	2.457	0.007*
Responsiveness	-	.04	0.473	0.318
Aff. Interest	+	.02	0.281	0.389
COTW	+	.07	0.832	0.203
Job Quality	-	.09	0.988	0.162
Speed	+	.09	0.856	0.197
Flexibility	+	.22	2.610	0.005**
Selling Beliefs	-	.10	1.137	0.129
Selling Behav	-	.013	0.130	0.449
Communication	-	.04	0.448	0.328
Planning	+	0.007	0.083	0.467
Vision Leader	-	.03	0.388	0.49
HPC	+	.13	1.271	0.103
Teamwork	+	.24	2.520	0.006*

*Note: *p < .05, **p <.01*

Table 5.24 presents the finding for the second assumption which the independent variable has been regressed on dependent variables. Six elements, three from individual competencies and three from perceived organizational factors meet the requirement. The coefficient estimation for performance orientation is 0.17 with t-value of 2.302 and significant (p<0.01), affiliate interest is -0.26 with t-value -3.637 and significant (p<0.01) and commitment to work is -0.16, with t-value -1.999 and significant (p<0.05). While, the coefficient estimation for articulate visionary leadership is 0.24, with t-value of 2.919 and significant (p<0.01), coefficient estimation for high performance culture is 022, with t-value of 2.335 and significant (p<0.01) and teamwork is 0.20, t-value of 2.339 and significant (p<0.01). Therefore, the second assumption was met.

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Table 5.24

Mediation Assumptions- Results of Multiple Regression of Individual Competencies, Perceived Organizational Factors on Intention to Retain in Sales Job

Variables	Signs	Beta Coefficient	t-statistics	p-value
PO	+	0.17	2.302	0.01*
Responsiveness	+	0.06	0.868	0.193
Aff. Interest	-	0.26	3.637	0.00**
COTW	-	0.16	1.999	0.023*
Job Quality	-	0.14	1.519	0.065
Speed	-	0.03	0.337	0.369
Flexibility	-	0.02	0.346	0.365
Selling Beliefs	+	0.02	0.282	0.389
Selling Behav	+	0.08	0.853	0.197
Communication	+	0.03	0.394	0.347
Planning	-	0.001	0.009	0.496
Vision Leader	+	0.24	2.919	0.002**
HPC	+	0.22	2.335	0.010*
Teamwork	+	0.20	2.339	0.010*

*Note: *p < .05, **p <.01*

To recap the findings from table 5.23 and 5.24, there are two (2) independent variables, performance orientation and teamwork were met the first and second requirements.

Table 5.25 reveals the finding to support the third and forth assumptions. Hierarchical regression has been applied to regress individual competencies and perceived organizational variable (independent variable), KPI achievement (mediating variable) on intention to retain in sales job (dependent variable). It indicates the mediating variable (KPI achievement) is positively significant with intention to retain in sales (p<0.01).

Hence, KPI achievement fulfil the third assumption as mediator, as recommended by Baron and Kenny (1986) and Kenny *et al.* (2003).

While to check for the fourth assumption, the beta value for step 1 and step 2 were compared. Table 5.25 below indicates both beta values for independent variables (performance orientation and teamwork) were dropped from 0.17 to 0.14 and from 0.2 to 0.17 respectively. Moreover, both independent variables were found insignificant (p>0.05) when KPI achievement was added into equation as a mediator. Thus it implied that KPI is fully mediated the relation. The full SPSS output is given in Appendix R.

Table 5.25
Summary of Hierarchical Multiple Regression Test Result (Mediating Variable)

Variables	Beta (Step 1)	p-value (Step 1)	Beta (Step 2)	p-value (Step 2)
PO	0.17	0.01*	0.145	**0.055**
Responsiveness	0.06	0.193	0.061	0.409
Aff. Interest	0.26	0.00**	0.263	0.000
COTW	0.16	0.023*	0.174	0.034
Job Quality	0.14	0.065	0.124	0.178
Speed	0.03	0.369	0.043	0.637
Flexibility	0.02	0.365	0.059	0.463
Selling Beliefs	0.02	0.389	0.037	0.657
Selling Behav	0.07	0.197	0.079	0.371
Communication	0.03	0.347	0.042	0.638
Planning	0.00	0.496	0.000	0.997
Vision Leader	0.24	0.002**	0.247	0.003**
HPC	0.22	0.010*	0.206	0.033*
Teamwork	0.20	0.010*	0.172	**0.054**
KPI achieve			0.144	0.039*
R^2		.38		.39
Adj. R^2		.33		.34
R^2 Change		.38		.02
F Change		7.62**		4.31*

*Note: Model *p < .05, **p <.01*

Table 5.26

Summary Result of Mediated Variable (Performance Orientation)
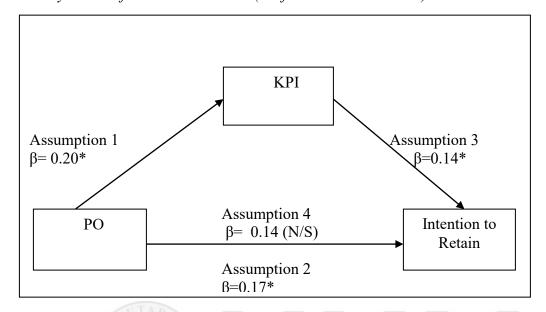

Table 5.26 illustrates the result of mediating variable in the relationship between performance orientation and intention to retain. There are four assumptions that need to be met before the mediating effects can be ascertained:

Assumption 1

The first assumption has been met as coefficient estimation of performance orientation and KPI achievement (β= 0.20, p<0.01) shown that is a significant relationship.

Assumption 2

The second assumption is regarding the relationship between performance orientation and intention to retain (β = 0.17, p < 0.01) and the result also shown there is a significant relationship.

Assumption 3

The third assumption is related to the relationship between KPI achievement and intention to retain ($\beta = 0.14$, $p < 0.01$). It is shown that there is a significant relationship.
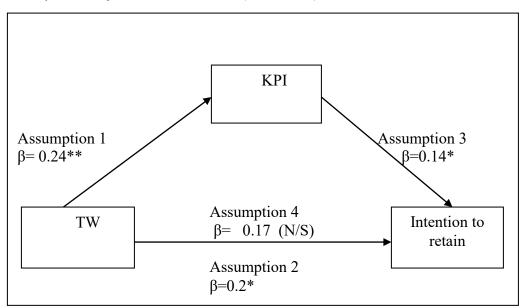
Assumption 4

The final step involves the mediating effect of KPI achievement on the relationship between performance orientation and intention to retain in sales ($\beta = 0.14$, $p > 0.05$). The result shows the insignificant relationship between performance orientation and intention to retain.

According to Baron and Kenny (1986); Kenny *et al.*, (2003), when the relationship between performance orientation and intention to retain change to be insignificant (Assumption 2 and Assumption 4) there is a **full mediation** effect from KPI achievement intervention as a mediator.

Table 5.27 reveals the result of mediating variable in the relationship between teamwork and intention to retain. Below is the explanation on the four assumptions of mediation process:

Table 5.27
Summary Result of Mediated Variable (Teamwork)

Assumption 1

The first assumption shows there is a significant relationship between teamwork and KPI achievement (β= 0.24, p<0.01).

Assumption 2

The second assumption of the relationship between teamwork and intention to retain also shows a significant relationship (P = 0.2, p < 0.01).

Assumption 3

The third assumption between KPI achievement and intention to retain also indicates a significant relationship (P = 0.14, p < 0.01).

Assumption 4

The final step shows the mediation effect of KPI achievement in the relationship between teamwork and intention to retain in sales. The result shows that when KPI achievement acted as a mediator, the relationship between teamwork and intention to retain change to be insignificant (P = 0.17, p > 0.05).

Therefore, the finding shows that KPI achievement is fully mediates the relationship between teamwork and intention to retain in sales.

5.9.1 Discussion on the Mediating Effects of KPI Achievement

Table 5.26 found KPI achievement fully mediated the relationship between performance orientation and intention to retain in sales job. Meanwhile Table 5.27 provides evidence of full mediation effect of KPI achievement on the relationship between teamwork and intention to retain.

The full mediation effect of KPI achievement on the relationship between performance orientation and intention to retain seems to suggest with the achievement of KPI, the salesforce would more likely retain or stay in the sales job. This finding is in congruence with Hausknecth *et al.* (2008) and Menguc and Barker (2006) who argued that, those high performers are as strategic valuable resources to an organization. Hence, it is rational for banks to retain those salesforces who are making great contribution to KPI achievement.

The finding supported Expectancy Theory by Victor Vroom (1964). The skilful and capable salesforces who achieve KPI have the understanding that their employer (banks) will reciprocate their efforts by providing equitable compensation and other positive consideration. The salesforces tend to remain in the banks when they perceive their contributions in form of capabilities, efforts and performance are recognized and appreciated (Chew & Chan, 2008). KPI Achievement was also found to fully mediate the relationship between teamwork and retention in sales job. This finding provides a new empirical insight that the salesforce who perceived the banks which nurture teamwork among the employees has both direct and indirect impacts on decision to stay in sales job. The indirect impact is through KPI achievement. The greater level of KPI achievement which is contributed by the synergy of teamwork in bank can increase retention level of employees in the bank.

This opinion is supported by Huang *et al.,* (2006) which proclaimed that teamwork is a firm-based characteristics and grounded in organizations‟ work process and culture for organization growth. Lazear (1999) found that individual performance, which is associated with firm-specific characteristic, could induce employees to perform better and motivate them to retain in the banks because they also benefit from firms specific skills. Organization may reward or recognize those salesforces who achieve KPI and classified them as beneficial human capitals.

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5.10 Summary of Hypotheses Result

In total, the result is found to support only ten hypotheses (H1a, H1g, H1n, H2, H3a, H4a, H4b, H4c, H5a and H5n). The other two hypotheses (H3c and H3d) were found significant but had inverse direction with hypotheses, hence not supported and the result were similar like the remaining hypotheses which were not supported. Appendix U summarises the result.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Introduction

This chapter discusses and concludes the research findings according to pre-set objectives in chapter one. To develop scale for KPI construct based on the KPI scale and format used by Malaysian domestic banks. Subsequently, this study is to investigate and analyse the relationship between individual competencies, and perceived organization factors with KPI achievement and salesforce intention to retain in sales job. Further, this study examines mediating impact of KPI achievement on the relationship between individual competencies, perceived organizational factors and intention to retain in sales jobs in retail banks in Malaysia. The motivation for studying the intention to retain in sales job and KPI achievement determinants comes from the inconclusive evidences of the relationship between individual competencies and perceived organizational factors with intention to retain and KPI achievement in retail banks. Meanwhile, the motivation to focus on KPI achievement as a new developed scales and mediating variable on the relationship between individual competencies, perceived organizational factors and intention to retain in sales job stem from the importance of KPI achievement particularly among the salesforces in retail banks which were untested before. The importance of the scale validity and reliability, and relationship and effect of all these factors have been analysed in this study.

One hundred and ninety seven (197) answered the questionnaires with total response rate of 32.83 per cent however only one nine zero (190) were valid respondents and used for further analyses.

The factor analyses results showed that individual competencies had eleven elements. These elements were performance orientation, responsiveness, and affiliate interest, commitment to work, job quality, agility speed, agility flexibility, adaptive selling belief, adaptive selling behaviour, planning and commitment. While factor analyses results showed perceive organizational factors had three elements namely articulate visionary leadership, high performance culture and teamwork. KPI achievement and intention to retain in sales job were found to be uni-dimensional.

The findings showed that three major objectives were fully supported while the other three objectives were partially supported. The next section presents a recapitulation of the findings.

6.2 Recapitulation of Major Findings

Objective 1

The study starts with the first objective which is to develop scale for KPI construct based on the KPI scale and format used by Malaysian domestic banks. This is a new instrument development since there has not been any instrument on KPI before. The results in section 4.7 (Chapter 4) showed that the KPI achievement instrument has acceptable reliability and validity.

Across the two-stages data analysis; the first stage in the pilot study and second stage in the validation study with the new data, it was found that the KPI achievement demonstrated an adequate degree of internal consistency reliability as indicated by Cronbach"s œoefficient alpha of 0.907 (pilot test) and 0.88 (final data).

The validation processes also provided support for this new measure of KPI achievement. Three major types of validity - content validity (adequacy), construct validity (accuracy) and criterion-related validity - were assessed. Content validity was discussed in focus group exercises and examined by six experts (one professor in banking, Head of Human Capital, Consumer Financial Service and Business Relationship Manager, Sales Human Capital from Maybank, Regional Manager 2-Northern of Public Bank and Branch Manager of Rhb Bank and Affin Bank). Responses are then classified into a number of categories by content analysis based on *key words or themes.* These items were them assigned to the appropriate category.

Construct validity which consists of convergent and discriminant validity were examined. Both validities of KPI scales were indicated in Table 4.8 (Correlation Matrix). Convergent validity was established as it showed moderately high correlations (r) and significance among KPI achievement measures (.30 to .50; all $p<.01$). In addition it can be considered that r of 0.3 (or 0.4) or above is indicative of a 'meaningful' correlation for seven items belonging to the KPI construct.

While discriminant validity was demonstrated by the absence of significant r between KPI measures and other construct measures (affiliate interest). The result indicates that the discriminant validity is warranted for KPI measures.

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The other validity which has been examined is criterion-related validity. It has been validated in this study by using the correlation and regressions. Correlation estimates between KPI achievement and other factors show close and significant association but no sign multicollinearity. On the other hand, the hierarchical multiple regressions result indicates the KPI has strong predictive power as evident from the increasing of adjusted R square to 0.341 from 0. 329 after the inclusion of KPI achievement in the research model.

The KPI is a new instrument and the results showed it is a valid and reliable measurement instrument in the Malaysian banking sector.

Objective 2

Objective 2 which is to investigate whether individual competencies and perceived organizational factors influence KPI achievement. The regression analysis reveals that, performance orientation, agility flexibility and teamwork are positively and significant related to KPI achievement.

The result on performance orientation concurred with by Kohli *et al.* (1998) and Hirst *et al.* (2009). This result implies that salesforces in the Malaysian Retail banks are performance driven. This means that the salesforces focus on performing well in their sales job to achieve their KPI since KPI is used as their performance indicator.

For agility flexibility, the result indicates that salesforces who are flexible would be more likely to achieve their KPI. This finding concurs with Chonko and Jones (2005) and Muduli (2013). In line with the Malaysian-banking salesforces who are well-trained workforces due to various training given by the banks, they can adapt quickly and easily to new opportunities and market circumstances in selling their banks" products and services.

As expected, teamwork is positively and significantly related to KPI achievement in Malaysia Retail banks. This result is consistent with Siti-Nabiha and Scapens (2005) who found teamwork was crucial for KPI in gas processing company located in an East Asian country. This finding supported El-Ansary *et al.* (1993) and Rabey (2003) who found performance could be enhanced by the synergy of teamwork. While, Zakaria (2015) concluded that lack of teamwork in Malayisan Oil and Gas company was among critical factor that might hindered the achievement of KPI in that organization due to lack of integration between departments and divisions.

The remaining variables such as responsiveness, affiliate interest, commitment to work, job quality, agility-speed, adaptive selling practice, adaptive selling behaviour, and planning and effective communication indicators were not significant.

