

**The relationship of perseverance and leader motivation to employee  
performance in a stressful sales environment**

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A research project proposal submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

**7 November 2018**

**Declaration**

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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Date

## **Abstract**

Positive performance is necessary to thrive and survive across all industries. Sales teams are the engine room for growth in most organisations. The performance of sales employees, and how it can be improved, is a key focus to management teams and the academic world alike. The sales environment is complex and stressful in nature, and thus understanding how to persevere and perform positively is of high importance. Tools such as motivation and coaching were found to have an influence on performance and perseverance. This builds on the necessity of motivating salespeople to perform positively in their respective roles. The aim of this study was to explore the relationship between perseverance and leader motivation and employee performance in a stressful banking sales environment. A better understanding of perseverance and leader motivation may provide sales organisations with tools to support sales managers to improve performance.

A quantitative analysis was undertaken, to establish a relationship between variables. Data was collected from 120 sales employees within a front-line banking sales environment. Surveys were used to gather data at a point in time. The study was unique in gathering perspectives by both staff and line management. Factor analysis and correlation analysis were run to establish relationships between variables.

The study provided found a relationship between line manager support and perseverance, as well as positive performance. The study covers keys tools sales organisations should cover to manage sales employees towards positive performance. The study contributes towards sales literature by further unpacking perseverance and the impact of line manager support.

## **Keywords**

Perseverance, leader motivation, line management, sales, positive performance

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## **Chapter 1: Introduction to the research problem**

### **1.1 Research title**

**The relationship of perseverance and leader motivation to employee performance in a stressful banking sales environment**

### **1.2 Introduction**

To survive and prosper in today's competitive environment, business, government and civil society need to perform positively. Academics and business practitioners alike have been focused on better understanding positive performance in the workplace (Gorman, Meriac, Roch, Ray, & Gamble, 2017). Positive performance is defined as the attainment of measurable and relevant organisational goals (Campbell, McHenry, & Wise, 1990). Hence positive performance may result in delivering of improved value to customers and stakeholders as well as contribute to organisational sustainability.

For many organisations, it is suggested that success comes in establishing a competitive advantage, and often through relationships with customers (Williams, 2014). Salespeople are the custodians of these relationships, and closely engrained with driving organisation performance (Cron, Baldauf, Leigh, & Grossenbacher, 2014). Sales staff have thus been described as the lifeblood of many companies. Importantly too, a salesperson's behaviour can influence the market's perception of the company as they interact regularly with customers and are often the first to identify a new sale (Williams, 2014). Sales employees are able to influence customer relationships and the opinion of an organisation, due to the positions they hold (Deeter-Schmelz, Goebel, & Kennedy, 2008). This suggests that sales employees' impact on company performance either positively or negatively, through the level of service and engagement provided. The sales person's behaviour and customer relationship will therefore have impact on the company performance and profitability.

Furthermore, the concept of sales productivity has become of increasing importance to the academic and business world (Steenburgh & Ahearne, 2012; Mallin and Ragland 2017). Sales productivity is defined as the rate at which sales staff can increase revenue for the organisation, it is based on quantifiable results, and can also include profit and

market share (Mallin & Ragland, 2017). The ability to increase sales is impacted by a change in customers' buying behaviour and increased demands (Adamson, Dixon, & Toman, 2013). Increased reliance is placed on sales staff and their ability to make work under pressure (Adamson et al., 2013).

The above discussions have highlighted that sales productivity and positive performance in a sales environment requires customer relationship-building sales staff, with the ability to work in a high-pressured environment, providing for high levels of customer service.

Of significance too, the National Development Plan (NDP) applied by the South African government mentions explicitly the need to attract foreign direct investment into South Africa and the importance of leveraging banking expertise to do so (National Planning Commission, 2011). South Africa has a "developed and well-regulated banking system which compares favourably with those of industrialised countries" (The Banking Association of South Africa, 2014, p.1). The financial services sector was the main contributor to economic growth and job creation in South Africa in 2016 (National Treasury, 2017). The sector has also proven to be a pillar of the country's economic growth over the years, and compares favourably with those of industrialised countries (Moore, 2014). A large component of this sector is the banking sector. Banks continue to grow and perform optimally, with ROE targets increasing over time (PWC, 2013). The banking industry in South Africa is highly competitive, and banks must look for new ways to increase their profitability as their margins are squeezed (Petzer & De Meyer-Heydenrych, 2017).

It is evident from the above thoughts that the banking sector is a key pillar of economic growth, and further that the sales team within the banking sector have a pivotal role to play in customer support towards supporting positive performance and profitability in banking, and ultimately the economy. The above discussion has provoked interest in the need to research such context further.

So, at this juncture, it becomes relevant to discuss the context of a stressful work environment, as may be experienced in the banking sales environment, which has impact on the salesperson. The banking sales job is a front-line service job. Similar to the banking sales job, it was found that front-line service jobs are "more stressful and require longer work hours" (Karatepe, 2013, p. 917). A meta-analysis on stress performed by Richard & Rothstein (2008) it was found that there are multiple definitions of stress. For this study we will refer to the original job stress definition by Newman &

Beehr (1979). The authors defined job stress as “a situation wherein job-related factors interact with the worker to change his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning” (Newman & Beehr, 1979, p.1). Stressful work environments have proven to have adverse effects, such as; undesirable physiological changes, decline in role performance, emotional tensions and physical symptoms to mention a few. This is comprised by the job demands and job control that an employee may have (De Croon, Sluiter, Blonk, Broersen, & Frings-Dresen, 2004). In banking, the sales stress environment and the effects experienced by the sales employee may be similar as per those described above. To survive and thrive in a stressful environment, perseverance, including resilience may be needed as evidenced in through the definition and description of perseverance.

Perseverance is described as the ability to overcome adverse positions (Markman, Baron, & Balkin, 2005). Resilience is defined as “the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity” (Ovans, 2015, p. 2). This suggests that that perseverance, with resilience may be key characteristics needed by a sales employee in the banking environment.

Despite the stressful environment experienced by the sales employee, research shows that front-line staff succeeds when supported rather than directed by line management. Continual dialogue and informal communication is an important tool (Adamson et al., 2013). It may be thus suggested that the effects of a stress environment on the sales person may be lessened to some extent through leader dialogue, communication and motivation. Motivation is “the force that energises behaviour and gives direction to behaviour and underlies the tendency to persist, even in the face of obstacles” (Warnich, Carell, Elbert & Hatfield, 2015, p. 245). It is important that managers understand how to motivate employees, to get them to work productively, especially in the face of adversity under stressful conditions. In support, a recent study by Karatepe (2013) found that employees who received more regular support from their managers would be more devoted to the jobs. These suggest that the sales employee working in a stressful environment has a need for leader motivation to be able to persevere and perform.

The above discussions have reinforced the critical role that salespeople play within the stressful banking work environment towards giving banks their competitive advantage and growing of profits, as well as contributing to growing our economy. Thus, the crucial need for leader motivation to enable them to persevere and perform. Line managements' role in the support and motivation of sales people to perform has been mentioned above.

The need for perseverance, including resilience amongst the sales employee working in a stressful environment has been considered briefly. These all will still need to be explored in depth, through this study.

The need for the study has been provided in the introductory discussions and the sections to follow will consider the research motivation and purpose.

### **1.3 Research motivation**

In recent years, research around employee motivational factors has been an important topic for business practitioners, as well as academics (Harter, Schmidt, & Hayes, 2002). Leader motivation and its role in a stressful work environment, like the banking sales environment has not been investigated fully.

Perseverance as a construct has been researched in schools and sporting arenas, but there has been sparse research on the perseverance factors in the workplace (Duckworth, Peterson, Matthews, & Kelly, 2007). Limited research has been done on the concept of perseverance within a stressful sales environment, including the subset of resilience.

Work environments continue to get more stressful and complex, so tools to address ways of working becomes increasingly important (De Croon et al., 2004). In this area too, there has been no specific studies done which has a focus on perseverance and leader motivation as ways of working, with possible enabling tactics which may be used within a stressful environment, like the corporate banking environment in South Africa.

This study therefore aims to explore the relationship that perseverance and leader motivation may have in a stressful sales environment towards positive personal and organisational performance. This will make a rich contribution to the existing body of knowledge in literature and add insight into ways of working within a stressful competitive sales environment. The goal is to provide practical business applications to motivate front-line bank sales employees towards positive performance.

### **1.4 Research purpose**

The sales team is a key driver of revenue growth, and the ability to gain a competitive advantage (Deeter-Schmelz et al., 2008). For corporate banks, it is no different. As

discussed in 1.2, banking requires resilient customer-orientated staff, to be as productive as possible in a stressful, front-line environment.

The purpose of this study is to gain further insights into the concepts 'perseverance' and 'leader motivation', from the perspectives of corporate banking employees, who operate in a stressful sales environment as impacting on their performance. Further, the aim of this study is to understand what enables some employees to function well in the context of high stress, so that organisations may incorporate this knowledge into new practice strategies.

In addition, the research is aimed at making further contribution to the body of knowledge around perseverance, which will include the concepts 'grit' and 'resilience', as well as leader motivation, so as to provide South African corporate banks, and other organisations (with similar contexts) with a more practical approach to supporting and motivating sales staff, towards positive performance in a stressful work environment.

The study will recommend a simple, practical framework towards supporting and enabling banking sales employees, with some suggested tactics that line management may make use of to support positive performance. These will have implications for practice.

## **1.5 Research objectives**

The objective of the research is to gain an understanding of the relationship of perseverance and leader motivation within the banking sales context in South Africa with positive employee performance.

The specific objectives are given in Figure 1 below:

1:	To determine the relationship between perseverance and positive performance
2:	To determine the relationship between perseverance and turnover intention
3:	To determine the relationship between leader motivation and positive performance

**Figure 1: Research objectives**

## **1.6 Research scope**

The research scope falls within corporate banking in South Africa. Quantitative data on perseverance and leader motivation will be gathered from banking sales staff across all the regions of South Africa, through one major banking corporation. Research will be based on the perceptions of the front line, banking sales employees. Participative representatives will be from junior to senior management, with varying levels of education and experience.

Corporate Banking is the provision of financial services to clients registered as official companies and turning over R1bn annually (Internal Bank Document, 2018). The differentiator in banks is often their salespeople, hence the need to unpack the constructs that may lead these individuals to perform positively, is crucial.

## **1.7 Structure of Research Report**

The report will comprise of seven chapters. The first chapter reflects the overview and purpose of the research study. Chapter two will outline the existing theory and constructs to be tested. Chapter three structures the research hypothesis which leads to chapter four, the research methodology. Chapter five provides the results found, followed by the discussion in chapter six. Chapter seven focuses on the research analysis, findings and recommendations respectively.

## **Chapter 2: Literature Review**

The literature review will provide for a foundation of available literature, on which the study is built. The interpretation of the theoretical constructs will enable the formulation of the research questions and hypothesis for this study. The literature review will therefore probe deeper into the concepts: motivation, perseverance, including resilience and grit, as well as leader motivation, and further will offer an understanding of the stressful sales environment in South Africa. The definitions, significance and relationship between these concepts will also be considered. The key concepts for this study will also be considered further in the context of the stressful environment, within the corporate banking context, where possible. While the literature review, below, will explore key theories to anchor the study, it will further seek out leader motivators and enablers that could be used to encourage sales staff, in a banking stressful environment, towards improving performance. The discussion below will begin with exploring the banking sales context.

### **2.1 Banking Sales Context**

The banking sales context will focus on: the sales role, corporate banking, customer relations, and the stress work environment.

#### **2.1.1 Sales role**

The discussion to follow captures the essence of the sales role. They have relevance to the sales role in banking.

The salesforce of any company is an integral component in an organisations' performance, strategic planning and execution (Cron, Baldauf, Leigh, & Grossenbacher, 2014). These are the individuals responsible for top-line revenue growth and are often the first entry point of a customer into an organisation (Cron et al., 2014). The jobs of salespeople are considered a significant investment for organisations considering the significance of the sales role. Sales staff costs are often the single largest marketing investment in companies (Steenburgh & Ahearne, 2012).

The sales employee that operates in the front-line often requires high levels of product knowledge and business acumen. Employees often have discretion in decision making;

and have incentives in place that enhance motivation (Batt, 2002). Salespeople are also able to collect competitive intelligence due to the strong relationships that they hold (Rapp, Agnihotri, Baker, & Andzulis, 2015). There is a myriad of skills that the salesperson must possess, which adds to the seemingly indispensable nature of the sales role.

Sales turnover is a challenge, due to the complexity in the nature of sales roles, and the challenge involved in filling these roles (Bande et al., 2015). Sales territories and targets also add to the complexity in the sales process (Chung, 2015). Targets are often revenue driven and are highly dependent of the portfolio itself. This creates a high-pressure environment, which is often very stressful to salespeople. It has been found that a person's attitudes and intentions are profoundly influenced by their respective environment (Harvard Business Review, 2017).

### **2.1.2 Corporate Banking**

Corporate banking is a good example of a business-to-business sales context. It presents a stressful work environment. Corporate banking specifically, encompasses the provision of banking services to corporate customers. This is a complex environment in which to operate (Almandoz, 2012). Corporate clients are more sophisticated, resulting in sales behaviours shifting away from product-centric selling toward a more customer-centric approach (Reinartz, Krafft, & Hoyer, 2004). Corporate banking includes the following product sets: transactional products; cheque accounts, liquidity structures, channel and overdraft facilities to mention a few. The banking environment is extremely competitive across the globe, due to the advent of participants entering the market in search of opportunity (Claessens & Van Horenneeltje, 2014). Due to the large number of corporate banks; margins become squeezed due to high competition according to Almandoz (2012), which is also the case in South Africa. This creates pressure and the stressful nature of the environment, as sales people are competing in a wide pool to attract customers, provide quality customer service and maintain sound customer relations.

From the description given above, it is clear that banking institutions in South Africa rely on this area of banking, amongst others, for their competitive advantage and increase in profitability. It is important to note that the corporate banking arena therefore has significance for the study.

### **2.1.3 Customer relations**

Banks often structure their teams to have a dedicated salesperson for key clients. The goal of these banks is to capture a relationship with the customer and use this relationship as a competitive advantage (Petzer & De Meyer-Heydenrych, 2017). Sales employees are at the coalface, and often face high adversity from complex clients. Therefore, dedicated sales employees with relationship building acumen are needed in this role. They often must be highly perseverant and resilient individuals, who are able to bounce back quickly from adversity (Fraser, Richman, & Galinsky, 1999).

Customer satisfaction was found to be essential for customer loyalty within banking (Dong & Chintagunta, 2016). In order to satisfy a customer of the bank, a sales employee needs to provide a superior level of service and customer orientation. In addition, to satisfy customers, sales people are required to be knowledgeable, responsive and professional (Client Service Index, 2017). It has been suggested that 'customer satisfaction can be linked to overall positive organisational performance (Dong & Chitagunta, 2016; Kamakura, Mittal, de Rosa & Mazzon, 2002).

### **2.1.4 Stressful Work Environment**

Continued quality customer service delivery, with customer satisfaction and customer relations to be constantly maintained, together with needed front-line skills, creates continued conditions of strain and stress on the banking sales employee. In addition, the variability in customer requests, and demands from sophisticated customers adds to the stress and complexity of the environment.