Objective 3

Objective 3 tested the relationship between KPI achievement and intention to retain. This study highlights that, KPI is significantly and positively related to intention to retain in sales job of retail banks. This result implies that, salesforces are more likely had intention to retain in their job when they can achieve their KPI set by the bank. This is a new finding since there

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was no study on KPI achievement and intention to retain was done in respect to salesforce in banking industry. The result also supports the propositions of the Herzberg Motivation Theory and Expectancy Theory in which these theories explain how the employees are being motivated by their achievement to retain in the jobs or organizations. Morever the study in the context of Malaysian Banks.

Objective 4

Objective 4 examined the influence of individual elements of competencies (performance orientation, affiliate interest, high job quality, and commitment to work, agility, adaptive selling, planning, communication and learning) on salesforce intention to retain in sales job. The result shows performance orientation is positively and significantly related with intention to retain in sales jobs in Malaysia Retail banks. Hence, it indicates that salesforce with high performance orientation that is the ability to perform well will be more likely to have intention to retain in the sales job. This result was supported by Meyer and Allen (1991); Joo and Park (2010) and Lee *et al.* (2010).

Affiliate interest and commitment to work on the other hand, are negatively related to intention to retain. With respects to affiliate interest, the negative relationship indicates that salesforces who are motivated more with their KPI achievement rather than their relationship/association with peers and customers will more likely to retain in the sales job in the bank. This finding is consistent with Moberg and Leasher (2011).

Commitment to work was found to have a contradicting finding. Salespeoples who are highly committed with their job and achieved high result had high propensity to leave the bank. This result coincides with Edward and Stephen (1994) who studied industrial salespeople in the United States. The result suggests that high achievers tend to be more jobs hopping, since they are highly sought by other banks.

Other individual competencies determinants such as responsiveness, job quality, agility speed, agility flexibility, adaptive selling practice, adaptive selling behaviour, planning and effective communication are found not significant to influence intention to retain in sales job among Malaysian retail banking. These findings had answered objective 4 of the study.

Objective 5

Objective 5 investigated the impact of individual elements of organizational factors (articulate visionary leadership, high performance culture and teamwork) and salesforce intention to retain in sales job. The study finds that on articulate visionary leadership is positively and significantly related to intention to retain in sales job. This result implies those leaders who have the ability to identify and express a clear vision about their organizations increase the salesforce intention to retain in sales job. This result is consistent with Zhang *et al.* (2014) who conducted the study among retail sales assistants in Sydney, Australia.

Similarly, high performance culture is positively and significantly related to intention to retain in sales job. The result appears to suggest that, the banks which embraced high performance culture would increase motivation and commitment among the salesforces. This finding is congruent with Nesbit (2005) who studied this relationship among part time and casual staff from seventeen industries including airlines, insurance and credit unions in Australia.

The effect of teamwork on intention to retain in sales job of Malaysian bank is similar to Vasquez (2014) and Ashraf *et al.* (2008) with a positive and significant result. This is supported the notion that nurturing teamwork could increase commitment of work unit‟s efforts to achieve job‟s targets and therefore stay in the job.

Overall, the findings for this objective supported the Herzberg Theory of Work Motivation. The banks‟ management must ensure that the employees‟ needs which relate to job context are satisfied as the basis for the banks to motivate their employees. In this case, possess articulate visionary leaders, nurtures high performance culture and encourages teamwork in the banks (in this study referred as hygiene factors) will lead to salesforces satisfaction and influence their behaviour towards their intention to retain in sales job.

These findings also validate the valuable contribution of articulate visionary leadership, high performance culture and teamwork as intangible organizational capital toward salesforce intention to retain. These findings implied the support of Resources Based View/Theory (RBV) in this study because it enables the banks diminishing the turnover cost (Martín *et al.*, 2006).

Objective 6

The last objective of the study was to test the mediation effect of KPI on the relationships between individual competencies, perceived organizational factors with intention to retain in sales job. The result shows that KPI achievement was found to fully mediate the relationship between performance orientation (competency), and teamwork (organizational factor) with intention to retain in sales job.

Consequently, it is logical to expect that KPI achievement (salesforce"s performance) fully mediates the effect of performance orientation and teamwork on the salesforce intention to retain in sales job. It is likely that enhanced level of salesforce KPI achievement might be attributed to salesperson"s intention to retain in sales job. This finding is consistent with Hausknecth *et al. (*2009); and Menguc and Barker (2006). They argued those high performers are as strategic valuable resources and must be retained by organization.

Although the researcher does not have enough previous study as evidence to make convincing judgement for this finding particularly in Malaysian banking industry, it is possible that some salesforces in this sample might have intention to retain because of the higher level of KPI achievement. This result coincides with present Malaysian banks" policy or practice in their reward system. To enhance employees" productivities and simultaneously in achieving bank"s cost efficiency, Malaysian banks have employed performance –based system that substituted the existing banks" reward system which is collective reward system or seniority-based or loyalty- based system (Wan, 2008; and Peetz & Todd, 2001). The collective reward system advocates the standard fringe benefits which extended the employees" benefits to all unions" members irrespective of their performance achievement.

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In contrast, a new performance- based system only compensates performers with many benefits which include continuous employment in the banks (Khoo, 2012ab; and Madzikanda & Al-Khalifa, 2014).

Additionally, the finding from this study was corresponding with statistical data as shown in Table 1.3 and 1.4 in Chapter 1. Salesforces performance, which represents by non –interest income was recorded the decreasing trend in the top two Malaysian banks in 2013 as compared to 2012. Public Bank Berhad and CIMB recorded negative growth of 15.58 per cent and 9.78 per cent respectively. The undesirable performance achievement which were experienced by both banks have resulted adverse employees" turnover rate i.e. CIMB bank reported 22 per cent while Public Bank Berhad recorded 16.8 per cent respectively. These results indicated that low employees performance will lead to high employees" turnover rate.

These findings were authenticated further by both banks" statistical data for 2014/2013. For these financial years, Public Bank Berhad has improved its non-interest income by recorded a positive growth (1.37%) and instantaneously, it"s" turnover rate also has improved for 16.1 per cent. Similarly, CIMB Bank also has improved its non-interest income performance by reporting a reducing negative growth of 3.38 per cent. In conjunction with the present performance achievement, CIMB employees" turnover rate also improved. It recorded the employees" turnover rate of only 16.3 per cent in 2014 as compared to 22.0 per cent in 2013.

This analysis revealed the relative importance of performance achievement with regards to employees" turnover rate or intention to retain and it supported the finding on KPI achievement as a mediator for this study.

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A fully mediating role of KPI achievement in the performance orientation, teamwork and intention to retain linkage indicates that this result is not only consistent with the industry practice but it additionally supports an economic view of agency theory, along with the Herzberg Theory of Work Motivation and Expectancy Theory by Victor Vroom (1964). The agency theory explained that leader act as economically rational individual who seek to maximize his or her own expected utility at the expenses of the organization (Ittner *et al.*, 2003). Therefore, the salesforce managers or superiors indisputably were retained high performers and on the other hand will encourage poor performers to leave the banks (Peetz & Todd, 2001). Moreover, the finding of KPI achievement as a fully mediator was endorsed „achievement" which is intrinsic elements of Herzberg"s Dual Factor Theory as the highest rated motivator. This finding added Winer and Schiff (1980).

The result is also implicitly important to Expectancy Theory by Victor Vroom (1964). This theory discusses the motivation by arguing in the aspects of psychological processes, particularly perception and the formation of beliefs and attitudes (Vroom, 1964). The salesforces who achieved their KPI have the understanding that their employers (banks) will reciprocate their efforts by providing equitable compensation and other positive consideration. Therefore, salesforces tend to remain in the banks when they perceive their contributions in form of capabilities, efforts and performance are recognized and appreciated (Chew & Chan, 2008).

Hence the findings of this study are not only empirically but also theoretically supported.

6.3 Contribution of the Study

This study contributes new and fresh findings. They are considered as new contribution to the body of knowledge in terms of theoretical, practical and empirical knowledge. The contributions are presented followed by policy implication in subsequent sections:

6.3.1 Theoretical Contribution

The theoretical contributions of this study are drawn from the reviews of the literature and the findings of the analyses. The existing literatures which addressed the issue of employee retention are commonly used a single theory either Herzberg"s Two-Factor Theory of Work Motivation (Martin, Mactaggart, & Bowden, 2006) or Resource Based Theory (Bhatnagar, 2007) as underpinning theory for the research framework. This study however, adds another three theories namely Agency Theory, Intermediation Theory and Expectancy Theory.

Hence, the five theories which were blended in this study strengthen the study framework as they are cross disciplined. Herzberg"s Two-Factor Theory of Work Motivation, Resource Based Theory and Expectancy Theory are from management studies, while Agency Theory and Theory of Financial Intermediation are from economic and finance discipline respectively.

Agency Theory focuses on relationship between the principal and agent. In this study, the positive effects of principal-agent relationship are relying on salesforces" KPI achievement (Eisenhardt, 1989). While, Theory of Financial Intermediation which emphasises on banking information revealed that banking business is relying on salesforce competencies in providing accurate and reliable information that will influence customers to consume the banks product and directly contribute to achievement of individual KPI (Allen & Santomero, 2001).

The inclusion of Expectancy Theory by Vroom explained the focus of KPI achievement as a mediator in the relationship between individual competencies, perceived organizational factors and intention to retain in sales job.

The results from this study lead to the theoretical contribution in terms of an integration of five theories instead of only one theory commonly found in past studies. The theories explain the drivers of KPI achievement and intention to retain, and the mediating effect of KPI on salesforce intention to retain in sales job in Malaysian banking industry.

6.3.2 Practical Contributions

From practical perspective, the results of this study offer to commercial banks the inputs for development of their business plan and strategies which subsequently could be put into practice for higher and better profit performance.

First, the bank can apply the findings by incorporating the significant variables to develop a systematic salesforce retention strategy in sales job. This is because for salesforce, retention strategy has to be very different from other bank operation since sales job is unique involving specialised technical and human skills. In other words, salesforces in banking are classified as professionals and most of them are certified financial planners. In addition, this study adds new understanding to the results of the study done by Khoo (2012ab) on sales target as KPI.

In this study, KPI achievement is fully mediated the relationship between individual competencies, organizational factors and intention to retain in sales job. This finding empirically confirms the important role of KPI achievement in sales job"s retention. Therefore, banks should continue with the present practised which is performance- based reward/recognition. This new reward system which include retention policy, provide enhancement to the existing retention policy (Steel *et al*., 2002). A new retention policy aims to retain only good performers or achievers (Hausknecht *et al*., 2009) and conversely poor performers were encouraged to leave the banks (Peetz & Todd, 2001).

In respect of KPI achievement drivers, this study highlighted that performance orientation and agility flexibility are significant drivers of individual competencies. Since competencies are considered as critical key factor to support both the employees (Abidin & Ismail, 2010) and industry performance (Capece & Bazzica, 2013), hence it is appropriates for bank management to continue reward the top performers individually and objectively.

Additionally, this study put forward the teamwork as a significant KPI achievement driver. As such, human resource department of banks are suggested to introduce a more attractive team - based reward package to replace the existing package.

Secondly banks have to be watchful on the conflicting consequences of salesforce"s ability in affiliate interest and commitment to work. These abilities are significant but negatively related to retention. This finding implies if these relationship and networking are being ignored by the management, the salesforce will mostly not to stay in the banks due to feeling of not being fairly rewarded and appreciated.

It is also essential for bank"s management to identify and recognised those salesforces with higher job commitment. The result suggests committed salesforces are likely to leave the job and move to other job where they perceive their career needs will be met. In this regard, bank"s management should provide attractive incentives to salesforce as a token for appreciation for that ability and strategy to retain them.

Thirdly, this study found that the existence of an articulate leader in bank"s sales management gives a negative effect on sales force"s KPI achievement. This is very important finding to the bank"s top leadership. By this result, it contributes new knowledge that salesforces do not prefer visionary leader because visionary leader frequently change the goals.

In banks" sales, KPI target is a dominant objective of the salesforce, which will lead under performer to be terminated or reprimanded. Some of the salesforce might engage with unethical decisions in order to achieve his/her KPI target. An unethical decisions committed by salesforce on the other hand will give the adverse effects to the banks reputation. Therefore, team leader and branch manager should be alert of the unethical practices of their salesforce team. The banks alternatively have to implement strong and control procedures to curb the unethical practices.

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6.3.3 Empirical Contribution

6.3.3.1 New Findings

This study is extending the contributions to previous study of sales performance by furnishing new evidence on sales performance in Malaysian particularly in banking industry. The new evidence is that the individual competencies such as performance orientation and agile flexibility are the dominant factors that influence KPI achievement. These results proved that the ability of salesforce to work well and flexible in capitalisation of banks" resources would improve salesforce KPI achievement. These findings add to Yen *et al.* (2015) who found other personal factors which are age, gender, academic rank and discipline were influenced KPI achievement among Malaysian academician in public university. Additionally, salesforce could achieve his/her KPI when the banks nurtured teamwork particularly involving the manager and employees. This finding is consistent with Zakaria (2015) who found the employees in Malaysian oil and gas company perceived teamwork was important to propel organization key performance areas.

The model in the present study, which consist of individual competencies and organizational factors as the independent variables are able to explain 27 per cent of variances in KPI achievement. This finding reports new evidence, as KPI achievement is a new sales performance measurement which was first time introduced by this study. This report contributes to enlargement of literature on sales performance measurement in banking sector. The result is slightly higher than the result of many sales performance studies in the past that generally explain between 10 and 20 per cent of the variance in performance (Plouffe *et al.*, 2010; Silver, *et al.,* 2006; Churchill *et al.,* 1985; Franke & Park, 2006; and Vinchur *et al.,* 1998).

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This study also examined the predictors of salesforces" intention to retain in sales job rather than the previous studies which used retention in organization as dependent variable (Govaerts *et al.*, 2011; D"Amato & Herzfeldt, 2008; and Messah & Kubai, 2012). The result proved that intention to retain in sales job is significantly influenced by the perception on organizational factors which is hygiene factors in the context of Herzberg"s Two-Factor Theory of Work Motivation. This finding coincides with Tan & Waheed (2011) who found sales personnel in Malaysia retail industry more motivated by hygiene factors in terms of job satisfaction with working condition was found as the most significant work motivators.

The present study however indicates articulate visionary leadership was the most significant hygiene factors, followed by high performance culture and teamwork. This findings were also in contrast with previous studies by Chew and Chan (2008); Kerr-Phillips and Thomas (2009); Khan *et al.* (2011); Hong *et al.* (2012); and Alias *et al.* (2014). The researchers found that human resource practice such as remuneration and recognition, employee compensation, remuneration packages, appropriate reward, incentives and training significantly influenced employee retention in organizations. The important point is that in the present banking era, the qualities highlighted by this study is articulate visionary leader, high performance culture and teamwork not so much on human resource practice. Therefore, board of director of the banking should incorporate this document in their decision making policies.

Personal factors, which are individual competencies, were examined to predict retention in sales job in this study. The competencies elements such as performance orientation, affiliate interest, job quality, commitment to work, agility, adaptive selling, planning, effective communication and learning have been investigated rather than demographic variables such

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as age, gender, working tenure, educational level, marital status, health status and financial status (Govaerts *et al.*, 2011; D'Amato & Herzfeldt, 2008; and Messah & Kubai, 2012). However, only performance orientation provided a significant and positive impact on intention to retain. Since intention to stay in sales job depends on performance orientation, human resource managers in retail banking need to ensure that their salesforce to work well or demonstrate competence and in the same time avoid demonstrations of incompetence in their sales job in order to increase their retention level. The ability to maintain relationship (affiliate interest) and committed with works on the other hand have inverse relationship but significant with intention to retain in sales job.

6.3.3.2 New Focus Area

This study has selected salesforce in retail banking in Malaysia as and there is hardly any study that has been done to examine the impact of individual competencies, and organizational variables on intention to retain in sales job particularly in retail banking. Differences and similarities in the result provide new empirical findings.

6.3.3.3 Mediating Variable of KPI Achievement

Unlike previous study by Yen *et al.* (2015) who only investigated the determinants for KPI achievement among Malaysian academician, this study on the other hand introduced a new area by examining the mediating effect of KPI achievement on relationship between individual competencies, organizational factors and intention to retain in sales job.

The finding offered evidence on the mediating effects of KPI achievement. KPI achievement found is fully mediated the relationship between performance orientation, and teamwork and intention to retain in sales job. The mediating effect of KPI achievement provides new dimension in sales study. This finding is support the expectancy theory. This theory explained the skilful and capable salesforces who achieve KPI have the understanding that their employer (banks) will provide an equitable compensation and other positive consideration such as retention.

This finding is in congruence with Hausknecth *et al.* (2009) and Menguc and Barker (2006) who argued that, those high performers are strategic valuable resources to an organization. Lazear (1999) classified salesforces who achieve KPI as beneficial human capitals. Hence, it is rational for banks to retain them.

6.3.3.4 Other Contribution (KPI achievement instrument development)

This study offers other important of conceptual contribution in which KPI achievement has been used to replace the existing sales performance measurement. The information on an individual salesforce performance is based on KPI achievement and it is respondent generated performance. A self- report performance measurement means salesforce rated him/herself performance against the target given by the immediate supervisor.

A self-report instrument was also used in previous sales studies by Dwyer (2000) and Silver *et al.* (2006). Unlike other studies, the items that formation of KPI constructs are self -developed by researcher and it reflects the recent trend on how salesforce performance in banking was evaluated. KPI achievement scales were used in this study is summated scale comprises of

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seven items with a five-point likert –scale. "1" indicates far below expectation, and "5" indicates far exceed expectation. The KPI scale was confirmed valid and reliable based on test conducted for this construct.

6.4 Policy Implications

The findings of this study revealed KPI achievement places an important role to retain salesforce in sales job. This implies that, salesforces are more likely to retain if they achieved their KPI. The result suggests the ability of salesforce to work well and employs the banks" resources, and the synergy of teamwork in organization is significant drivers of salesforce KPI achievement.

The abilities of salesforce can be enhanced by individual-based training. The teamwork-based training such as teambuilding, on the other hands would strengthen the team spirit among the employees in the banks. Rewards also could motivate KPI achievement among the salesforce. Therefore banks are suggested to implement more teamwork-based reward policies rather than individual- based. The implementation of new policies is proposed to begin with a formulation of teamwork recognition policies by the banks. Besides that, the existing banks" reward practise and policy are subject to certain flaws. Whereby, the maximum banks" reward is up to far exceed targets achievement and abundant those salesforce who performs more.

To motivate them further, banks are recommended to provide extra ordinary reward for instances by offering the banks" share to top performers. All of these suggestions must be linked with new retention strategy in sales job which will be established by individual banks" sales management. A new retention strategy should provide a distinct approach between retention in sales job and retention in the banks as a whole.

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6.5 Limitation of the Study

There are some limitations pertaining to this study that needs to be taken into account.

First, this study only examined salesforces in eight conventional domestic retail banks in three regions, northern, central and southern Peninsular Malaysia. Eastern region of Peninsular Malaysia has not been covered as during the data collection, this area was suffering from heavy flood. Thus, the results of this study is limited in these regions and do not represent the retail bank‟s salesforce retention in other regions in Malaysia.

Second, in addition to self-report survey, a few studies in the past obtained the additional data for employees‟ competencies from the organizations to which the respondent‟s belong by performing in-depth interviews, „Behavioural Events Interview‟. However, in this study the interview was not conducted due to practical constraints by employers due to tight job schedule. Self-report approach for competencies, even though criticised by some, was deemed necessary because of difficulties associated with the independent assessment of each of these variables (Ahmad *et al*., 2010). Moreover, self-reports were less problematic than some critics maintain and were appropriate when the respondent could validly assess the constructs (Crampton & Wagner, 1994; and Porath & Bateman, 2006).

Third, the determinants should to include macro-economic, banks specific factors, government policy, Islamic perspective, and legal implication and consumer perspectives as well, instead of limited to personal and organizational.

Lastly, even though this study and many previous studies applied SPSS to test the study objectives, some new statistical software (PLS, SEM-AMOS) could be used in future studies to uncover further insights into the various operational and strategic aspects of salesforces" retention in conventional domestic retail banks.

6.6 Suggestion for Future Research

More related field that can be enhanced or considered for future research in sales of retail bank. From to the present study, several inputs for future research to embark on are suggested as follows:

First, sales in retail banks are one of the important issues that have been debated arising from the financial industry evolution. Retail banks have redefined their business strategy from fully service centre to sales centre and this new strategy becomes a continuous issue. However, there are very limited empirical studies which can be found to address any arising issues pertains to Malaysian banks" salesforces. Thus, it is suggested that more researches to be conducted particularly in identifying the determinants of retention in sales job. The determinants should not be limited to personal, organizational and human resource practice, but to include macro-economic, banks specific factors and such as government policy, Islamic perspective, and legal implication and consumer perspectives as well.

Second, in order to obtain more comprehensive analysis of salesforces" retention, a comparative study between Islamic bank and foreign banks is necessary. Thus, it is recommended that a cross financial institutions study is to be conducted for the purpose of comparing the results between them.

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Third, some new statistical software (PLS, SEM-AMOS) could be used in future studies to uncover further insights into the various operational and strategic aspects of salesforces" retention in conventional domestic retail banks.

Forth, instead of just using quantitative approach, future research might use mixed method approach. This would extend the finding on this research. In a way it might provide some insights into the reasons triggering KPI achievement and retention in sales job.

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Ref: COB/SEFB/93129

1st October 2014

To whom it may concern

MRS ZUNARNI KOSIM (93129)

This is to certify and confirm that Mrs Zunarni Kosim is a Ph.D student at the School of Economic, Finance and Banking, College of Business, Universiti Utara Malaysia. She is under my supervision and is currently required to conduct a PhD study aims at examining how an individual and organizational competencies might affect the employee KPI and retention in banking sector.

There is no right or wrong answer to the questions and all responses given will be treated as strictly confidential and will be used solely for academic purposes. I have every confidence that she will benefit tremendously from your participation, which will assist her to complete her study within stipulated time.

Your particpation is very much appreciated. Thank you for your cooperation.

Yours sincerely,

Nor Hayati Ahmad

Prof. Dr Nor Hayati Binti Ahmad

Supervisor of : Zunarni Kosim (93129)

1st October 2014

Dear Participant,

My name is Zunarni Kosim and I am a PhD student at Universiti Utara Malaysia, Kedah. Not just as a requirement for the PhD degree, I embark into this research for the sheer intention of obtaining new knowledge, hoping that it would contribute significantly to the future of business conduct. Hence it is my greatest wish that you would agree to be part of this discovery.

We noticed that, banks are relying on their salesforce to sell the products/services in competitive business environments nowdays, which in turn will help the banks to increase their asset growth. In order to undertake this selling activities, salesforce need to have certain abilities. Though lots of studies have been conducted to examine the necessary criterias, surprisingly, very little has focused on the competencies aspect. Hence, this study seeks to identify individual"s competencies and organizational competencies dominated by salesforce in achieving KPI and retaining in the bank. By participating in this survey, you will contribute to the identification of such competencies which may be helpful in explaining the success of a salesforce.

You have been randomly chosen to participate in this study which is strictly voluntary. You may choose not to participate without any negative consequences. However, your participation is very crucial to the success of this study which would significantly contribute to a new knowledge. More importantly, the completion of my study will also substantially depend on your participation. Hence, I am most grateful if you could complete and return the questionnaire.

Should you have any queries, please do not hesitate to contact me at your convenience at zunarni@uum.edu.my or at 019-5586916.

I look forward to your participation. Your cooperation is greatly appreciated that words are just insufficient to express my gratitude.

Sincerely yours,

Zunarni

Zunarni Kosim

PhD Candidate
School of Economic, Finance and Banking
Universiti Utara Malaysia

Section I

		Not important				Very important
	Sila nyatakan sejauhmana tahap kepentingan setiap pernyataan di bawah. Bulatkan hanya satu jawapan bagi setiap pernyataan. *Please indicate how important each of the following statement to you. Please circle one answer only for each statement.*					
1.	I have the ability to spend a lot of time, thinking about how my performance is compared to another salesforce.	1	2	3	4	5
2.	I evaluate myself using my manager's criteria.	1	2	3	4	5
3.	I always try to communicate my achievements to my manager.	1	2	3	4	5
4.	I feel very good when I know I have outperformed other salesforce in my bank.	1	2	3	4	5
5.	It is very important that my manager sees me as a good salesperson.	1	2	3	4	5
6.	I have the ability to allocate and utilize my significant resources efficiently.	1	2	3	4	5
7.	The ability to commit my time for uncertainty (meeting prospects/sell new products) to improve my sales performance.	1	2	3	4	5
8.	I have the ability to achieve the target and results in the timely manner.	1	2	3	4	5
9.	The ability to set and act for achieving unrealistic or impossible sales targets for myself and for my team/branch.	1	2	3	4	5

		Strongly disagree				Strongly agree
	Sila nyatakan sejauhmana tahap persetujuan anda terhadap setiap pernyataan di bawah. *Please indicate to what extent you agree or disagree with the following statements.*					
1.	Having friends is very important to me.	1	2	3	4	5
2	I prefer a leader who is friendly and easy to talk to over one who is more aloof and respected by his followers.	1	2	3	4	5
3	I would rather express open appreciation to others most of the time than reserve such feelings for special occasions.	1	2	3	4	5

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Sila nyatakan sejauhmana tahap persetujuan anda terhadap setiap pernyataan di bawah. *Please circle any one indicate to what extent you agree or disagree with the following statements.*	Strongly disagree				Strongly agree
1. I make personal scarifies to complete a job.	1	2	3	4	5

Sila nyatakan berapa cepat atau perlahan anda untuk menyesuaikan diri dengan keadaan tersebut di bawah. *Please indicate how quickly or slowly do you adjust to following situations.*	Very slowly				Very quickly
2. I make spend extraordinary efforts to complete a job.	1	2	3	4	5
3. I accept full responsibility for any problems incurred in completing a job for customers.	1	2	3	4	5
4. I express a concern for satisfying the customers.	1	2	3	4	5

Sila nyatakan sejauhmana tahap kepentingan setiap pernyataan di bawah. Bulatkan hanya satu jawapan bagi setiap pernyataan. *Please indicate how important each of the following statement. Please circle one answer only for each statement.*	Not important				Very important
1. The ability to meet and exceed customers" needs and preferences.	1	2	3	4	5
2. The ability to provide the high quality and reliable products/services to customers.	1	2	3	4	5
3. The ability to make design changes in product/services as desired by customers.	1	2	3	4	5
4. The ability to ensure consistency in providing products/services to customers.	1	2	3	4	5
5. The ability to ensure conformance of services to bank"s/industry"s standards.	1	2	3	4	5
6. The ability to ensure accuracy in providing products /services" information to customers.	1	2	3	4	5
7. State a desire to produce or sell a better quality products or services as a motivating factor.	1	2	3	4	5
8. Favor own work as compared to that of others.	1	2	3	4	5

1.	My ability to respond to any changes of a customer's needs.	1	2	3	4	5
2.	My ability to respond to any changes in market conditions.	1	2	3	4	5
3.	My ability to develop new skills particularly in selling.	1	2	3	4	5
4.	My ability to acquire the necessary skills for business process change.	1	2	3	4	5
5.	My ability to acquire new selling, information technology (IT) knowledge and software skills.	1	2	3	4	5
	Sila nyatakan sejauhmana tahap persetujuan anda terhadap setiap pernyataan di bawah. *Please circle any one indicate to what extent you agree or disagree with the following statements.*					
6.	I have the ability to cooperate effectively across functional and bank's boundaries.	1	2	3	4	5
7.	I can easily move between projects.	1	2	3	4	5
8.	I have the ability to capitalize another employee's empowerment which has been authorized by my bank.	1	2	3	4	5
9.	I have the ability to deploy a flexible information technology (IT) infrastructure due to rapid introduction of new information support (IS).	1	2	3	4	5

		Strongly disagree				Strongly agree
	Sila nyatakan sejauhmana tahap persetujuan anda terhadap setiap pernyataan di bawah. *Please circle any one indicate to what extent you agree or disagree with the following statements.*					
1.	I am very flexible in the selling approach I used.	1	2	3	4	5
2.	I can easily use a wide variety of selling approaches.	1	2	3	4	5

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| 3. | I do not use a set of sales approaches. | 1 | 2 | 3 | 4 | 5 |

| Sila nyatakan sejauhmana tahap persetujuan anda pada setiap pernyataan di bawah. *Please indicate to what extend you agree or disagree with the following statements.* | *Strongly Disagree* | | | | *Strongly Agree* |

4.	I vary my sales styles from situation to situation.	1	2	3	4	5
5.	I treat all of my buyers pretty much differently.	1	2	3	4	5
6.	I like to experiment with different sales approaches.	1	2	3	4	5
7.	I change my approach from one customer to another.	1	2	3	4	5

	Sila nyatakan sejauhmana tahap kepentingan setiap pernyataan di bawah. Bulatkan hanya satu jawapan bagi setiap pernyataan. *Please indicate how important each of the following statement. Please circle one answer only for each statement.*	*Not important*				*Very important*
1.	The ability to plan activities by breaking a large task down into subtasks.	1	2	3	4	5
2.	The ability to develop plans for anticipating obstacles.	1	2	3	4	5
3.	The ability to evaluate any alternatives given.	1	2	3	4	5
4.	The ability to take a logical and systematic approach for any activities.	1	2	3	4	5

1.	It is worth spending a lot of time learning new approaches for dealing with customers.	1	2	3	4	5
2.	An important part of being a salesperson is continually improving your sales skills.	1	2	3	4	5
3.	I put in a great deal of efforts in order to learn something new about selling.	1	2	3	4	5
4.	It is important for me to learn from my selling experience.	1	2	3	4	5
5.	Learning how to be a better salesperson is of fundamental importance to me.	1	2	3	4	5

	Sila nyatakan sejauhmana tahap kepentingan setiap pernyataan di bawah. Bulatkan hanya satu jawapan bagi setiap pernyataan. Please indicate how important each of the following statement. Please circle one answer only for each statement.	Not im por tant				Ver y im po rta nt
1.	I have a good command of the language.	1	2	3	4	5
2.	I must typically get right to the point.	1	2	3	4	5
3.	I can deal with others effectively.	1	2	3	4	5
4.	My writing is difficult to understand.	1	2	3	4	5
5.	I have the ability to express my ideas clearly.	1	2	3	4	5
6.	Customers are easily understood when I speak.	1	2	3	4	5
7.	The ability to generally says the right thing at the right time.	1	2	3	4	5
8.	I am a good listener.	1	2	3	4	5
9.	I am keeping customers aware of the status of the products/services offered.	1	2	3	4	5
10.	I am the person who is easy to talk to.	1	2	3	4	5
11.	I usually respond to messages (memos, phone calls, reports, etc.) quickly.	1	2	3	4	5
12.	I always pay attention to what other people say to me.	1	2	3	4	5