Stress has been linked to leading causes of depression and illness and can be considered pervasive and debilitating (Crum, Salovey, & Achor, 2013). Stress was also rated as one of the highest health risks of the 21<sup>st</sup> century (Topcic, Baum, & Kabst, 2016). Stressful work exists where there is continued conditions of strain. This often will lead the employee to turnover (Topcic et al., 2016). Many theoretical developments have arisen in the field of stress, however the chosen definition for job stress is "a situation wherein job-related factors interact with the worker to change his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning" (Newman & Beehr, 1979, p. 2). Additional stress can be caused where there is any role ambiguity or lack of confidence that the salesperson places on their territory

(Grant, Cravens, & Moncrief, 2001).

Stressful job demands can result in a wide range of experiences, both negative feelings such as anxiety and fear, or positive feelings such as enthusiasm (Dong, Seo, & Bartol, 2014). In instances where employees view the task as an opportunity for growth, the task will be considered meaningful, however if the task is too daunting, disheartenment will occur (Dong et al., 2014). It is therefore critical that the debilitating effects of stress be understood and managed, and techniques be used such as resilience training to support this (Crum et al., 2013).

Increased exploration in the area of stress has also focused on moderators, such as the traits of the individual or the work environment that can modify stress levels (Bliese, Edwards, & Sonnentag, 2017). Technology has enabled sales staff to stay connected to work outside official salaried hours. This new work configuration creates situations where boundaries between work and personal life blur results in both positive and negative implications for stress (Bliese et al., 2017). The demands and stress placed on the sales employee may require employee perseverance and leader motivation tactics, amongst others, to enable the employee to perform his/her function effectively in a stressful work environment. These key concepts and enabling tactics are explored in the discussions to follow.

## **2.2 Key Concepts and Enabling Tactics**

The concepts motivation, leader motivation and perseverance are considered below. Enabling tactics will be incorporated in the discussion.

### **2.2.1 Motivation**

Sales researchers have “established early on that motivation is a key determinant in salesperson performance” (Mallin & Ragland, 2017, p. 99). Motivation can impact the acquisition of individuals’ skills and abilities but also to what extent they employ these skills and aptitudes (Locke & Latham, 2004). Motivation is defined as “the force that energises behaviour and gives direction to behaviour and underlies the tendency to persist, even in the face of obstacles” (Warnich et al., 2015, p. 245). Motivation relates to performance by “influencing the intensity and perseverance of effort” (Van Iddekinge, Aguinis, Mackey, & DeOrtentis, 2018, p. 250). This may be increasingly important in a

bank sales environment, where salespeople are navigating a trying and complex environment.

Research on motivation is abundant. The subsections will focus on key aspects of a few studies. This is discussed below:

- A prevalent study, in the field of motivation, by Herzberg (1968) discusses hygiene factors, and concluded that satisfaction and dissatisfaction were not polar opposites in understanding the theory of motivation (Herzberg, 1968). Herzberg also splits these between hygiene factors, and motivator needs. The hygiene factors are bare considered the bare minimum to employees, including administrative aspect such as salary and working conditions. These motivator factors include; achievements, responsibility, growth, work itself and recognition. A line-manager plays a critical role in fulfilling these needs to an employee.
- Extensive work has been done on compensation as a motivator, and researchers now look to developing better tools to motivate the sales force (Chung, 2015). The author also advises that to get the optimal output from a certain salesperson, one should design a system tailored to that individual (Chung, 2015). It is therefore important that the tools to motivate salespeople towards positive performance are thoroughly unpacked.
- Research identified coaching and mentoring, encouragement and a supporting work environment as key leader motivator tools (Grant A. M., 2012). In conjunction with motivation literature, Grant (2012) suggests that it is business critical that employees remain motivated to do their jobs as motivated employees contribute positively to team and company performance.
- Performance of individuals, and how it can be improved, is one of the most frequently studied concepts in management studies (Van Iddekinge, Aguinis, Mackey, & DeOrtentiit, 2018). Van Iddekinge et al., (2018) prove that motivation is found to have a statistically significant influence on performance. Coaching is also mentioned as a key tool to build resilience in a review by Chagnon (2014). This builds on the necessity of motivating salespeople to perform positively in their respective roles.

From the above discussions, it is apparent that motivation is key for employee improved

or positive performance. Coaching, recognition, creating a supportive work environment has been highlighted commonly as an enabling tactics by many of the studies given above. This may imply that leader motivation, through coaching, recognition, and creation of a supportive work environment may be important for an employee operating in a stressful sales environment.

### **2.2.2 Leader Motivation in the stressful sales environment**

Leader motivation is the “ability of a leader to motivate followers to complete tasks at hand successfully” (Steers, Mowday, & Shapiro, 2004). There are multiple motivational influences that may impact an employee; however, the line manager has a role as one of those influences.

From 2.2.1 it has been suggested that important leader motivation tactics may include: coaching, recognition and creating a supportive work environment. Each of these leader motivation tactics is deliberated in further detail later in the literature analysis, to follow, but of note is the value of leader motivation. The value of leader motivation in terms of coaching, recognition and creating a supportive work environment is given briefly below.

- Coaching plays a crucial role in empowering the salespeople to achieve positive performance levels (Shannahan, Bush, & Shannahan, 2013).
- Recognition is important, as it has been found that recognition increases performance substantially (Bradler, Dur, Neckermann, & Non, 2016).  
Recognition results in feelings of pleasure and self-esteem improvement. The effect of this is people looking to achieve more, and motivating others around them to do the same (Bradler et al., 2016).
- A supportive work environment is important for employees to feel safe and thrive to be the best they can through the guidance of their management. It was found that a supportive work environment supports in guarding against stress and reducing employee intentions to leave (Kim, Lee & Lee, 2013; Caesens, Stinglhamber, Demoulin, & De Wilde, 2017; Thanacoody, Newman, & Fuchs, 2014).

According to increased research on the topic of motivation, it has become apparent that sales managers and executives are continually searching for ways to motivate their employees (Steenburgh & Ahearne, 2012).

Research has shown that line managers have influence on sales employees and the process by which they cultivate customer relationships (Deeter-Schmelz et al., 2008). As an illustration, a sales employee experiencing a high level of stress may consider resigning. However, the respective employee may decide to stay if the leader–member exchange is positive and if the leader is supportive (Boles, Dudley, Onyemah, Rouzies, & Weeks, 2012).

### **2.2.3 Perseverance**

The discussion to follow will consider the concept perseverance and the factors most profound in perseverance as enablers in a stressful work environment.

Perseverance is described as the ability to overcome adverse positions. According to Markman et al., (2005) perseverance affects individuals' effort levels, endurance and their resilience in the face of obstacles. Perseverance therefore, also influences how much stress individuals can endure.

#### **2.2.3.1 Resilience**

Resilience falls into the positive psychology pillar of psychological capital (Huang & Luthans, 2015). This consists of efficiency, hope, optimism, and resilience, and has proved to be related to employee performance (Huang & Luthans, 2015). This is in line with the goal of the current study, to understand the relationship of perseverance, including resilience on positive performance in a stressful banking sales environment.

Resilience is defined as “the ability to recover from setbacks, adapt well to change, and keep going in the face of adversity” (Ovans, 2015, p.2). Resilience addresses the strengths that individuals possess that allow them to rise above adversity (Coutu, 2002; Luthans et al., 2002). Even though resilience research in the workplace is limited, there is evidence to suggest that resilience positively influences performance and success at work (Huang & Luthans, 2015). Traits of resilience include the ability to “bounce back” quickly from a stressful situation and emerging stronger than before (Bande, Fernández-Ferrín, & Jaramillo, 2015). In research on resilience training it was posited that resilience is a malleable phenomenon, and therefore is suitable for intervention (Robertson, Cooper, Sarkar, & Curran, 2015).