13.	I am sensitive to customers' needs of the moment.	1	2	3	4	5
14.	I am answering customers" questions in an understandable manner.	1	2	3	4	5
15.	I must provide advice to customers when necessary.	1	2	3	4	5
16.	I shall keep customers aware of the status of their transactions or applications.	1	2	3	4	5
17.	I have the ability to solicit customers" inputs.	1	2	3	4	5

	Sila nyatakan sejauhmana tahap persetujuan anda pada setiap pernyataan di bawah. *Please indicate to what extend you agree or disagree with the following statements.*	*Strongly Disgree*				*Strongly Agree*
1.	My leader has a clear understanding of where we are going.	1	2	3	4	5
2.	My leader paints an interesting picture of the future for our group.	1	2	3	4	5
3.	My leader is always seeking new opportunities for the bank.	1	2	3	4	5
4.	My leader inspires others with his or her plans for the future.	1	2	3	4	5
5.	My leader is able to get others committed to his or her dream.	1	2	3	4	5

	Sila bulatkan hanya satu nombor yang terbaik menerangkan pandangan anda terhadap organisasi anda. *Please circle only one number that best describes your perception towards your organization.*	*Never*	*Seldom*		*Often*	*Always*
1.	This bank motivates me to contribute more than what is normally required to complete my work.	1	2	3	4	5
2.	My work challenges me to use my knowledge and skills fully.	1	2	3	4	5
3.	My bank has great opportunities for personal and professional growth.	1	2	3	4	5

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4.	My bank is attracting people required to achieve its goals.	1	2	3	4	5
5.	In my bank, exceptional performance is recognized, reinforced and appropriately rewarded.	1	2	3	4	5
6.	When this 407bank does well, it will appropriately share its financial success with the employees.	1	2	3	4	5
7.	The bank is concerned with the future and external world.	1	2	3	4	5
8.	Manager and employees in this bank accept and support changes.	1	2	3	4	5
9.	This bank encourages any experimentation, inquiry and risk taking task.	1	2	3	4	5
10.	My bank emphasizes on mutual trust, frankness and openness among individuals.	1	2	3	4	5
11.	My bank is treating everyone with care, respect and dignity.	1	2	3	4	5

	Sila nyatakan sejauhmana tahap persetujuan anda pada setiap pernyataan di bawah. *Please indicate to what extend you agree or disagree with the following statements.*	*Strongly Disagree*				*Strongly Agree*
1.	Superior managers and employees exchange the inputs for proper solutions on any issues in the bank i.e customer"s problem.	1	2	3	4	5
2.	Superior managers and employees jointly and actively involved in events, property launching and road shows.	1	2	3	4	5
3.	Superior managers and employees use the phrase "we in the bank" as a part of our talk to customers.	1	2	3	4	5
4.	Superior managers and employees have a sense of ownership and proud towards the bank"s achievement of the common goal.	1	2	3	4	5
5.	Superior managers and employees protect and promote group reputation with outsiders.	1	2	3	4	5
	Sila bulatkan tahap pencapaian anda berdasarkan skala pencapaian seperti berikut. Please indicate your level of achievement according to the following rating scale. 1 Far Below Expectation (≥80% - <90% of the set target)					

2

	Below Expectation (≥90% - <100% of the set target)					
	3 Meets Expectation (≥100% - <110% of the set target)					
	4 Exceeds Expectation (≥110% - <120% of the set target)					
	5 Far Exceeds Expectation (≥120% of the set target)					
1.	Sales target set by your bank.	1	2	3	4	5
2.	Acquire new customers.	1	2	3	4	5
3.	Retain existing customers.	1	2	3	4	5
4.	Improve turnaround time in accordance to Standard Operating Procedure (SOP) or deadline fixed.	1	2	3	4	5
5.	Improve Service Index in accordance to Standard Operating Procedure (SOP).	1	2	3	4	5
6.	Maintain/improve yearly audit rating.	1	2	3	4	5
7.	Attend courses and training for period under review (i.e CPD)	1	2	3	4	5

	Sila nyatakan sejauhmana tahap persetujuan anda pada setiap pernyataan di bawah. *Please indicate to what extend you agree or disagree with the following statements.*	Strongly Disagree				Strongly Agree
1.	If it was me, I definitely be working in the sales line for this bank for next five years.	1	2	3	4	5
2.	It does not matter if I am working in the sales line for this bank or another, as long as I have work.	1	2	3	4	5
3.	Working within this sales line, gives me satisfaction.	1	2	3	4	5
4.	The work I am doing is very important to me.	1	2	3	4	5
5.	I see a future for myself within this sales line.	1	2	3	4	5
6.	I love working in sales line.	1	2	3	4	5

Section II : Background and Demographic Information of Respondents

I.   This is the final section that seeks to elicit your demographic information.

I am a

Male		Female	

Please tick your
age range:

25 – 29		30 - 34	
35 – 39		40 - 44	
45 – 49		50 - 54	
55 – 59		and above	

Please tick your highest academic qualification:

PhD or equivalent		Master degree	
Bachelor degree		Diploma	
Professional qualifications		Others, please specify	

Please tick your **race AND religion**:

Religion	*Please tick*
Islam	
Buddha	
Hindu	
Christian	
Others: (Please specify)	

Race	*Please tick*
Malay	
Chinese	
Indian	
Others: (Please specify)	

How long have you been working with the same bank?

Working tenure	*Please tick*
Less than 1 year	
More than 1 year to 5 years	
More than 5 years to 10 years	
More than 10 years to 15 years	
More than 15 years	

How long have you been in the sales position?

Working tenure	*Please tick*
Less than 1 year	
More than 1 year to 5 years	
More than 5 years to 10 years	

	Please tick
More than 10 years to 15 years	
More than 15 years	

My annual income is within the range of:

Annual income	*Please tick*
Less than RM50,000	
RM50,001 – RM75,000	
RM75,001 – RM100,000	
RM100,001 and above	

My competencies" performance as measured by immediate manager.

Competencies performance	*Please tick*
Far below expectations	
Below expectations	
Meets expectations	
Exceed expectations	
Far exceed expectations	

I am currently attached at this bank:

Name of the Banks	*Please tick*
Maybank	
CIMB Bank	
Public Bank	
RHB Bank	
Hong Leong Bank	
Affin Bank	
AmBank	
Alliance Bank	

9. Job status:

Permanent		Contract	

My branch is located in the :

Urban area		Non-urban area	

12. Region

Region	*Please tick*
Northern	
Central	
Southern	

****

Thank you for your kind co-operation which makes this study possible.

****

APPENDIX B

Independent Sample T-Test of Study Variables

Group Statistics

	Response Bias	N	Mean	Std. Deviation	Std. Error Mean
RDT	Early Response	164	34.3110	4.83288	.37738
	Late Response	33	32.9394	4.59578	.80002
AFFT	Early Response	164	12.2256	1.82460	.14248
	Late Response	33	12.0606	1.95159	.33973
COMMITT	Early Response	164	19.9146	2.73447	.21353
	Late Response	33	19.0606	3.32546	.57889
HJQT	Early Response	164	24.5793	3.66208	.28596
	Late Response	33	23.4545	3.56275	.62020
AGILET	Early Response	164	34.0976	4.65526	.36351
	Late Response	33	34.5758	4.19844	.73085
VERT	Early Response	164	25.6402	3.44436	.26896
	Late Response	33	25.7879	3.29543	.57366
PLANT	Early Response	164	15.2134	2.38030	.18587
	Late Response	33	15.0606	2.43592	.42404
LEARNT	Early Response	164	22.8720	3.59474	.28070
	Late Response	33	22.9394	3.30662	.57561
COMMUTT	Early Response	164	65.8598	8.09521	.63213
	Late Response	33	64.7879	9.11303	1.58638
LEADERT	Early Response	164	18.6890	3.81243	.29770
	Late Response	33	19.0909	3.55636	.61908
HPCT	Early Response	164	41.4268	6.86331	.53593
	Late Response	33	40.0000	6.62854	1.15388
TWT	Early Response	164	18.4146	3.65188	.28516
	Late Response	33	17.8485	4.20655	.73227
KPIT	Early Response	164	25.3841	4.53128	.35383
	Late Response	33	24.3636	4.43578	.77217
RETAINT	Early Response	164	21.1280	4.34714	.33945
	Late Response	33	20.9394	4.54106	.79050

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Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
RDT	Equal variances assumed	.308	.580	1.499	195	.135	1.37158	.91479	-.43257	3.17574
	Equal variances not assumed			1.551	47.365	.128	1.37158	.88457	-.40757	3.15074
AFFT	Equal variances assumed	.239	.626	.468	195	.640	.16500	.35220	-.52961	.85962
	Equal variances not assumed			.448	43.979	.656	.16500	.36840	-.57746	.90747
COMMITT	Equal variances assumed	3.508	.063	1.576	195	.117	.85403	.54182	-.21456	1.92261
	Equal variances not assumed			1.384	41.150	.174	.85403	.61701	-.39192	2.09997
HJQT	Equal variances assumed	.123	.726	1.617	195	.108	1.12472	.69561	-.24717	2.49661
	Equal variances not assumed			1.647	46.639	.106	1.12472	.68295	-.24947	2.49891
AGILET	Equal variances assumed	1.465	.228	-.547	195	.585	-.47820	.87447	-2.20282	1.24643
	Equal variances not assumed			-.586	49.200	.561	-.47820	.81627	-2.11838	1.16198
VERT	Equal variances assumed	.977	.324	-.226	195	.821	-.14763	.65257	-1.43464	1.13937
	Equal variances not assumed			-.233	47.167	.817	-.14763	.63358	-1.42212	1.12685
PLANT	Equal variances assumed	.005	.944	.335	195	.738	.15281	.45589	-.74631	1.05193
	Equal variances not assumed			.330	45.151	.743	.15281	.46299	-.77961	1.08523
LEARNT	Equal variances assumed	.528	.468	-.100	195	.921	-.06744	.67712	-1.40287	1.26798
	Equal variances not assumed			-.105	48.491	.917	-.06744	.64040	-1.35473	1.21984

COMMUTT	Equal variances assumed	.886	.348	.679	195	.498	1.07188	1.57799	-2.04023	4.18399
	Equal variances not assumed			.628	42.757	.534	1.07188	1.70768	-2.37256	4.51631
LEADERT	Equal variances assumed	.321	.571	-.558	195	.577	-.40188	.71958	-1.82105	1.01728
	Equal variances not assumed			-.585	48.006	.561	-.40188	.68694	-1.78307	.97930
HPCT	Equal variances assumed	.084	.772	1.096	195	.275	1.42683	1.30220	-1.14138	3.99504
	Equal variances not assumed			1.121	46.867	.268	1.42683	1.27227	-1.13283	3.98649
TWT	Equal variances assumed	1.297	.256	.792	195	.430	.56615	.71518	-.84433	1.97663
	Equal variances not assumed			.720	42.251	.475	.56615	.78583	-1.01945	2.15174
KPIT	Equal variances assumed	.218	.641	1.184	195	.238	1.02051	.86156	-.67866	2.71968
	Equal variances not assumed			1.201	46.447	.236	1.02051	.84938	-.68876	2.72978
RETAINT	Equal variances assumed	.152	.697	.226	195	.822	.18865	.83557	-1.45926	1.83657
	Equal variances not assumed			.219	44.592	.827	.18865	.86030	-1.54451	1.92182

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APPENDIX C
Profile Respondents
a) Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	76	40.0	40.0	40.0
	Female	114	60.0	60.0	100.0
	Total	190	100.0	100.0	

b) Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-29	101	53.2	53.2	53.2
	30-34	40	21.1	21.1	74.2
	35-39	16	8.4	8.4	82.6
	40-44	19	10.0	10.0	92.6
	45-49	6	3.2	3.2	95.8
	50-54	6	3.2	3.2	98.9
	55-59	1	.5	.5	99.5
	60 and above	1	.5	.5	100.0
	Total	190	100.0	100.0	

c) Academic Qualification

Academic Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master Degree	19	10.0	10.0	10.0
	Bachelor Degree	114	60.0	60.0	70.0
	Diploma	44	23.2	23.2	93.2
	Professional Qualification	3	1.6	1.6	94.7
	Others	10	5.3	5.3	100.0
	Total	190	100.0	100.0	

d) Race

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	135	71.1	71.1	71.1
	Chinese	41	21.6	21.6	92.6
	Indian	13	6.8	6.8	99.5
	Others	1	.5	.5	100.0
	Total	190	100.0	100.0	

e) Religion

Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islam	135	71.1	71.1	71.1
	Buddha	41	21.6	21.6	92.6
	Hindu	12	6.3	6.3	98.9
	Christian	2	1.1	1.1	100.0
	Total	190	100.0	100.0	

f) Working Tenure With Same Banks

Working Tenure with same banks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	6	3.2	3.2	3.2
	More than 1 years to 5 years	103	54.2	54.2	57.4
	More than 5 years to 10 years	36	18.9	18.9	76.3
	More than 10 years to 15 years	14	7.4	7.4	83.7
	More than 15 years	31	16.3	16.3	100.0
	Total	190	100.0	100.0	

g) Working Tenure in sales positions

Working tenure in sales positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	4	2.1	2.1	2.1
	More than 1 year to 5 years	102	53.7	53.7	55.8
	More than 5 years to 10 years	59	31.1	31.1	86.8
	More than 10 years to 15 years	11	5.8	5.8	92.6
	More than 15 years	14	7.4	7.4	100.0
	Total	190	100.0	100.0	

h) Competencies Performance

Competencies performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Far Below Expectation	1	.5	.5	.5
	Below Expectation	15	7.9	7.9	8.4
	Meets Expectation	104	54.7	54.7	63.2
	Exceed Expectation	50	26.3	26.3	89.5
	Far Exceed Expectation	20	10.5	10.5	100.0
	Total	190	100.0	100.0	

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i) Name of The Banks

Name of the Banks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Maybank	53	27.9	27.9	27.9
	CIMB	47	24.7	24.7	52.6
	Public Bank	14	7.4	7.4	60.0
	RHB Bank	25	13.2	13.2	73.2
	Hong Leong Bank	13	6.8	6.8	80.0
	Affin Bank	11	5.8	5.8	85.8
	AmBank	26	13.7	13.7	99.5
	Alliance Bank	1	.5	.5	100.0
	Total	190	100.0	100.0	

j) Job Status

Job Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	152	80.0	80.0	80.0
	Contract	38	20.0	20.0	100.0
	Total	190	100.0	100.0	

k) Location of Branch

Location of Branch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban Area	153	80.5	80.5	80.5
	Non-Urban Area	37	19.5	19.5	100.0
	Total	190	100.0	100.0	

m) Region

Region

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Northern	93	48.9	48.9	48.9
	Central	66	34.7	34.7	83.7
	Southern	31	16.3	16.3	100.0
	Total	190	100.0	100.0	

n) Annual Income

Annual Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM50,000	110	57.9	57.9	57.9
	RM50,001 to RM75,000	54	28.4	28.4	86.3
	RM75,001 to RM100,000	17	8.9	8.9	95.3
	RM100,001 and above	9	4.7	4.7	100.0
	Total	190	100.0	100.0	

APPENDIX D

Factor Analysis on Dependent Variables (Intention to Retain)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.816
Bartlett's Test of Sphericity	Approx. Chi-Square	353.516
	Df	6
	Sig.	.000

Communalities
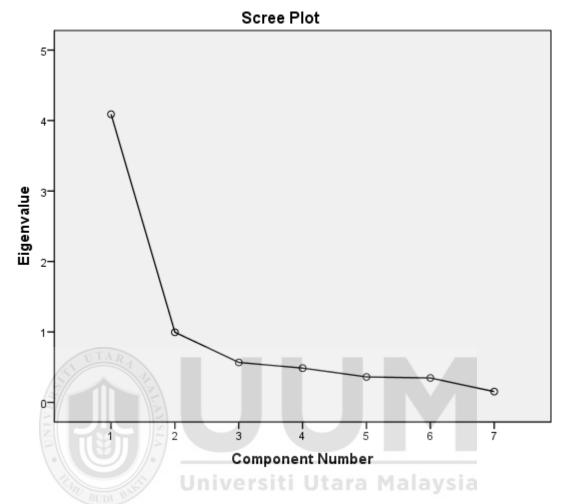
	Initial	Extraction
Work in sales line for this bank next 5 years	1.000	.653
Work in sales gives me satisfaction	1.000	.754
See future in sales line	1.000	.734
Love work in sales line	1.000	.713

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.854	71.347	71.347	2.854	71.347	71.347
2	.483	12.068	83.415			
3	.356	8.904	92.319			
4	.307	7.681	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot

Component Matrix[a]

	Component
	1
Work in sales gives me satisfaction	.868
See future in sales line	.857
Love work in sales line	.844
Work in sales line for this bank next 5 years	.808

Extraction Method: Principal Component
Analysis.

a. 1 components extracted.