This suggests that if the trait of resilience can be developed it may assist sales

employees to function in adversity. In addition, sales employees are often given a higher level of autonomy. Therefore, rely on their own ability to manage themselves in front of customers, and this suggests less reliance on team networks as may be seen in other roles (Kumar, Sunder, & Leone, 2015). This further indicates the need for individual employee resilience in the banking sales context.

### **2.2.3.2 Grit**

The terms resilience and grit are favourably related. Grit relates to being resilient in the face of failure or adversity. There are additional traits in the aspect of grit, with resilience considered a key component of that construct (Psychology in Education, 2017). Grit is defined as “perseverance and passion for long-term goals” (Duckworth et al., 2007, p. 1087). Grit displays commitment to interests and goals over a long period of time. Grit is also having deep commitments that one remains loyal to over a number of years (Psychology in Education, 2017). In the research done by Duckworth et al., (2007), grit displayed as a predictive validity of accomplishment over and above intelligence and conscientiousness.

The above discussion has highlighted the importance of grit in the attaining of success within a role. Salespeople who are able to push through in the face of adversity will be exceptional value adds to the organisations they work for.

### **2.2.3.3 Emotional Intelligence**

Emotional Intelligence (EI) is defined as an individual’s “ability to monitor one’s own and other’s feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and actions” (Salovey & Mayer, 1990, p.189).

It was found that emotional intelligence plays an important role in the lives of people who are stressed (Dong et al., 2014). Research has found that emotional intelligence explains how employees observe and regulate their own emotions, and how they act upon these emotions above and manage the effects of mental ability and temperament when their job requires them to do so (Dong et al., 2014). A higher level of emotional intelligence is predicted to reduce turnover intention (Dong et al., 2014). This would encourage firms to look to employ individuals who tested for higher perseverance and EI levels. It was found that hiring in the sales market is skewed towards individuals with high emotional intelligence (Adamson et al., 2013).

The emotional intelligence of a salesperson may have significant influence on their behaviour and performance, as the sales role requires emotional effort and customer interaction in a stressful, high pressured environment. It was found that employees with higher levels of emotional intelligence are more aware and develop positive strategies to overcome emotional stress (Bande et al., 2015). Displaying and developing of high emotional intelligence has significance for a salesperson working in a stressful environment.

#### **2.2.3.4 Turnover Intention and Mentoring support**

Turnover intention is defined as “a conscious and deliberate wilfulness to leave the organization” (Tett & Meyer, 1993, p. 262). Turnover intentions are proven to be the most significant attitudinal forecaster of actual turnover. In a recent Harvard Business Review paper, it was found that annual turnover rates among salespeople in the United States are as high as 27%. This was twice the rate in the overall workforce (Harvard Business Review, 2017).

Attrition reduces the return on the investment made into sale staff. Turnover also hurts the institution, as sales positions will lie vacant while companies recruit, and the new employees must still learn institutional and product norms and rebuild client relationships (Kumar, Sunder, & Leone, 2015).

In the sales environment, the retention of sales employees has been recognised as one of the most continuing problems experienced by line managers (Boles et al., 2012). Often due to the pressure of the job, sales roles have a high turnover, and due to the speciality skills required, such roles take a longer time to fill.

It was found that stress and job demand overload may increase negative influences, such as apprehension or role overload, which could then lead to higher intentions to turnover (Topcic et al., 2016). The environmental context is important, as it may promote and/or inhibit advancement potential in a role and turnover intention within an individual (Dong et al., 2014). It is therefore critical that turnover intentions in salespeople be managed very closely. Effective mentoring by organisations has been shown to reduce employee turnover intentions (Eby et al., 2013; Park, Newman, Zhang, Wu & Hooke, 2016).

### **2.2.3.5 Positive emotions for resilience and turnover intention**

Managers have cause for concern when effective sales employees resign, as this leaves the market “wide open to competitors” (Mulki & Jaramillo, 2011). There was evidence found that more resilient employees are more committed to their jobs, while less resilient ones are more apathetic (Bande et al., 2015). In stressful situations, individuals with higher levels of resilience, were shown to exhibit more positive emotions than their peers (Tugade & Fredrickson, 2004).

It was also found that resilient people would repeatedly resort to humour as a coping mechanism (Bande et al., 2015). This is an aspect of positive psychology, the positive emotions support the ability to bounce back from hardship (Tugade & Fredrickson, 2004). These findings highlight the need to examine other factors that drive employees’ turnover intentions and behaviour, and how to combat them.

The more resilient an employee is, the longer he is likely to stay with an organisation, if all else remains equal. In recent studies work experience was found to have a positive effect on performance, where the age of an employee is expected to have a negative one (Fu, 2009). In the study by Fu (2009) it was found that sales experience is positively correlated with adaptive selling, unlike work experience; age has long been an element hindering job performance.

Having focussed on the sales context, key concepts and supporting enabling tactics is important to explore thoughts around driving positive performance. This will be discussed in the section to follow.

## **2.3 Performance**

Positive performance is often relative to the key performance indicators set up by the firm, and if these have been met or not. Performance is defined as “behaviours or actions that are relevant for the organisation’s goals and that can be measured” (Campbell, McHenry, & Wise, 1990, p. 314). Those targets measure past performance, usually based on revenue generation, customer satisfaction, and how often monthly quotas are met (Harvard Business Review, 2017). Campbell et al (1990) also stated motivation as a key component of job performance. In the seminal work of Arvey & Murphy (1998) the authors’ state that a major contributor of an employee’s worth to the organisation is through work behaviour and ultimately performance. As this is the top line of a company,

individual salesperson performance is very important, as it links directly to overall firm performance. In a recent meta-analysis, it was found that indicate that intrinsic motivation strong predictor of performance (Cerasoli, Nicklin, & Ford, 2014).

Performance management practices are often in place in the majority of organisations and the responsibility of line management (Gorman, Meriac, Roch, Ray, & Gamble, 2017). The authors also identify the most commonly used way to measure job performance is often the line manager's evaluation of an employee's performance. A large majority of firms use revenue generated as the main metric for valuing its salespeople (Kumar, Sunder, & Leone, 2015). The performance metrics for salespeople also include both behaviour and outcome dimensions of performance (Grant, Cravens, & Moncrief, 2001). This is in line with remuneration structures within the banking sector.

Leaders play a pivotal role in motivating positive performance. In a recent leadership study, it was found that individuals whose leaders exhibit charismatic leadership styles, were higher performers (LePine, Zhang, Crawford, & Rich, 2016). This is important as negative leadership behaviour can inhibit performance as well as increase the stress in a work environment (LePine et al., 2016).

Motivating for positive performance is discussed below.

### **2.3.1 Motivating for Positive Performance, with related enabling tactics**

Leaders play an important role in motivating a team towards positive performance. Important related enabling tactics are included in the discussion below.

#### **2.3.1.1 Coaching and Mentoring**

Recent literature has proved a case for the need for coaching and mentoring for positive performance. In a meta-analysis by Eby et al., (2013) mentoring is described as mechanism that has provision of effective mentoring by organisations. Mentoring refers to a "close interpersonal relationship between a senior more experienced colleague and a less experienced junior colleague in which the mentor provides support, direction, and feedback regarding career plans and personal development" (Park, Newman, Zhang, Wu, & Hooke, 2016, p. 1173).

Although most mentoring research has focused on its positive effects on employee

performance as a competitive advantage, a small body of work has started to observe its use as a means to retain employees (Park et al., 2016).

From the above, leaders as mentors is important. Leaders have the ability to influence followers to see the positive side of challenge stressors (Crum et al., 2013). This leader support, through mentoring, is relevant to the goal to motivate salespeople toward positive performance, as well as to retain them.

Sales' coaching is a structure of dialogues and activities that offers ongoing feedback and encouragement to a salesperson with the aim of improving that person's performance (Shannahan et al., 2013). So, the sales coach plays a vital role in empowering the salespeople to achieve positive performance levels. This role is that is required of the sales line manager, and as this is on-going, it should occur at regular intervals on the job. The role of the leader as coach is also required in a stressful sales environment. The ability for the salesperson to be coachable is also of importance in the goal toward positive performance (Shannahan et al., 2013).

#### **2.3.1.2 Performance reviews**

Line managers have the critical role of managing performance reviews. In most organisations this is an annual occurrence. Performance appraisals enable employers and employees to "define, communicate, and review expectations, goals, and progress in achieving strategic objectives" (Dusterhoff, Cunningham, & MacGregor, 2014). The aim is to improve the way employees contribute to an organisation's goals and performance. Appraisals are also planned to sustain, advance, and help an employee (Dusterhoff et al., 2014). The above discussion has implication for application in the stressful sales context as well.

There is a case for the frequency of the performance reviews to be more regular, that is to manage them proactively (Pichler, Beenen, & Wood, 2018). This will encourage timeous management of the correct behaviours within a sales context.

#### **2.3.1.3 Communication, Dialogue and Courageous Conversations**

Management has two main options to influence employees: incentives and communication (Hutchinson-Krupat, 2018). Communication is defined as "the imparting

or exchanging of information by speaking, writing, or using some other medium” (Oxford Dictionary, 2018). Informal personal communication can create a connection in the workplace (Ahearne, Haumann, Kraus, & Wieseke, 2013). It has been shown that the more correspondence between sales managers and their sales staff, the more positive effects it will have on sales performance and customer satisfaction (Ahearne et al., 2013). This would also apply to one-on-one discussion, and regular performance feedback mentioned in the previous discussion.

Holladay & Coombs (as cited in Men, 2014) pose that leadership is performed essentially through communication. The communication ability, style and platform can influence the attitude of employees (Men, 2014). Research has also shown that open communication is a significant factor related to trust creation and effective teamwork (Boies, Fiset, & Gill, 2015).

The more comfortable the salesperson feels to address and approach their line management the more opportunity there is for an open dialogue. The behaviour and the ability of a leader to communicate effectively, is important to drive the goals of an organisation (Jensen, Moynihan, & Houlbery Salomonsen, 2018). Communication is fundamental to strategy development and work planning in a team. This is relevant to a sales team operating in a stressful environment.

It was found that leader communication that focused on a positive end-state would increase motivation within followers (Stam, van Knippenberg, Wisse, & Nederveen Pieterse, 2016). This approach was found to be more desirable and motivated followers to an ideal goal. Communication is easier when leaders take interest in the welfare of their employees; they create an environment of trust and encourage individual development and confidence in their employees (Men, 2014). Communication is also responsible for cascading information to all employees Hutchinson-Krupat (2018), which is important in a sales environment.

Two-way communication (dialogue) has also been noted as a critical tool to create employee satisfaction. This is the conversation that would occur between the line manager and employee, often as a general discussion or to resolve a problem. A study by Men (2014) predicted a positive association between two-way communication and employee satisfaction. It can be inferred that a more satisfied employee is more likely to be more motivated and thus be more likely to perform positively and commit to a longer-term partnership. In order for open communication and dialogue to occur, the leader

would need to available and make time and a safe space for this to occur (Hutchinson-Krupat, 2018).

#### **2.3.1.4 Rewards and recognition**

Positive reinforcement by sales managers towards their salespeople is an important factor in directing employee behaviour (Ahearne et al., 2013). This concept of praise, will allow salespeople to interpret it as confirmation that they have engaged in behaviours that will lead to future rewards. This will signal to employees the right way to behave, in line with the organisation. This is increasingly important in a highly stressful sales environment, where salespeople are exposed to a high level of adversity (Adamson et al., 2013). Remuneration of the sales employee is not within scope for this study.

Recognition, over and above a salary and bonus is embodied in terms of, job safety, advancements, freedom and opportunities, reverence, training and development, more challenging work tasks, some public recognition or rewards or tokens of appreciation (Bhatnagar, 2014). This is important in the need of sale managers to think over and above the annual reward given to salespeople. In a field experiment by Bradler et al., (2016) it was also found that public recognition, that was genuine and scarce, targeted at the top performers increased performance within the full team.

In driving and enabling positive performance, some important leadership traits become essential of the leader. These are positioned below.

### **2.4 Leadership Traits, Attitudes and Behaviours**

Leaders need to embody and display leadership styles and characteristics that have become prevalent in recent literature. These have impact for application by the leader in the sales environment too. These include:

#### **2.4.1 Emotional Intelligence**

Emotional Intelligence has been discussed in detail for salespeople, but what is also critical is that line managers also possess a high level of emotional intelligence (Dong et al., 2014). There are varying types of salespeople, and therefore managers need to build the right relationships to understand what motivates each of them separately (Chung, 2015). This involves deepened insight and awareness on the part of sales managers.

#### **2.4.2 Leader Attitude and Behaviour**

The list of expectations set upon to leaders also grows as employees look to their leadership to embody virtuous characteristics in attitude and morality (Sturm, Vera, & Crossan, 2017). Charismatic leadership behaviours, including serving as role models and challenging employees with high standards are inherently motivating to individuals (LePine et al., 2016). This covers the need for leaders to be respectful and courteous towards employees (Lee, Martin, Thomas, Guillaume, & Maio, 2015).

Good leaders are open and encourage open communication (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). In addition to possessing the right attitude, leaders also need to be open and approachable to facilitate and encourage open conversation with salespeople (Ahearne et al., 2013).

#### **2.4.3 Trust**

Trust has attracted extensive research attention, as the importance of leader's integrity influence follower behaviour. Trust in leadership has been identified as "a crucial element in the effectiveness of leaders" (Avolio et al., 2004, p. 804). These leaders act in accordance with deep rooted personal values and principles, to build trustworthiness and win the respect with their followers. This includes transparency and consistency from leaders.

#### **2.4.4 Leadership Styles**

According to a meta-analysis on various leadership styles by Judge and Piccolo (2004) transformational leadership compares positively with employee drive and job performance. "Transformational leaders offer a purpose that transcends short-term goals and focuses on higher order intrinsic needs" (Judge & Piccolo, 2004). This is in line with the construct of perseverance over the long term. This also provides evidence that leadership motivation styles can impact performance either negatively or positively. In a study by Bande et al (2015) it was found that servant leadership reduced the intention to turnover in sales employees. There was also evidence found that leaders who possessed authentic leadership qualities led employees towards positive performance (Avolio et al, 2004).

Traits that transformational, servant and authentic leaders have in common are trustworthiness, inspirational, and put others first (Leadership in Public Administration,

2016). Therefore, leaders who motivate and support employees more will have increased positive performance from those employees.

## **2.5 Creating a supportive work environment**

Due to the context of stress and in the sales environment, line management has a role to play in supporting sales staff. As leaders, they are required to create a supportive working environment to enable employees to perform. A supportive work environment is one where employees feel that their company values their involvement and cares about their well-being (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017). Support is a coping resource that can relieve the negative consequences of stress (Thanacoody, Newman, & Fuchs, 2014). A supportive working environment also encourages employees to stay with firms for longer and creates stronger work culture (Kim, Lee, & Lee, 2013). The employee is equipped with better skills and capabilities when they receive developmental assistance from their supportive supervisors (Kim et al., 2013). Line managers can create this with the policies and procedures they put in place, as well as their leadership style.