APPENDIX E

Factor Analysis on Mediating Factor (Kpi Achievement)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Bartlett's Test of Sphericity	Approx. Chi-Square	712.712
	Df	21
	Sig.	.000

Communalities

	Initial	Extraction
Sales target set by bank	1.000	.369
Acquire new customers	1.000	.514
Retain existing customers	1.000	.605
Turnaround time according to SOP	1.000	.642
Service index according to SOP	1.000	.728
Yearly audit rating	1.000	.611
Attend course and training	1.000	.620

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.089	58.420	58.420	4.089	58.420	58.420
2	.996	14.222	72.642			
3	.567	8.101	80.743			
4	.486	6.949	87.691			
5	.361	5.164	92.855			
6	.347	4.952	97.807			
7	.153	2.193	100.000			

Extraction Method: Principal Component Analysis.

Scree Plot

Component Matrix[a]

	Component
	1
Service index according to SOP	.853
Turnaround time according to SOP	.801
Attend course and training	.787
Yearly audit rating	.781
Retain existing customers	.778
Acquire new customers	.717
Sales target set by bank	.608

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

APPENDIX F
Factor Analysis on IV

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.889
Bartlett's Test of Sphericity	Approx. Chi-Square	12254.261
	Df	3741
	Sig.	.000

Communalities

	Initial	Extraction
Think my performance	1.000	.652
Manager criteria	1.000	.674
Communicate achievement	1.000	.792
Know Outperformed	1.000	.695
See me as a good salesperson	1.000	.729
Utilize significant resources	1.000	.716
Time for uncertainty	1.000	.714
Achieve target timely manner	1.000	.689
Achieving unrealistic sales target	1.000	.703
Having friend	1.000	.633
Prefer a friendly and easy leader	1.000	.713
Express open appreciation	1.000	.755
Make personal sacrifies	1.000	.725
Spend extra efforts	1.000	.763
Accept full responsible for any problems	1.000	.800
Concern for satisfying customer	1.000	.673
Meet and exceed customer's needs and preference	1.000	.703
Provide high quality and reliable product\service	1.000	.743
Make design changes in product\service	1.000	.667
Ensure consistency in providing product\service	1.000	.737

Ensure conformance of service to standard	1.000	.765
Ensure accuracy in providing information	1.000	.744
Produce quality product as motivation factor	1.000	.703
Favor own works than others	1.000	.665
Respond to customers' need changes	1.000	.697
Respond to market condition's changes	1.000	.728
Developing new selling skill	1.000	.768
Acquiring necessary skill for business process change	1.000	.743
Acquiring new selling and software skill, IT knowledge	1.000	.698
Cooperate effectively	1.000	.674
easily move	1.000	.746
Capitalize another employee employment	1.000	.722
Deploy flexible IT	1.000	.630
Flexible in selling approach	1.000	.697
Easily use variety selling approach	1.000	.734
Do not use a set of sales approach	1.000	.728
Vary sales styles from situation	1.000	.703
Treat buyers differently	1.000	.663
Experiment with different sales approaches	1.000	.729
Change approach from customer to customer	1.000	.714
Breaking large task to subtasks	1.000	.774
Develop plans for anticipate obstacle	1.000	.703
Evaluate alternatives given	1.000	.778
Logical and systematic approach	1.000	.667

learn new approaches for dealing	1.000	.649
Continous improve sales skills	1.000	.658
Put great efforts to learn something new	1.000	.693
Important to learn from selling experience	1.000	.795
Learning to be better salesperson important to me	1.000	.749
Good command of language	1.000	.780
Get right to the point	1.000	.707
Deal with others effectively	1.000	.595
Writting difficult to understand	1.000	.635
Able to express idea clearly	1.000	.610
Customer easily understood when speak	1.000	.659
Able to say right thing at right time	1.000	.750
I am a good listener	1.000	.732
Keep customer aware the status of product/service	1.000	.651
Easy to talk to	1.000	.745
Respond to message quickly	1.000	.693
Pay attention to what people say	1.000	.684
Sensitive to current customers' need	1.000	.638
Answer question in understandable's manner	1.000	.748
Provide advice to customer when necessary	1.000	.694
Keep customer aware the status of application	1.000	.710
Able to solicit customers' input	1.000	.583
My leader has clear understanding where we are going	1.000	.717

My Leader paints interesting picture for group's future	1.000	.796
My leader always seek new opportunity	1.000	.841
My leader inspire others	1.000	.804
My leader get others committed	1.000	.790
Contribute more than normally required	1.000	.657
Work challange me to use full knowledge and skill	1.000	.663
Great opportunities for personal and professional growth	1.000	.760
Attract people required to achieve goals	1.000	.668
Exceptional performance is recognized and appropriately rewarded	1.000	.742
Bank will share its financial success with employees	1.000	.735
Concerned with future and external world	1.000	.809
Manager and employees accept and support changes	1.000	.688
Bank encourages any experimentation, inquiry and risk taking	1.000	.735
Emphasis on mutual trust, frankness and openness	1.000	.696
Treat everyone with care, respect and dignity	1.000	.641
Manager and employees exchange input for proper solutions	1.000	.771
Manager and employees jointly and actively involved in events	1.000	.703

	Communalities	
Manager and employees use phrase "we in the bank" when talk to customer	1.000	.745
Manager and employees have sense of ownership and proud on achievement	1.000	.800
Manager and employees protect and promote group reputation	1.000	.831

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	28.258	32.480	32.480	28.258	32.480	32.480	7.325	8.419	8.419
2	4.842	5.566	38.046	4.842	5.566	38.046	7.225	8.304	16.723
3	3.327	3.825	41.871	3.327	3.825	41.871	6.735	7.741	24.465
4	2.706	3.111	44.981	2.706	3.111	44.981	4.036	4.639	29.103
5	2.266	2.604	47.585	2.266	2.604	47.585	3.860	4.437	33.540
6	2.100	2.414	49.999	2.100	2.414	49.999	3.515	4.041	37.581
7	2.034	2.338	52.337	2.034	2.338	52.337	3.413	3.923	41.504
8	1.905	2.189	54.526	1.905	2.189	54.526	3.284	3.775	45.279
9	1.783	2.050	56.576	1.783	2.050	56.576	2.911	3.346	48.625
10	1.725	1.983	58.558	1.725	1.983	58.558	2.899	3.332	51.957
11	1.522	1.750	60.308	1.522	1.750	60.308	2.815	3.236	55.193
12	1.449	1.666	61.974	1.449	1.666	61.974	2.669	3.067	58.260
13	1.348	1.549	63.523	1.348	1.549	63.523	1.905	2.190	60.450
14	1.298	1.492	65.015	1.298	1.492	65.015	1.873	2.153	62.603
15	1.278	1.469	66.484	1.278	1.469	66.484	1.759	2.022	64.625
16	1.144	1.315	67.799	1.144	1.315	67.799	1.635	1.879	66.504
17	1.114	1.281	69.080	1.114	1.281	69.080	1.613	1.854	68.358
18	1.080	1.241	70.321	1.080	1.241	70.321	1.396	1.605	69.963
19	1.019	1.171	71.492	1.019	1.171	71.492	1.330	1.528	71.492
20	.990	1.138	72.629						
21	.960	1.104	73.733						
22	.917	1.054	74.787						
23	.890	1.023	75.810						

24	.869	.999	76.809
25	.818	.940	77.749
26	.793	.911	78.660
27	.758	.872	79.532
28	.743	.854	80.387
29	.715	.822	81.208
30	.689	.793	82.001
31	.680	.782	82.783
32	.656	.755	83.537
33	.630	.724	84.261
34	.595	.684	84.945
35	.582	.669	85.614
36	.555	.638	86.252
37	.539	.620	86.872
38	.516	.594	87.466
39	.497	.571	88.037
40	.480	.552	88.589
41	.469	.539	89.128
42	.441	.507	89.636
43	.432	.496	90.132
44	.421	.483	90.615
45	.405	.466	91.081
46	.384	.441	91.523
47	.374	.430	91.952
48	.367	.422	92.374
49	.343	.395	92.769
50	.337	.388	93.156
51	.319	.366	93.523
52	.302	.347	93.870
53	.286	.329	94.199
54	.282	.324	94.523
55	.278	.320	94.843
56	.267	.307	95.150
57	.260	.299	95.449
58	.252	.290	95.739
59	.237	.272	96.010
60	.226	.260	96.270
61	.216	.249	96.519
62	.200	.230	96.749
63	.193	.222	96.971

64	.186	.214	97.185							
65	.175	.201	97.386							
66	.167	.192	97.579							
67	.165	.189	97.768							
68	.156	.179	97.946							
69	.148	.170	98.117							
70	.142	.164	98.280							
71	.139	.159	98.440							
72	.136	.156	98.596							
73	.127	.146	98.742							
74	.123	.141	98.884							
75	.109	.126	99.009							
76	.106	.121	99.130							
77	.099	.114	99.244							
78	.091	.104	99.348							
79	.082	.095	99.443							
80	.079	.090	99.534							
81	.076	.087	99.621							
82	.074	.085	99.706							
83	.058	.067	99.773							
84	.055	.063	99.837							
85	.052	.060	99.897							
86	.049	.057	99.953							
87	.040	.047	100.000							

Extraction Method: Principal Component Analysis.

Scree Plot

Rotated Component Matrix[a]

	Component																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Easy to talk to	.671																		
I am a good listener	.665																		
Able to say right thing at right time	.659																		
Respond to message quickly	.656																		
Customer easily understood when speak	.633																		
Answer question in understandable's manner	.618																		.462
Keep customer aware the status of application	.616																		
Provide advice to customer when necessary	.606																		
Sensitive to current customers' need	.600																		
Keep customer aware the status of product/service	.591																		
Pay attention to what people say	.533																		.302	
Able to express idea clearly	.492																		
Able to solicit customers' input	.366						.303												
Ensure accuracy in providing information		.723																	
Ensure conformance of service to standard		.697																	

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	1	2	3	4	5	6	7	8	9	10	11	12	13
Ensure consistency in providing product\service		.681											
Make design changes in product\service		.670											
Meet and exceed customer's needs and preference		.669											
Provide high quality and reliable product\service		.656											
Produce quality product as motivation factor		.642											
Having friend		.550											.339
Favor own works than others		.463	.331							.300	.311		
Concern for satisfying customer		.417				.399							
Continous improve sales skills	.354	.414											
Concerned with future and external world			.721										
Exceptional performance is recognized and appropriately rewarded			.697										
Bank will share its financial success with employees			.696										
Bank encourages any experimentation, inquiry and risk taking			.687										
Manager and employees accept and support changes			.683										
Attract people required to achieve goals			.655										

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Emphasis on mutual trust, frankness and openess		.580														
Treat everyone with care, respect and dignity		.558	.318													
Great opportunities for personal and professional growth		.548	.326			.327									.343	
Contribute more than normally required		.476														
Work challange me to use full knowledge and skill	.306	.338														.319
My Leader paints interesting picture for group's future			.788													
My leader always seek new opportunity			.777													
My leader inspire others			.739													
My leader has clear understanding where we are going		.369	.653													
My leader get others committed			.640													
Manager and employees have sense of ownership and proud on achievement			.716													
Manager and employees protect and promote group reputation		.301	.706													
Manager and employees jointly and actively involved in events		.377	.653													
Manager and employees exchange input for proper solutions		.330	.639													

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Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Manager and employees use phrase "we in the bank" when talk to customer		.402		.606														
Treat buyers differently					.759													
Change approach from customer to customer					.740													
Experiment with different sales approaches					.608													
Vary sales styles from situation	.311				.512													
learn new approaches for dealing					.465							.340						
Developing new selling skill						.652												
Acquiring necessary skill for business process change	.322					.650												
Respond to market condition's changes						.601												.347
Acquiring new selling and software skill, IT knowledge						.594												
Respond to customers' need changes	.326					.564												
Breaking large task to subtasks							.723											
Evaluate alternatives given							.711											
Develop plans for anticipate obstacle							.653											
Logical and systematic approach	.313						.551											
Accept full responsible for any problems								.710										
Spend extra efforts								.660										

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Make personal sacrifies								.629								
Communicate achievement									.799							
Manager criteria									.711							
Think my performance									.506							
Achieving unrealistic sales target									.489							
Achieve target timely manner						.309			.423		.416					
easily move										.705						
Capitalize another employee employment										.605						
Deploy flexible IT										.585						
Cooperate effectively		.381								.511						
Time for uncertainty											.742					
Utilize significant resources							.306				.650					
Know Outperformed									.333		.461				.361	
See me as a good salesperson		.390									.458					.414
Important to learn from selling experience	.335	.364										.557				
Put great efforts to learn something new												.474				
Learning to be better salesperson important to me		.417					.363					.454				
Express open appreciation													.738			
Prefer a friendly and easy leader													.600			
Writting difficult to understand													.492	.404		
Easily use variety selling approach													.528			
Flexible in selling approach													.496			

Do not use a set of sales approach																			-.806			
Good command of language	.438																			.571		
Get right to the point	.369																			.420		
Deal with others effectively	.318																			.322		

Extraction Method: Principal Component Analysis.

 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 20 iterations.

APPENDIX G
Reliability Test for Study Variables

Performance Orientation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.731	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Think my performance	10.95	4.014	.479	.266	.697
Manager criteria	10.96	3.829	.612	.409	.617
Communicate achievement	10.84	3.830	.594	.382	.627
Achieving unrealistic sales target	10.93	4.450	.411	.191	.731

Responsiveness

Reliability Statistics

Cronbach's Alpha	N of Items
.693	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Utilize significant resources	3.88	.541	.531	.
Time for uncertainty	3.86	.472	.531	.

Affiliate Interest

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.618	.620	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Prefer a friendly and easy leader	3.78	.596	.449	.202	.
Express open appreciation	4.11	.740	.449	.202	.