Employee development is a key enabler in creating a supportive work environment towards driving positive performance. An employee can develop through a myriad of factors, training and development opportunities are one of these factors (Bhatnagar, 2014). Employee development enables positive performance by equipping employees with the tools they need to achieve their best. An aspect of this is developmental job experience, which is concerned with the development of employees' advancement potential (Dong et al., 2014). Developing employees' competences, will result in significantly enhancing the value of the human capital (Dong et al., 2014). For employees to be able to perform positively, they need to be adequately trained and equipped.

## **2.6 Pictorial Summary**

A summary has been pictorially presented in Figure 2 below, representing key concepts as discussed in the literature review as relating to positive performance:

The salesperson currently works in a stressful sales environment as located at the centre the diagram, in Figure 2 below. The literature review has suggested that sales employees

need to feel supported within the environment in which they operate. Therefore, there are two pillars that hold up or support the salesperson; in the diagram, which are line management and perseverance. Perseverance is internal to the salesperson, but suggestion has been made in the literature review that they can be coached to develop high emotional intelligence and perseverance levels. Line managers play a pivotal role, they are responsible for coaching and mentoring salespeople, and developing trust-based relationships and open dialogue with employees. They can use tools such as recognition, training and development, and regular performance reviews to drive positive performance in motivated and supported salespeople. Hence the abovementioned aspects have all been included in the diagram. The stressful work environment is depicted as the base to the work context in which sales people operate. Positive performance is given at the apex, as leader motivation and perseverance both may have impact on performance.



Figure 2: Positive Performance Pyramid

## **2.7 Conclusion**

The literature review has considered the concepts and underlying theories around perseverance and leader motivation which may have an effect on positive performance in a stressful sales environment. The context of the sales environment has been looked at as well. The analysis will consider the relationship between, and the impact they may have on the positive performance of the salesperson in a stressful sales environment. The section to follow will explore the research methodology to be used.

## **Chapter 3: Research Hypotheses**

The aim of the research is to investigate the relationship of perseverance and leader motivation to employee performance in a stressful sales banking environment. The following hypotheses have been derived:

### **3.1 Hypotheses**

#### **Hypothesis 1: Perseverance**

**Research question:** Does a significant relationship exist between perseverance and positive performance in a sales environment?

- Null hypothesis one ( $H_01$ ): No significant relationship exists between perseverance and positive performance in a sales environment.
- Alternate hypothesis one ( $H_11$ ): A significant relationship exists between perseverance and positive performance in a sales environment.

#### **Hypothesis 2: Turnover Intention**

**Research question two:** Does a significant relationship exist between perseverance and intention to turnover in a sales environment?

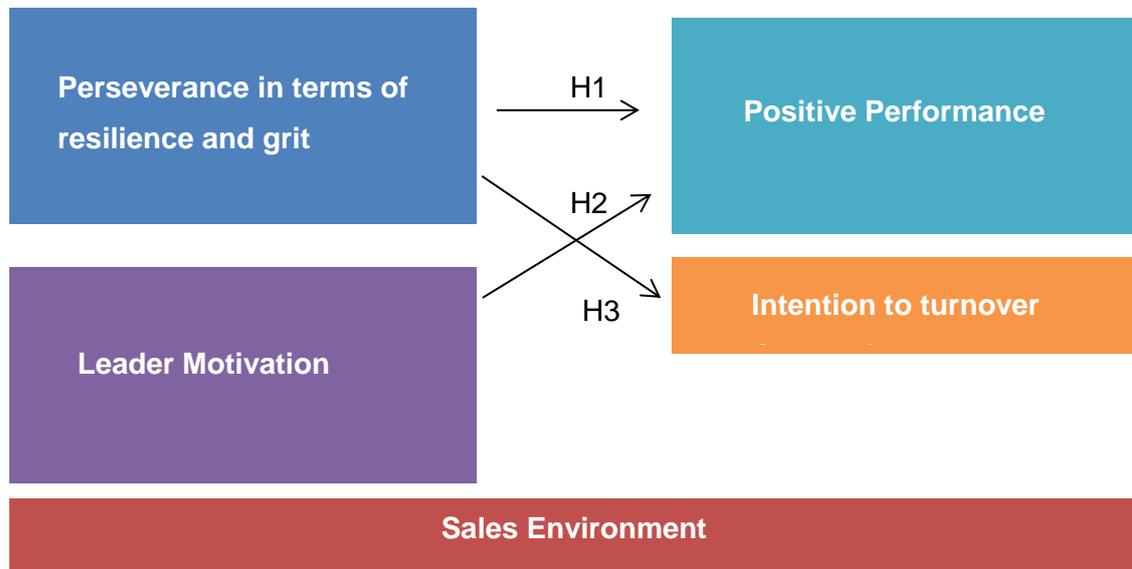
- Null hypothesis two ( $H_02$ ): No significant relationship exists between perseverance and turnover intention in a sales environment.
- Alternate hypothesis two ( $H_12$ ): A significant relationship exists between perseverance and turnover intention in a sales environment.

#### **Hypothesis 3: Line Manager Support**

**Research question three:** Does a significant relationship exist between leader motivation and positive performance in a sales environment?

- Null hypothesis three ( $H_03$ ): No significant relationship exists between leader motivation and positive performance in a sales environment.
- Alternate hypothesis three ( $H_13$ ): A significant relationship exists between leader motivation and positive performance in a sales environment.

The aim of the research is to determine the relationship between perseverance and line manager support/leader motivation on positive performance of sales personnel. Three research hypotheses have been identified, including the relationship between perseverance and turnover intention. Based on the theoretical research described in chapter two, a pictorial representation of the hypotheses is presented below in figure 3:



**Figure 3 : Research Hypotheses**

The methodology undertaken to establish the research objectives will be covered in the chapter to follow.

## **Chapter 4: Research Methodology**

In support of the hypotheses stated in chapter three, the research methodology details the process of data gathering and analysis to support the research.

### **4.1 Research design**

The goal of the research methodology is to answer the key research questions and ultimately resolve the research objectives of the study. The purpose of this research was to determine the relationship of perseverance and leader motivation on employee performance in a stressful sales banking environment.

The research was conducted in the format of a quantitative study, where a questionnaire was used as a data gathering tool. This was important to allow for collecting and analysing data from a large sample of sales employees and line management. This further upheld the anonymity of participants and gave them the confidence to answer honestly whilst upholding their confidentiality. The survey allowed for access to a larger sample, whilst managing the time of front-line sales employees carefully. It also circumvented the geographical divide of having participants spread across different sales regions. The goal was to produce results on a scale that could then be applied to different contexts, beyond the parameters of the study.

The research philosophy of positivism was adopted for the study. The positivist approach is to study “observable and measurable variables in a controlled environment” (Saunders and Lewis, 2012, p. 104). In this case this relates to unpacking the relationship of perseverance and leader motivators on corporate banking employees performing positively in a sales environment. The data collection technique followed a highly structured approach. This was relevant to allow for predicting the relationships amongst the variables mentioned above.

A deductive approach was taken for the study. This is a research approach where existing theoretical literature is tested (Saunders & Lewis, 2012). This approach was relevant as perseverance constructs around resilience and leader motivation theory was explored. While this was an existing body of knowledge in isolation, the theory was explored in a different context, namely; within a corporate banking environment. The theory was

operationalised into specific questions, which the study set out to answer.

A quantitative data analysis procedure followed the survey. The rationale was to have all sales employees surveyed at the same point in time, thus making the study cross-sectional. It was also important that the researcher remained independent of the data and maintained an objective attitude, to eliminate any bias from interview interaction (Zikmund, Babin, Carr, & Griffen, 2013). The study was descriptive, as it was designed to produce an accurate representation of employee perceptions around perseverance and manager motivation.

## **4.2 Population**

The population for this study was defined as all client-facing corporate investment banking sales and service staff in South Africa. This is where an employee holds corporate banking relationships. These are corporates with turnover more than R1 billion in revenue annually. The banking sector in South Africa employs over 160 000 people, of this 8000 are in sales and service across retail and corporate (The Banking Association of South Africa, 2013). Corporate banking would make up a smaller portion of that as compared to the retail bank.

This study will be conducted in one of the largest of the top four banks in South Africa. The top four banks include Absa, FNB, Nedbank and Standard Bank. (The Banking Association of South Africa, 2013). The reason for this will be access across regions and levels of seniority. The banking model of front-line staff will include employees in both a service and sales position, who have direct client access. The process of sampling is a central aspect of business research; it requires in depth analysis (Kumar R. , 2014).

## **4.3 Sample Method and Size**

The aim of the sample group is to have a representative enough sample to make claims regarding the wider population (Kumar R. , 2014). The sampling methodology will be non-probability purposive. Purposive sampling is “a type of non-probability sampling in which the researcher’s judgement is used to select the sample members based on a range of possible reasons and premises” (Saunders and Lewis, 2012, p. 138). This is relevant as specific front-line employees were identified for study participation. The sample was spread across sectors and business units. This was to diversify and individual sub- team cultures and add to the depth of the study.

As the exact population cannot be defined the sample size will be dependent on the statistical tests to be used. A key test is a correlation analysis. For the purpose of this study a 95% confidence interval was used. Green (1991) defined the sample size as  $N > 104 + k$ , where  $k$  is the independent variables. For this study the benchmark sample size is 106.

#### **4.4 Unit of analysis**

The unit of analysis is the individual employee that is being analysed in a study. The units of analysis will be the employees within the corporate banking sales environment, the sales or service individual. These candidates can be considered 'normal' examples of the population under study. For the study they were split between employees and line management.

#### **4.5 Data collection Process**

Before the measuring instrument was distributed, it was pre-tested with individuals with sales knowledge, not participating in the study. The measuring instrument that was used was a survey. The use of surveys was most appropriate considering the research questions, the objectives and sample size. The survey comprised of two versions, one for sales employees and the second for line management. Sampling will make it probable to produce findings from a representative of the whole population, rather than collecting data for the whole group (Kumar R. , 2014). In the case of this study, it made sense, as it had a large business focus and allowed for anonymity in the feedback of the respondents.

The fact that surveys could be completed online, gave the respondents the flexibility of time. Sales people are often travelling, and time is a precious commodity to them. This was relevant to a stressful, high-paced sales environment. The teams were also comfortable with an e-mail culture, so completing a targeted survey with communication via e-mail was important. Respondents were given a three-week range to complete the survey. The benefit of using standardised questions is that it is more likely that questions will be interpreted the same way by all participants.

The questionnaires used were developed from existing literature, which were adapted slightly for demographic data analysis. Surveys were sent to the sample group, via

electronic questionnaire. Each participant was asked a few questions on the constructs of resilience, leader motivation and performance, and responded via a Likert scale.

This was executed via the online platform SurveyMonkey. Surveys have been selected to provide anonymity to the respondents. It was important that response biases were avoided as much as possible. Surveys also provided quick, economical, accurate means of assessing information (Zikmund et al., 2013). The aim was to have the survey be short and concise, which was achieved in the average time taken of six minutes to complete the survey.

Participation in the survey was voluntary, with the participants having the option to opt out at any time. The survey was also limited to one survey per device, to avoid the survey being completed more than once by the same respondent. The survey remained active for approximately three weeks to allow enough time for participants to respond.

The bank under observation was consulted for approval to distribute the survey, as it involved banking employees. The rights of privacy and consent were upheld throughout the process. To encourage participation and introductory and positioning mail was distributed to explain the purpose of the research. Reminders were only sent once a week, to remind but not exasperate participants.

#### **4.6 Measurement Instrument**

The questionnaire was created in a structured format, as the answers were limited to a specified number of responses (Zikmund et al., 2013). This controlled the variation in answers, which was limited to a five-point Likert scale. The scale ranged from one (strongly disagree) to five (strongly agree). This resulted in an output of variable quantitative data in numeric interval format. The dependent and independent variables subsequently produced ordinal data responses. It was possible to use parametric tests when data is normally distributed, and the sample size is large enough. The survey achieved a response rate of 134 responses (120 fully completed), which was in excess of the 106 (Green, 1991) required. Therefore, the requirement to use parametric tests for ordinal data was met.

The survey questions began with demographic constructs relation to gender, age, qualifications and tenure in their role. The survey made use of both adopted and developed questions. The fact that these had been validated in previous studies assisted in adding validity and reliability to the research. Cronbach's alpha was also used a

measure of internal consistency.

#### **4.6.1 The Questionnaire**

##### **4.6.1.1 Perseverance**

The construct of perseverance comprised of six questions on a five–point Likert scale, extracted from the work of Duckworth et al., (2007). The scale is used to measure “perseverance of effort” and had been previously tested for validity (Duckworth, Peterson, Matthews, & Kelly, 2007). The scale ranked from 1=strongly disagree to 5= strongly agree. The higher the ranking, infers the more perseverant the individual should be. It covered paradigms such as goal setting, overcoming setbacks and diligence. This question set was crucial, as perseverance was found to be linked to positive performance (Huang & Luthans, 2015). This construct also formed part of the first research section, to determine the relationship between perseverance and positive performance. One question posed is “I have achieved a goal that took years of work”. The internal consistency of the scale was reported at  $\alpha = 0.825$ , which shows reliability of the scale.

##### **4.6.1.2 Turnover Intentions**

The turnover intention section adopted three questions from the “turnover intentions” scale” scale used by Bande et al. (2015). The scale was a five-point Likert scale. The scale ranked from 1=strongly disagree to 5= strongly agree. The higher the ranking, infers the more likely an individual is to turnover. It covers intention to search for alternatively and thoughts of resigning. Turnover is important as it is one of the most challenging issues to line management and sales people are difficult to replace (Bande et al., 2015). This construct was related to the second research objective, to determine the relationship between perseverance and turnover. One question posed is “I often think about quitting”. The internal consistency of the scale was reported at  $\alpha = 0.847$ , which shows reliability of the scale.

##### **4.6.1.3 Leader Motivation**

The leader motivation section adopted seven questions created from the initial literature review. It covered the concepts of trust, coaching and motivation. The scale was a five-point Likert scale. The scale ranked from 1=strongly disagree to 5= strongly agree. The

higher the ranking, infers the line manager motivates the employee. One question posed is “My line manager motivates me”. The internal consistency of the scale was reported at  $\alpha = 0.962$ , which shows reliability of the scale. This is critical to the research objective to determine if higher line manager support and motivation leads to positive performance.

#### **4.6.1.4 Tenure**

The questions on tenure further unpack reasons for staying, and were created from the initial literature review. The scale was four questions comprised of a five-point Likert scale. The scale ranked from 1=strongly disagree to 5= strongly agree. It also assists in the attitude of employees around future intentions to turnover. One question posed is “The longer I stay the more value I can add”. The internal consistency of the scale was reported at  $\alpha = 0.568$ , which lacks reliability of the scale.

#### **4.6.1.5 Performance**

The questions on performance were created for this study and tested. The scale was six questions comprised of a five-point Likert scale. The scale ranked from 1=strongly disagree to 5= strongly agree. They included achieving individual and team targets, which are pertinent to a sales environment. One question posed is “I hit my targets in the last annual review”. They also covered questions on line manager support in the process of positive performance. The internal consistency of the scale was reported at  $\alpha = 0.811$ , which shows reliability of the scale.