Commitment to Work

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.803	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Make personal sacrifies	7.98	1.513	.665	.449	.714
Spend extra efforts	7.95	1.738	.676	.459	.698
Accept full responsible for any problems	7.81	1.883	.608	.371	.767

Job Quality

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.903	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Having friend	32.06	20.827	.539	.342	.902
Meet and exceed customer's needs and preference	32.26	20.142	.736	.636	.887
Provide high quality and reliable product\service	32.24	20.203	.717	.642	.888
Make design changes in product\service	32.43	20.172	.694	.513	.890
Ensure consistency in providing product\service	32.33	19.808	.749	.609	.886
Ensure conformance of service to standard	32.32	19.775	.769	.636	.884
Ensure accuracy in providing information	32.25	19.700	.757	.608	.885
Produce quality product as motivation factor	32.39	20.018	.709	.520	.889
Favor own works than others	32.67	21.861	.413	.222	.911

Agility Speed

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.858	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Respond to customers' need changes	15.44	5.390	.621	.435	.839
Respond to market condition's changes	15.47	5.182	.644	.441	.834
Developing new selling skill	15.45	5.116	.750	.573	.806
Acquiring necessary skill for business process change	15.42	5.346	.717	.528	.816
Acquiring new selling and software skill, IT knowledge	15.44	5.211	.634	.492	.837

vii) Agility Flexibility

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.766	.767	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
easily move	7.27	1.531	.611	.374	.672
Capitalize another employee employment	7.39	1.468	.611	.374	.673
Deploy flexible IT	7.42	1.663	.577	.333	.711

Adaptive Selling Behaviour

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.822	.822	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Flexible in selling approach	3.88	.498	.698	.487	.
Easily use variety selling approach	3.93	.492	.698	.487	.

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Planning

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.833	.834	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Breaking large task to subtasks	11.45	3.085	.702	.494	.772
Develop plans for anticipate obstacle	11.41	3.099	.633	.417	.803
Evaluate alternatives given	11.41	3.005	.688	.476	.778
Logical and systematic approach	11.38	3.252	.630	.412	.804

Adaptive Selling Beliefs

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.820	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Vary sales styles from situation	14.94	6.150	.621	.390	.776
Treat buyers differently	15.24	6.044	.585	.377	.787
Experiment with different sales approaches	15.01	6.206	.659	.442	.766
Change approach from customer to customer	15.05	6.198	.672	.473	.763
learn new approaches for dealing	15.13	6.274	.515	.292	.809

Communication

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.906	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Able to express idea clearly	39.74	27.571	.584	.396	.900
Customer easily understood when speak	39.64	26.963	.654	.504	.897
Able to say right thing at right time	39.64	26.783	.717	.575	.893
I am a good listener	39.56	26.269	.686	.548	.895
Keep customer aware the status of product/service	39.63	26.690	.605	.423	.900
Easy to talk to	39.54	26.620	.692	.563	.894
Respond to message quickly	39.66	26.872	.630	.419	.898
Pay attention to what people say	39.60	27.151	.605	.434	.899
Sensitive to current customers' need	39.65	27.328	.614	.440	.899
Provide advice to customer when necessary	39.55	27.191	.658	.469	.896
Keep customer aware the status of application	39.65	26.947	.680	.524	.895

Articulate Visionary Leader

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.895	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My Leader paints interesting picture for group's future	11.28	5.334	.729	.544	.877
My leader always seek new opportunity	11.20	5.187	.795	.660	.853
My leader inspire others	11.23	5.174	.810	.679	.848
My leader get others committed	11.32	5.108	.735	.559	.877

High Performance Culture

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.919	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Contribute more than normally required	33.83	30.776	.576	.424	.917
Great opportunities for personal and professional growth	33.62	30.397	.665	.534	.911
Attract people required to achieve goals	33.67	30.106	.710	.520	.909
Exceptional performance is recognized and appropriately rewarded	33.72	29.440	.771	.618	.905
Bank will share its financial success with employees	33.88	30.367	.684	.533	.910
Concerned with future and external world	33.67	30.159	.734	.632	.908
Manager and employees accept and support changes	33.73	30.155	.736	.613	.908
Bank encourages any experimentation, inquiry and risk taking	33.90	30.133	.683	.538	.910
Emphasis on mutual trust, frankness and openess	33.86	29.897	.712	.583	.909
Treat everyone with care, respect and dignity	33.81	30.062	.679	.498	.911

Teamwork

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.878	.879	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Manager and employees exchange input for proper solutions	7.45	2.175	.746	.557	.846
Manager and employees have sense of ownership and proud on achievement	7.42	2.350	.772	.600	.821
Manager and employees protect and promote group reputation	7.36	2.254	.777	.607	.815

KPI Achievement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.876	.879	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Sales target set by bank	21.82	15.047	.509	.327	.880
Acquire new customers	21.71	14.992	.628	.471	.862
Retain existing customers	21.71	14.291	.693	.540	.854
Turnaround time according to SOP	21.78	14.689	.687	.689	.855
Service index according to SOP	21.71	14.588	.757	.763	.847
Yearly audit rating	21.69	14.869	.674	.548	.857
Attend course and training	21.66	14.311	.687	.510	.855

Intention to Retain

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.866	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work in sales line for this bank next 5 years	10.60	5.670	.664	.458	.849
Work in sales gives me satisfaction	10.37	5.674	.751	.566	.813
See future in sales line	10.38	5.561	.733	.543	.820
Love work in sales line	10.45	5.604	.712	.533	.828

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APPENDIX H
Means and Standard Deviations of Study Variables

Descriptive Statistics

	N	Mini	Max	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
F10POM	190	2.00	5.00	3.6395	.64109	.018	.176	-.016	.351
F14AFFM	190	1.50	5.00	3.9421	.69527	-.304	.176	-.150	.351
F9CTWM	190	2.33	5.00	3.9561	.62371	-.071	.176	-.568	.351
F2HJQM	190	3.00	5.00	4.0409	.55949	.030	.176	-.788	.351
F7AGILE1M	190	2.80	5.00	3.8611	.56274	.178	.176	-.463	.351
F11AGILE2M	190	2.33	5.00	3.6807	.58977	.364	.176	-.363	.351
RD2N	190	2.00	5.00	3.8684	.62238	-.020	.176	-.028	.351
F6ASTS1N	190	2.20	5.00	3.7684	.60741	.143	.176	-.406	.351
F15ADTS2N	190	2.00	5.00	3.9026	.64835	.088	.176	-.397	.351
F8PLANM	190	2.50	5.00	3.8039	.57222	.382	.176	-.198	.351
F1COMMUNI	190	2.73	5.00	3.9622	.51664	-.010	.176	-.270	.351
F4LEADERM	190	1.00	5.00	3.7526	.74712	-.550	.176	1.158	.351
F3HPCM	190	1.90	5.00	3.7521	.60734	.007	.176	-.254	.351
F5TWCM	190	1.33	5.00	3.7053	.72959	-.094	.176	-.168	.351
ACKPIM	190	1.71	5.00	3.6211	.63217	.044	.176	-.170	.351
Retain4N	190	1.00	5.00	3.4842	.77349	-.497	.176	.918	.351
Valid N (listwise)	190								

APPENDIX I

Pearson Correlation

Correlations

		F10PO	F14AFF	F9CTW	F2HJQ	F7AGI	F11AG	F8PLAN	F1CO	F4LEADERM	F3HPC	F5TW	F12RD	F6AST	F15AD	ACK	Retain4
F10POM	Pearson Correlation	1	.291**	.358**	.421**	.361**	.412**	.359**	.384**	.449**	.458**	.359**	.429**	.352**	.400**	.373**	.322**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F14AFFM	Pearson Correlation	.291**	1	.348**	.429**	.424**	.157*	.325**	.372**	.254**	.305**	.194**	.221**	.374**	.375**	.146*	-.110
	Sig. (1-tailed)	.000		.000	.000	.000	.015	.000	.000	.000	.000	.004	.001	.000	.000	.022	.066
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F9CTWM	Pearson Correlation	.358**	.348**	1	.514**	.524**	.309**	.490**	.562**	.325**	.391**	.434**	.401**	.434**	.569**	.271**	.065
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.185
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F2HJQM	Pearson Correlation	.421**	.429**	.514**	1	.639**	.450**	.535**	.581**	.498**	.510**	.534**	.458**	.493**	.499**	.268**	.149*
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.020
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F7AGILE1M	Pearson Correlation	.361**	.424**	.524**	.639**	1	.535**	.515**	.594**	.433**	.532**	.425**	.392**	.531**	.554**	.319**	.143*
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.024
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190

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F11AGILE2M	Pearson Correlation	.412**	.157*	.309**	.450**	.535**	1	.439**	.480**	.385**	.429**	.336**	.380**	.449**	.465**	.372**	.219**
	Sig. (1-tailed)	.000	.015	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F8PLANM	Pearson Correlation	.359**	.325**	.490**	.535**	.515**	.439**	1	.547**	.420**	.490**	.433**	.471**	.459**	.488**	.269**	.192**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.004
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F1COMMUNICATEM	Pearson Correlation	.384**	.372**	.562**	.581**	.594**	.480**	.547**	1	.411**	.493**	.459**	.402**	.576**	.595**	.265**	.189**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.005
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F4LEADERM	Pearson Correlation	.449**	.254**	.325**	.498**	.433**	.385**	.420**	.411**	1	.642**	.554**	.324**	.400**	.425**	.303**	.442**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F3HPCM	Pearson Correlation	.458**	.305**	.391**	.510**	.532**	.429**	.490**	.493**	.642**	1	.665**	.364**	.502**	.501**	.397**	.444**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F5TWCM	Pearson Correlation	.359**	.194**	.434**	.534**	.425**	.336**	.433**	.459**	.554**	.665**	1	.378**	.418**	.480**	.395**	.420**
	Sig. (1-tailed)	.000	.004	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F12RD2N	Pearson Correlation	.429**	.221**	.401**	.458**	.392**	.380**	.471**	.402**	.324**	.364**	.378**	1	.287**	.420**	.273**	.220**

	Sig. (1-tailed)	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F6ASTS1N	Pearson Correlation	.352**	.374**	.434**	.493**	.531**	.449**	.459**	.576**	.400**	.502**	.418**	.287**	1	.587**	.218**	.197**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.001	.003
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F15ADTS2N	Pearson Correlation	.400**	.375**	.569**	.499**	.554**	.465**	.488**	.595**	.425**	.501**	.480**	.420**	.587**	1	.286**	.230**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
ACKPIM	Pearson Correlation	.373**	.146*	.271**	.268**	.319**	.372**	.269**	.265**	.303**	.397**	.395**	.273**	.218**	.286**	1	.327**
	Sig. (1-tailed)	.000	.022	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000		.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
Retain4N	Pearson Correlation	.322**	-.110	.065	.149*	.143*	.219**	.192**	.189**	.442**	.444**	.420**	.220**	.197**	.230**	.327**	1
	Sig. (1-tailed)	.000	.066	.185	.020	.024	.001	.004	.005	.000	.000	.000	.001	.003	.001	.000	
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (1-tailed).
*. Correlation is significant at the 0.05 level (1-tailed).

APPENDIX J
Multicollinearity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.715	.447		3.842	.000		
	F1COMMUNICAT	.063	.133	.042	.471	.638	.440	2.270
	F2HJQM	-.171	.127	-.124	-1.352	.178	.416	2.405
	F3HPCM	.262	.122	.206	2.146	.033	.378	2.644
	F4LEADERM	.256	.085	.247	2.997	.003	.513	1.949
	F5TWCM	.183	.094	.172	1.941	.054	.442	2.265
	F6ASTS1N	.047	.105	.037	.445	.657	.513	1.950
	F7AGILE1M	-.060	.126	-.043	-.473	.637	.413	2.419
	F8PLANM	.000	.109	.000	.003	.997	.536	1.865
	F9CTWM	-.216	.101	-.174	-2.135	.034	.523	1.912
	F10POM	.175	.091	.145	1.933	.055	.616	1.623
	F11AGILE2M	-.077	.105	-.059	-.735	.463	.546	1.831
	RD2N	.076	.092	.061	.827	.409	.639	1.564
	F14AFFM	-.293	.079	-.263	-3.717	.000	.695	1.438
	F15ADTS2N	.094	.105	.079	.897	.371	.450	2.222
	ACKPIM	.176	.085	.144	2.077	.039	.727	1.375

a. Dependent Variable: Retain4N

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APPENDIX K

Normality Testing – Skewness and Kurtosis

Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
							Std. Error	Statistic	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
F10POM	190	2.00	5.00	3.6395	.64109	.018	.176	-.016	.351
RD2N	190	2.00	5.00	3.8684	.62238	-.020	.176	-.028	.351
F14AFFM	190	1.50	5.00	3.9421	.69527	-.304	.176	-.150	.351
F9CTWM	190	2.33	5.00	3.9561	.62371	-.071	.176	-.568	.351
F2HJQM	190	3.00	5.00	4.0409	.55949	.030	.176	-.788	.351
F7AGILE1M	190	2.80	5.00	3.8611	.56274	.178	.176	-.463	.351
F11AGILE2M	190	2.33	5.00	3.6807	.58977	.364	.176	-.363	.351
F6ASTS1N	190	2.20	5.00	3.7684	.60741	.143	.176	-.406	.351
F15ADTS2N	190	2.00	5.00	3.9026	.64835	.088	.176	-.397	.351
F8PLANM	190	2.50	5.00	3.8039	.57222	.382	.176	-.198	.351
F1COMMUNI	190	2.73	5.00	3.9622	.51664	-.010	.176	-.270	.351
F4LEADERM	190	1.00	5.00	3.7526	.74712	-.550	.176	1.158	.351
F3HPCM	190	1.90	5.00	3.7521	.60734	.007	.176	-.254	.351
F5TWCM	190	1.33	5.00	3.7053	.72959	-.094	.176	-.168	.351
ACKPIM	190	1.71	5.00	3.6211	.63217	.044	.176	-.170	.351
Retain4N	190	1.00	5.00	3.4842	.77349	-.497	.176	.918	.351
Valid N (listwise)	190								

Correlations

Correlations

		F10P O	F14AF F	F9CT W	F2HJ Q	F7A GI	F11A G	F8PL AN	F1C O	F4LE ADE RM	F3HP C	F5T W	F12R D	F6AS T	F15A D	ACK	Retai n4
F10POM	Pearson Correlation	1	.291**	.358**	.421**	.361**	.412**	.359**	.384**	.449**	.458**	.359**	.429**	.352**	.400**	.373**	.322**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F14AFFM	Pearson Correlation	.291**	1	.348**	.429**	.424**	.157*	.325**	.372**	.254**	.305**	.194**	.221**	.374**	.375**	.146*	-.110
	Sig. (1-tailed)	.000		.000	.000	.000	.015	.000	.000	.000	.000	.004	.001	.000	.000	.022	.066
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F9CTWM	Pearson Correlation	.358**	.348**	1	.514**	.524**	.309**	.490**	.562**	.325**	.391**	.434**	.401**	.434**	.569**	.271**	.065
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.185
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F2HJQM	Pearson Correlation	.421**	.429**	.514**	1	.639**	.450**	.535**	.581**	.498**	.510**	.534**	.458**	.493**	.499**	.268**	.149*
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.020
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F7AGILE1M	Pearson Correlation	.361**	.424**	.524**	.639**	1	.535**	.515**	.594**	.433**	.532**	.425**	.392**	.531**	.554**	.319**	.143*
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.024
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F11AGILE2M	Pearson Correlation	.412**	.157*	.309**	.450**	.535**	1	.439**	.480**	.385**	.429**	.336**	.380**	.449**	.465**	.372**	.219**

456

	Sig. (1-tailed)	.000	.015	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F8PLANM	Pearson Correlation	.359**	.325**	.490**	.535**	.515**	.439**	1	.547**	.420**	.490**	.433**	.471**	.459**	.488**	.269**	.192*
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.004
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F1COMMUNICATEM	Pearson Correlation	.384**	.372**	.562**	.581**	.594**	.480**	.547**	1	.411**	.493**	.459**	.402**	.576**	.595**	.265**	.189*
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.005
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F4LEADERM	Pearson Correlation	.449**	.254**	.325**	.498**	.433**	.385**	.420**	.411**	1	.642**	.554**	.324**	.400**	.425**	.303**	.442**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F3HPCM	Pearson Correlation	.458**	.305**	.391**	.510**	.532**	.429**	.490**	.493**	.642**	1	.665**	.364**	.502**	.501**	.397**	.444**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F5TWCM	Pearson Correlation	.359**	.194**	.434**	.534**	.425**	.336**	.433**	.459**	.554**	.665**	1	.378**	.418**	.480**	.395**	.420**
	Sig. (1-tailed)	.000	.004	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F12RD2N	Pearson Correlation	.429**	.221**	.401**	.458**	.392**	.380**	.471**	.402**	.324**	.364**	.378**	1	.287**	.420**	.273**	.220**
	Sig. (1-tailed)	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190

457

F6ASTS1N	Pearson Correlation	.352**	.374**	.434**	.493**	.531**	.449**	.459**	.576**	.400**	.502**	.418**	.287**	1	.587**	.218**	.197**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.001	.003
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
F15ADTS2N	Pearson Correlation	.400**	.375**	.569**	.499**	.554**	.465**	.488**	.595**	.425**	.501**	.480**	.420**	.587**	1	.286**	.230**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.001
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
ACKPIM	Pearson Correlation	.373**	.146*	.271**	.268**	.319**	.372**	.269**	.265**	.303**	.397**	.395	.273**	.218**	.286**	1	.327**
	Sig. (1-tailed)	.000	.022	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.000		.000
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190
Retain4N	Pearson Correlation	.322**	-.110	.065	.149*	.143*	.219**	.192**	.189**	.442**	.444**	.420**	.220**	.197**	.230**	.327**	1
	Sig. (1-tailed)	.000	.066	.185	.020	.024	.001	.004	.005	.000	.000	.000	.001	.003	.001	.000	
	N	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190	190

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

APPENDIX M

Regression Analysis of Individual Elements of Competencies and Perceived Organization Factors on KPI Achievement

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM	.	Enter

a. All requested variables entered.

b. Dependent Variable: ACKPIM

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.523[a]	.273	.215	.55997	.273	4.706	14	175	.000	2.095

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: ACKPIM

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.657	14	1.476	4.706	.000[a]
	Residual	54.875	175	.314		
	Total	75.532	189			

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: ACKPIM

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1	(Constant)	1.339	.384		3.483	.001	.580	2.097					
	F1COMMU	-.053	.119	-.043	-.448	.655	-.288	.181	.265	-.034	-.029	.441	2.270
	F2HJQM	-.112	.113	-.099	-.988	.325	-.336	.112	.268	-.074	-.064	.412	2.429
	F3HPCM	.138	.109	.133	1.271	.205	-.076	.352	.397	.096	.082	.382	2.618
	F4LEADE	-.030	.076	-.035	-.388	.698	-.181	.121	.303	-.029	-.025	.509	1.965
	F5TWCM	.208	.083	.240	2.520	.013	.045	.371	.395	.187	.162	.458	2.184
	F6ASTS1N	-.107	.094	-.103	-1.137	.257	-.293	.079	.218	-.086	-.073	.505	1.979
	F7AGILE1	.096	.112	.086	.856	.393	-.126	.318	.319	.065	.055	.415	2.410
	F8PLANM	.008	.097	.007	.083	.934	-.184	.200	.269	.006	.005	.536	1.866
	F9CTWM	.075	.090	.074	.832	.406	-.103	.253	.271	.063	.054	.523	1.913
	F10POM	.200	.081	.203	2.457	.015	.039	.360	.373	.183	.158	.610	1.640
	F11AGILE	.239	.092	.223	2.610	.010	.058	.420	.372	.194	.168	.567	1.764
	F12RDM	-.042	.090	-.041	-.473	.637	-.219	.134	.255	-.036	-.030	.555	1.800
	F14AFFM	.020	.070	.022	.281	.779	-.119	.158	.146	.021	.018	.696	1.437
	F15ADTS2N	-.012	.094	-.013	-.130	.897	-.198	.173	.286	-.010	-.008	.446	2.243

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM	.	Enter

a. Dependent Variable: ACKPIM

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8536	4.5777	3.6211	.33060	190
Std. Predicted Value	-2.321	2.894	.000	1.000	190
Standard Error of Predicted Value	.054	.286	.151	.044	190
Adjusted Predicted Value	2.7331	4.5451	3.6204	.33782	190
Residual	-1.71689	1.17019	.00000	.53883	190
Std. Residual	-3.066	2.090	.000	.962	190
Stud. Residual	-3.179	2.294	.001	1.004	190
Deleted Residual	-1.84521	1.40978	.00064	.58796	190
Stud. Deleted Residual	-3.265	2.322	.000	1.010	190
Mahal. Distance	.789	48.239	13.926	8.795	190
Cook's Distance	.000	.072	.006	.011	190
Centered Leverage Value	.004	.255	.074	.047	190

a. Dependent Variable: ACKPIM

461

Histogram

Dependent Variable: ACKPIM

Mean = 1.37E-15
Std. Dev. = 0.962
N = 190

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ACKPIM

Scatterplot

Dependent Variable: ACKPIM

APPENDIX N

Regression Analysis of KPI achievement on Intention to Retain

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	ACKPIM[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retain4N

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.327[a]	.107	.102	.73302	.107	22.450	1	188	.000	1.829

a. Predictors: (Constant), ACKPIM

b. Dependent Variable: Retain4N

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.063	1	12.063	22.450	.000[a]
	Residual	101.015	188	.537		
	Total	113.078	189			

a. Predictors: (Constant), ACKPIM

b. Dependent Variable: Retain4N

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.037	.310		6.571	.000	1.426	2.649					
	ACKPI	.400	.084	.327	4.738	.000	.233	.566	.327	.327	.327	1.000	1.000

a. Dependent Variable: Retain4N

464

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7222	4.0353	3.4842	.25263	190
Std. Predicted Value	-3.016	2.181	.000	1.000	190
Standard Error of Predicted Value	.053	.169	.072	.021	190
Adjusted Predicted Value	2.6642	4.0442	3.4833	.25342	190
Residual	-2.69274	1.76398	.00000	.73108	190
Std. Residual	-3.673	2.406	.000	.997	190
Stud. Residual	-3.690	2.419	.001	1.003	190
Deleted Residual	-2.71683	1.78246	.00090	.73934	190
Stud. Deleted Residual	-3.821	2.451	-.001	1.013	190
Mahal. Distance	.006	9.098	.995	1.339	190
Cook's Distance	.000	.081	.006	.012	190
Centered Leverage Value	.000	.048	.005	.007	190

a. Dependent Variable: Retain4N

Histogram

Dependent Variable: Retain4N

Mean = -4.74E-16
Std. Dev. = 0.997
N = 190

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Retain4N

Scatterplot

Dependent Variable: Retain4N

APPENDIX O

Regression Analysis of Individual Elements of Competencies and Perceived
Organizational Factors on Intention to Retain

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retain4N

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.615[a]	.379	.329	.63363	.379	7.618	14	175	.000	1.962

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: Retain4N

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.817	14	3.058	7.618	.000[a]
	Residual	70.261	175	.401		
	Total	113.078	189			

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: Retain4N

Coefficients[a]
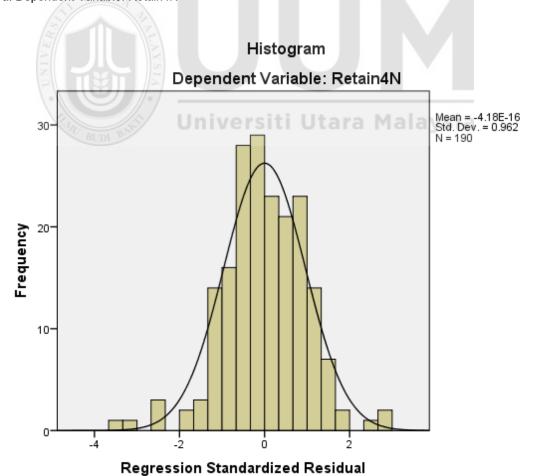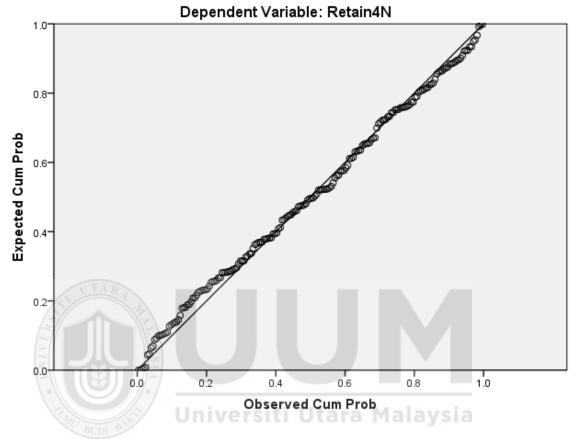
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1	(Constant)	1.943	.437		4.446	.000	1.080	2.805					
	F1COMMUNIC	.053	.134	.035	.394	.694	-.212	.318	.189	.030	.023	.441	2.267
	F2HJQM	-.193	.127	-.140	-1.519	.131	-.445	.058	.149	-.114	-.091	.419	2.388
	F3HPCM	.287	.123	.225	2.335	.021	.044	.529	.444	.174	.139	.382	2.619
	F4LEADERM	.251	.086	.243	2.919	.004	.081	.421	.442	.215	.174	.513	1.948
	F5TWCM	.219	.093	.206	2.339	.020	.034	.403	.420	.174	.139	.457	2.189
	F6ASTS1N	.030	.106	.023	.282	.779	-.179	.238	.197	.021	.017	.516	1.938
	F7AGILE1M	-.043	.127	-.031	-.337	.737	-.294	.208	.143	-.025	-.020	.415	2.409
	F8PLANM	-.001	.110	-.001	-.009	.993	-.218	.216	.192	-.001	-.001	.536	1.865
	F9CTWM	-.204	.102	-.164	-1.999	.047	-.405	-.003	.065	-.149	-.119	.525	1.905
	F10POM	.208	.090	.172	2.302	.023	.030	.386	.322	.171	.137	.635	1.575
	F11AGILE2M	-.036	.104	-.027	-.346	.730	-.241	.169	.219	-.026	-.021	.566	1.765
	F12RD2N	.080	.093	.065	.868	.386	-.102	.263	.220	.065	.052	.640	1.563
	F14AFFM	-.289	.079	-.260	-3.637	.000	-.446	-.132	-.110	-.265	-.217	.696	1.438
	F15ADTS2N	.090	.106	.076	.853	.395	-.119	.299	.230	.064	.051	.450	2.221

a. Dependent Variable: Retain4N

Residuals Statistics^a
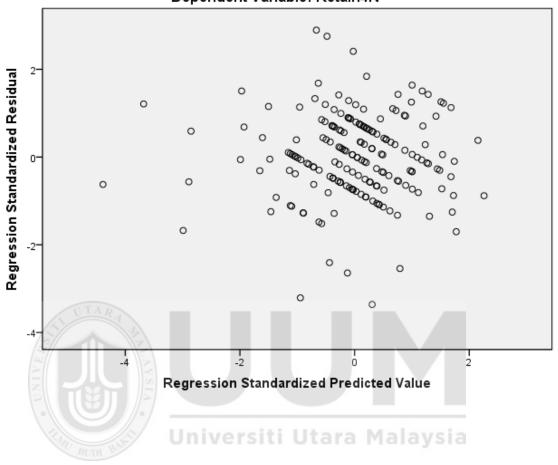
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3952	4.5588	3.4842	.47597	190
Std. Predicted Value	-4.389	2.258	.000	1.000	190
Standard Error of Predicted Value	.061	.324	.171	.049	190
Adjusted Predicted Value	1.4769	4.6914	3.4901	.48167	190
Residual	-2.12987	1.83361	.00000	.60971	190
Std. Residual	-3.361	2.894	.000	.962	190
Stud. Residual	-3.640	2.981	-.004	1.008	190
Deleted Residual	-2.49767	1.94605	-.00588	.66972	190
Stud. Deleted Residual	-3.775	3.051	-.005	1.018	190
Mahal. Distance	.783	48.415	13.926	8.650	190
Cook's Distance	.000	.153	.007	.017	190
Centered Leverage Value	.004	.256	.074	.046	190

a. Dependent Variable: Retain4N

Histogram

Dependent Variable: Retain4N

Mean = -4.18E-16
Std. Dev. = 0.962
N = 190

470

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Retain4N

Scatterplot

Dependent Variable: Retain4N

APPENDIX P

Regression Analysis of Individual Elements of Competencies and Perceived Organization Factors on KPI Achievement

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM	.	Enter

a. All requested variables entered.

b. Dependent Variable: ACKPIM

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.523[a]	.273	.215	.55997	.273	4.706	14	175	.000	2.095

Change Statistics: R Square Change, F Change, df1, df2, Sig. F Change

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: ACKPIM

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.657	14	1.476	4.706	.000[a]
	Residual	54.875	175	.314		
	Total	75.532	189			

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F10POM, F5TWCM, F11AGILE2M, F12RDM, F8PLANM, F4LEADERM, F9CTWM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: ACKPIM

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.339	.384		3.483	.001	.580	2.097					
	F1COMMU	-.053	.119	-.043	-.448	.655	-.288	.181	.265	-.034	-.029	.441	2.270
	F2HJQM	-.112	.113	-.099	-.988	.325	-.336	.112	.268	-.074	-.064	.412	2.429
	F3HPCM	.138	.109	.133	1.271	.205	-.076	.352	.397	.096	.082	.382	2.618
	F4LEADE	-.030	.076	-.035	-.388	.698	-.181	.121	.303	-.029	-.025	.509	1.965
	F5TWCM	.208	.083	.240	2.520	.013	.045	.371	.395	.187	.162	.458	2.184
	F6ASTS1N	-.107	.094	-.103	-1.137	.257	-.293	.079	.218	-.086	-.073	.505	1.979
	F7AGILE1	.096	.112	.086	.856	.393	-.126	.318	.319	.065	.055	.415	2.410

Unstandardized Coefficients: B, Std. Error | Standardized Coefficients: Beta | 95.0% Confidence Interval for B: Lower Bound, Upper Bound | Correlations: Zero-order, Partial, Part | Collinearity Statistics: Tolerance, VIF

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F8PLANM	.008	.097	.007	.083	.934	-.184	.200	.269	.006	.005	.536	1.866
F9CTWM	.075	.090	.074	.832	.406	-.103	.253	.271	.063	.054	.523	1.913
F10POM	.200	.081	.203	2.457	.015	.039	.360	.373	.183	.158	.610	1.640
F11AGILE	.239	.092	.223	2.610	.010	.058	.420	.372	.194	.168	.567	1.764
F12RDM	-.042	.090	-.041	-.473	.637	-.219	.134	.255	-.036	-.030	.555	1.800
F14AFFM	.020	.070	.022	.281	.779	-.119	.158	.146	.021	.018	.696	1.437
F15ADTS2	-.012	.094	-.013	-.130	.897	-.198	.173	.286	-.010	-.008	.446	2.243
N												

a. Dependent Variable: ACKPIM

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8536	4.5777	3.6211	.33060	190
Std. Predicted Value	-2.321	2.894	.000	1.000	190
Standard Error of Predicted Value	.054	.286	.151	.044	190
Adjusted Predicted Value	2.7331	4.5451	3.6204	.33782	190
Residual	-1.71689	1.17019	.00000	.53883	190
Std. Residual	-3.066	2.090	.000	.962	190
Stud. Residual	-3.179	2.294	.001	1.004	190
Deleted Residual	-1.84521	1.40978	.00064	.58796	190
Stud. Deleted Residual	-3.265	2.322	.000	1.010	190
Mahal. Distance	.789	48.239	13.926	8.795	190
Cook's Distance	.000	.072	.006	.011	190
Centered Leverage Value	.004	.255	.074	.047	190

a. Dependent Variable: ACKPIM

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Histogram

Dependent Variable: ACKPIM

Mean = 1.37E-15
Std. Dev. = 0.962
N = 190

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ACKPIM

Scatterplot

Dependent Variable: ACKPIM

APPENDIX Q

Regression Analysis of KPI Achievement on Intention to Retain

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	ACKPIM[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retain4N

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.327[a]	.107	.102	.73302	.107	22.450	1	188	.000	1.829

a. Predictors: (Constant), ACKPIM

b. Dependent Variable: Retain4N

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.063	1	12.063	22.450	.000[a]
	Residual	101.015	188	.537		
	Total	113.078	189			

a. Predictors: (Constant), ACKPIM

b. Dependent Variable: Retain4N

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Parti al	Part	Toler ance	VIF
1	(Constant)	2.037	.310		6.571	.000	1.426	2.649					
	ACKPI	.400	.084	.327	4.738	.000	.233	.566	.327	.327	.327	1.000	1.000

a. Dependent Variable: Retain4N

Residuals Statistics[a]

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	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7222	4.0353	3.4842	.25263	190
Std. Predicted Value	-3.016	2.181	.000	1.000	190
Standard Error of Predicted Value	.053	.169	.072	.021	190
Adjusted Predicted Value	2.6642	4.0442	3.4833	.25342	190
Residual	-2.69274	1.76398	.00000	.73108	190
Std. Residual	-3.673	2.406	.000	.997	190
Stud. Residual	-3.690	2.419	.001	1.003	190
Deleted Residual	-2.71683	1.78246	.00090	.73934	190
Stud. Deleted Residual	-3.821	2.451	-.001	1.013	190
Mahal. Distance	.006	9.098	.995	1.339	190
Cook's Distance	.000	.081	.006	.012	190
Centered Leverage Value	.000	.048	.005	.007	190

a. Dependent Variable: Retain4N

Histogram

Dependent Variable: Retain4N

Mean = -4.74E-16
Std. Dev. = 0.997
N = 190

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Retain4N

Scatterplot

Dependent Variable: Retain4N

APPENDIX R

The Mediation Effect of KPI Achievement on Individual Competencies and Organizational Factors

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM	.	Enter
2	ACKPIM[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Retain4N

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.615[a]	.379	.329	.63363	.379	7.618	14	175	.000	
2	.627[b]	.394	.341	.62772	.015	4.313	1	174	.039	1.952

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM, ACKPIM

c. Dependent Variable: Retain4N

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.817	14	3.058	7.618	.000[a]
	Residual	70.261	175	.401		
	Total	113.078	189			
2	Regression	44.516	15	2.968	7.532	.000[b]
	Residual	68.561	174	.394		
	Total	113.078	189			

a. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM

b. Predictors: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM, F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M, F1COMMUNICATEM, F2HJQM, F3HPCM, ACKPIM

c. Dependent Variable: Retain4N

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B Lower Bound	Upper Bound	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1	(Constant)	1.943	.437		4.446	.000	1.080	2.805					
	F1COMM	.053	.134	.035	.394	.694	-.212	.318	.189	.030	.023	.441	2.267
	F2HJQM	-.193	.127	-.140	-1.519	.131	-.445	.058	.149	-.114	-.091	.419	2.388
	F3HPCM	.287	.123	.225	2.335	.021	.044	.529	.444	.174	.139	.382	2.619
	F4LEADE	.251	.086	.243	2.919	.004	.081	.421	.442	.215	.174	.513	1.948
	F5TWCM	.219	.093	.206	2.339	.020	.034	.403	.420	.174	.139	.457	2.189
	F6ASTS1	.030	.106	.023	.282	.779	-.179	.238	.197	.021	.017	.516	1.938
	F7AGILE1	-.043	.127	-.031	-.337	.737	-.294	.208	.143	-.025	-.020	.415	2.409
	F8PLANM	-.001	.110	-.001	-.009	.993	-.218	.216	.192	-.001	-.001	.536	1.865
	F9CTWM	-.204	.102	-.164	-1.999	.047	-.405	-.003	.065	-.149	-.119	.525	1.905
	F10POM	.208	.090	.172	2.302	.023	.030	.386	.322	.171	.137	.635	1.575
	F11AGILE	-.036	.104	-.027	-.346	.730	-.241	.169	.219	-.026	-.021	.566	1.765

	B	Std. Error	Beta	t	Sig.	Lower	Upper	Zero-order	Partial	Part	Tolerance	VIF
F12RD2N	.080	.093	.065	.868	.386	-.102	.263	.220	.065	.052	.640	1.563
F14AFFM	-.289	.079	-.260	-3.637	.000	-.446	-.132	-.110	-.265	-.217	.696	1.438
F15ADTS	.090	.106	.076	.853	.395	-.119	.299	.230	.064	.051	.450	2.221
2 (Constant)	1.715	.447		3.842	.000	.834	2.597					
F1COMM	.063	.133	.042	.471	.638	-.200	.325	.189	.036	.028	.440	2.270
F2HJQM	-.171	.127	-.124	-1.352	.178	-.421	.079	.149	-.102	-.080	.416	2.405
F3HPCM	.262	.122	.206	2.146	.033	.021	.504	.444	.161	.127	.378	2.644
F4LEADE	.256	.085	.247	2.997	.003	.087	.424	.442	.222	.177	.513	1.949
F5TWCM	.183	.094	.172	1.941	.054	-.003	.369	.420	.146	.115	.442	2.265
F6ASTS1	.047	.105	.037	.445	.657	-.161	.254	.197	.034	.026	.513	1.950
F7AGILE1	-.060	.126	-.043	-.473	.637	-.309	.189	.143	-.036	-.028	.413	2.419
F8PLANM	.000	.109	.000	.003	.997	-.215	.215	.192	.000	.000	.536	1.865
F9CTWM	-.216	.101	-.174	-2.135	.034	-.416	-.016	.065	-.160	-.126	.523	1.912
F10POM	.175	.091	.145	1.933	.055	-.004	.354	.322	.145	.114	.616	1.623
F11AGILE	-.077	.105	-.059	-.735	.463	-.284	.130	.219	-.056	-.043	.546	1.831
F12RD2N	.076	.092	.061	.827	.409	-.105	.257	.220	.063	.049	.639	1.564
F14AFFM	-.293	.079	-.263	-3.717	.000	-.448	-.137	-.110	-.271	-.219	.695	1.438
F15ADTS	.094	.105	.079	.897	.371	-.113	.301	.230	.068	.053	.450	2.222
ACKPIM	.176	.085	.144	2.077	.039	.009	.343	.327	.156	.123	.727	1.375

a. Dependent Variable: Retain4N
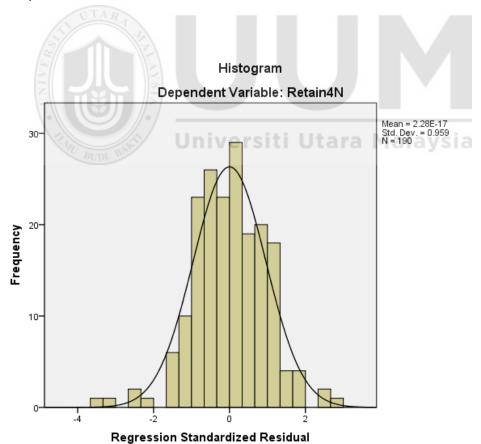
Excluded Variables[b]

						Collinearity Statistics		
Model		Beta In	t	Sig.	Partial Correlation	Tolerance	VIF	Minimum Tolerance
1	ACKPIM	.144[a]	2.077	.039	.156	.727	1.375	.378
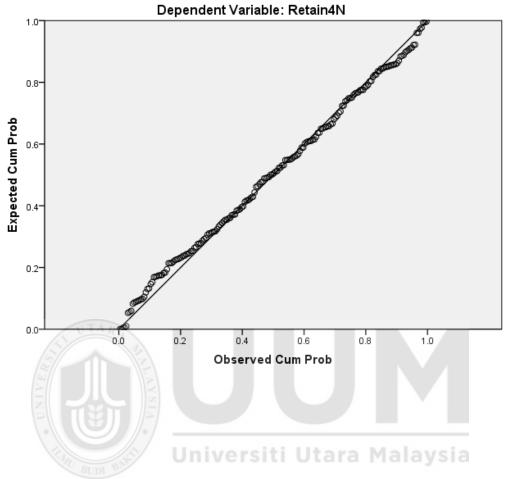
a. Predictors in the Model: (Constant), F15ADTS2N, F14AFFM, F12RD2N, F4LEADERM,
F11AGILE2M, F10POM, F9CTWM, F5TWCM, F8PLANM, F6ASTS1N, F7AGILE1M,
F1COMMUNICATEM, F2HJQM, F3HPCM

b. Dependent Variable: Retain4N

Residuals Statistics^a
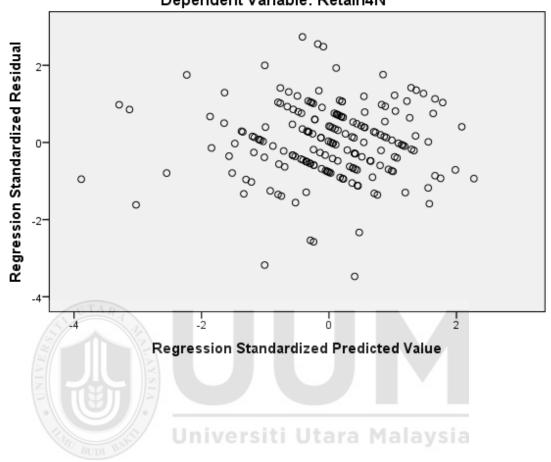
|	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.5982	4.5879	3.4842	.48532	190
Std. Predicted Value	-3.886	2.274	.000	1.000	190
Standard Error of Predicted Value	.062	.327	.176	.048	190
Adjusted Predicted Value	1.7436	4.7279	3.4895	.49193	190
Residual	-2.17967	1.71798	.00000	.60229	190
Std. Residual	-3.472	2.737	.000	.959	190
Stud. Residual	-3.763	2.831	-.004	1.009	190
Deleted Residual	-2.56045	1.83868	-.00528	.66766	190
Stud. Deleted Residual	-3.915	2.891	-.005	1.020	190
Mahal. Distance	.878	50.422	14.921	8.792	190
Cook's Distance	.000	.155	.007	.018	190
Centered Leverage Value	.005	.267	.079	.047	190

a. Dependent Variable: Retain4N

Histogram
Dependent Variable: Retain4N

Mean = 2.28E-17
Std. Dev. = 0.959
N = 190

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Retain4N

Scatterplot

Dependent Variable: Retain4N

APPENDIX S

Summary of Hypotheses Result

H1 **There is a positive and significant relationship between individual competencies, and perceived organizational factors on KPI achievement (to answer research question 1)**	**Partially Supported**
H1a There is positive and significant relationship between performance orientation and KPI achievement.	Supported
H1b There is positive and significant relationship between responsiveness and KPI achievement.	Not Supported
H1c There is significant relationship between affiliate interest and KPI achievement. .	Not Supported
H1d There is significant relationship between commitment to work and KPI achievement.	Not Supported
H1e There is significant relationship between high job quality and KPI achievement.	Not Supported
H1f There is significant relationship between agility speed and KPI achievement.	Not Supported
H1g There is significant relationship between agility flexibility and KPI achievement .	Supported
H1h There is significant relationship between adaptive selling belief and KPI achievement .	Not Supported
H1i There is significant relationship between adaptive selling behavior and KPI achievement .	Not Supported
H1j There is significant relationship between planning and KPI achievement .	Not Supported
H1k There is significant relationship between communication and KPI achievement .	Not Supported
H1l There is significant relationship between articulate visionary leadership and KPI achievement .	Not Supported
H1m There is significant relationship between high performance culture and KPI achievement .	Not Supported

H1n There is significant relationship between teamwork and KPI achievement .	Supported
H2 **There is a positive and significant relationship between KPI achievement and intention to retain in sales job. (to answer to research question 2)**	**Fully Supported**
H3 **There is positive and significant relationship between individual competencies and intention to retain in sales job. (to respond to research question 3)**	**Partially supported**
H3a There is positive and significant relationship between performance orientation and intention to retain sales job.	Supported
H3b There is positive and significant relationship between performance orientation and intention to retain in sales job.	Not Supported
H3c There is significant relationship between affiliate interest and intention to retain in sales job.	Not Supported but Significant
H3d There is significant relationship between commitment to work contract and intention to retain in sales job.	Not Supported but Significant
H3e There is significant relationship between high job quality and intention to retain in sales job .	Not Supported
H3f There is significant relationship between agility and intention to retain in sales job .	Not Supported
H3g There is significant relationship between agility and intention to retain in sales job .	Not Supported
H3h There is significant relationship between adaptive selling belief and intention to retain in sales job	Not Supported
H3i There is significant relationship between adaptive selling behavior and intention to retain in sales job	Not Supported
H3j There is significant relationship between planning and intention to retain in sales job.	Not Supported
H3k There is significant relationship between effective communication and intention to retain in sales job.	Not Supported

H4 **Salesforces' perceptions on organizational's factors will have significant effect on intention to retain in sales job. (to answer research question 4).**	**Fully Supported**
H4a There is significant relationship between articulate visionary leadership and intention to retain in sales job .	Supported
H4b There is significant relationship between high performance culture and intention to retain in sales job.	Supported
H4c There is significant relationship between teamwork intention to retain in sales job.	Supported
H5 **KPI achievement mediates the relationship between individual competencies, perceived organizational factors and intention to retain in sales job.(to respond to research question 5).**	**Partially Supported**
H5a KPI achievement mediates the relationship between performance orientation and intention to retain in sales job.	Supported (Fully mediated)
H5b KPI achievement mediates the relationship between result driven and intention to retain in sales job.	Not Supported
H5c KPI achievement mediates the relationship between affiliate interest and intention to retain in sales job.	Not Supported
H5d KPI achievement mediate the relationship between commitment to work and intention to retain in sales job .	Not Supported
H5e KPI achievement mediates the relationship between high job quality and intention to retain in sales job.	Not Supported
H5f KPI achievement mediate the relationship between agility speed and intention to retain in sales job .	Not Supported
H5g KPI achievement mediate the relationship between agility flexibility and intention to retain in sales job .	Not Supported
H5h KPI achievement mediates the relationship between adaptive selling belief and intention to retain in sales job .	Not Supported
H5i KPI achievement mediates the relationship between adaptive selling behaviour and intention to retain in sales job .	Not Supported

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H5j KPI achievement mediates the relationship between planning and intention to retain in sales job.	Not Supported
H5k KPI achievement mediate the relationship between communication and intention to retain in sales job.	Not Supported
H5l KPI achievement mediate relationship between articulate visionary leadership and intention to retain in sales job .	Not Supported
H5m KPI achievement mediate relationship between high performance culture and intention to retain in sales job .	Not Supported
H5n KPI achievement mediate relationship between teamwork and intention to retain in sales job.	Supported (Fully mediated)