### **4.7 Data analysis approach**

Data was coded into Microsoft Excel post the survey stage. The survey tools allowed for exportation directly into Microsoft Excel. This is relevant, as it is important to reduce errors in the data collection process and ensure quality input from the onset (Zikmund et al., 2013). The data was analysed further using the statistical software package IBM SPSS. Data processing involved editing and coding of data.

Descriptive statistics enable one to describe variables numerically, covering the location, spread and shape of the data (Wegner, 2017). Saunders & Lewis (2012) also give guidance to statistical analysis to describe a variable focus on two aspects, mainly central tendency and dispersion. Normality is an important assumption in the use of

parametric tests.

#### **4.7.1 Validity and Reliability**

The initial step in the processing of data involved the removal of incomplete questionnaires, or extreme outliers. The next step was to test the validity and reliability of the measurement scales. Reliability is defined as “the extent to which the research procedures will product consistent findings” Saunders and Lewis, 2012, p. 128). The aim is to avoid subject and observer error and bias. To test for reliability, the Cronbach alpha was established on each construct. It is a measure of internal consistency, and is used when there are multiple questions, to test if the scale if reliable (Cronbach, 1951). A Cronbach’s alpha or coefficient alpha of greater than 0.7 is considered good (Zikmund et al., 2013).

Validity is whether the methodology accurately measures what it intended to measure (Saunders & Lewis, 2012). A detailed factor analysis has been conducted to ensure validity in the study.

#### **4.7.2 Factor Analysis**

Factor analysis will be used to analyse the interdependence of variables. The aim here will be to summarise the information in a large number of variables into a smaller number of factors (Zikmund et al., 2013). The initial test performed was the Kaiser-Meyer-Olkin (KMO) Bartlett’s test of sphericity. The KMO test needs to be acceptable for factor analysis to be appropriate. The eigenvalue one rule was then used to determine the components to be extracted from the study. A confirmatory factor analysis (CFA) was also applied on each of the constructs to consolidate them to one factor (Zikmund et al., 2013).

#### **4.7.3 Correlation and Effect**

As the investigation is relational, a correlation analysis will be used. The purpose of a correlation analysis is to measure the strength of the linear association between two numeric variables (Wegner, 2017). A strong correlation will be  $(0 < r < +1)$ , with  $r$  being closer to  $+1$  (Wegner, 2017). The coefficients were determined to establish the relationship between the dependent and independent variables. This is relevant as we

investigate constructs of perseverance and leader motivation, and their relationship to performance.

#### **4.8 Hypothesis Testing**

Hypothesis testing will also be used, based on the 95% confidence interval to determine the significance of results. This will test associations between the independent and dependent variables in the study.

- **Hypothesis one**

The aim of hypothesis one was to determine the relationship between perseverance on the dependent variable positive performance. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Spearman's rho to understand the strength and association between the variables.

- **Hypothesis two**

The aim of hypothesis two was to determine the relationship between perseverance on the dependent variable turnover. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Spearman's rho to understand the strength and association between the variables.

- **Hypothesis three**

The aim of hypothesis three was to determine if higher leader motivation leads to positive performance. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Spearman's rho to understand the strength and association between the variables.

Furthermore, the last test done was to test multiple regressions, to establish the extent to which the coefficients varied across multiple variables.

#### **4.9 Research limitations**

- In light of the research, it is imperative that several limitations that were identified are to be acknowledged. The research was conducted in a corporate banking environment in South Africa. The participants were specifically in sales and service. The impact is that any intended extrapolation to other industries or countries should be applied with caution.
- It may be a limitation that only one banking institution, out of the big four was included in the study. A non-probability sample also has implications for application to a full population. A response to this was that surveys were spread across geographical regions of South Africa. The aim of the research is to test positive relationships between variables; it is possible that inverse testing would produce different results.
- Certain questions gathered data on sensitive and personal questions such as resilience and performance; respondents may have been inclined to respond with self-bias or idealistic answers. The fact that this was an electronic survey did assist in overcoming a portion of this bias. There was a lack of high quality sales specific and banking research to strengthen arguments. However existing literature on core variables supported the study.
- Due to the high-pressure sales environment, it is possible that some respondents may not find the time to respond. This will impact the sample size. It is important to note that the researcher was also an active sales employee. However, the researcher committed to maintaining objectivity throughout the research process.

The chapter to follow unpacks the analysis procedure and outcome results.

## **Chapter 5: Analysis and Results**

This chapter presents the analysis and results of the surveys, following the data gathering process. This chapter covers: descriptive statistics, construct synopses, validity and reliability checks, and concludes with the inferential statistics used to test the hypotheses. The purpose of this study was to test the relationship between perseverance and leader motivation to positive performance. To test the hypotheses, a correlation analysis was also conducted. The results of the survey are presented separately.

### **5.1 Descriptive Statistics**

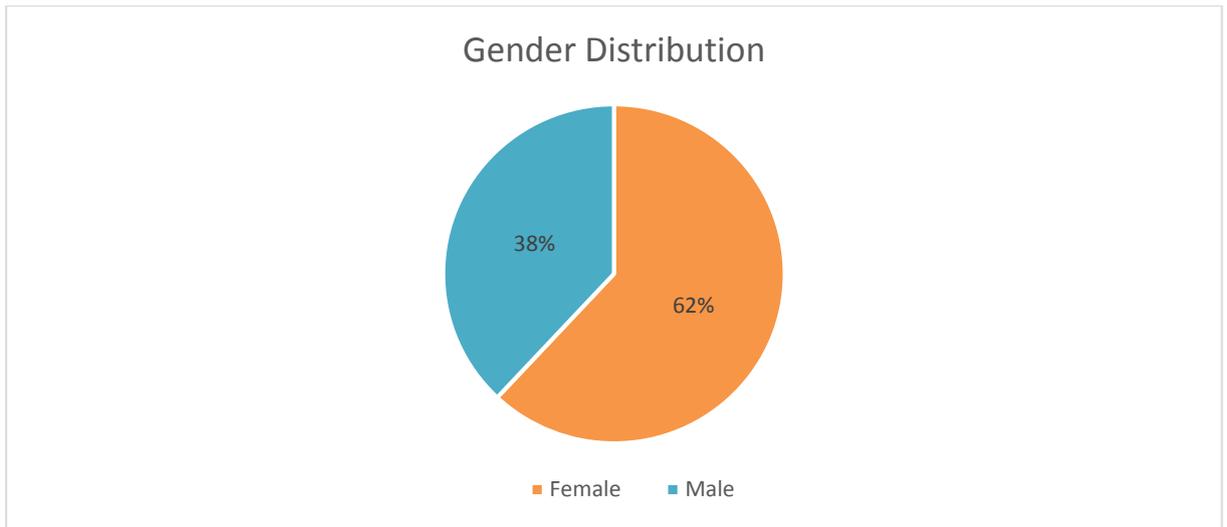
The survey link was distributed to 200 potential front-line banking sales respondents, of which 134 completed the survey. This resulted in a response rate of 67%. Out of the full list, 14 surveys were incomplete, and therefore removed from the analysis in the study. This resulted in a true completion rate of 60% or 120 completed surveys.

A second survey link was also sent out to line managers to understand differing perceptions from front-line banking sales employees. This was sent to 42 managers, of which 30 completed the survey, with 100% participation. This was a 71% completion success rate. Feedback on line manager perceptions will be shared together with the front-line sales employee data.

The questionnaire considered the gender of the respondents as well as age and years of service. The employment level was also looked at.

#### **5.1.1 Demographics**

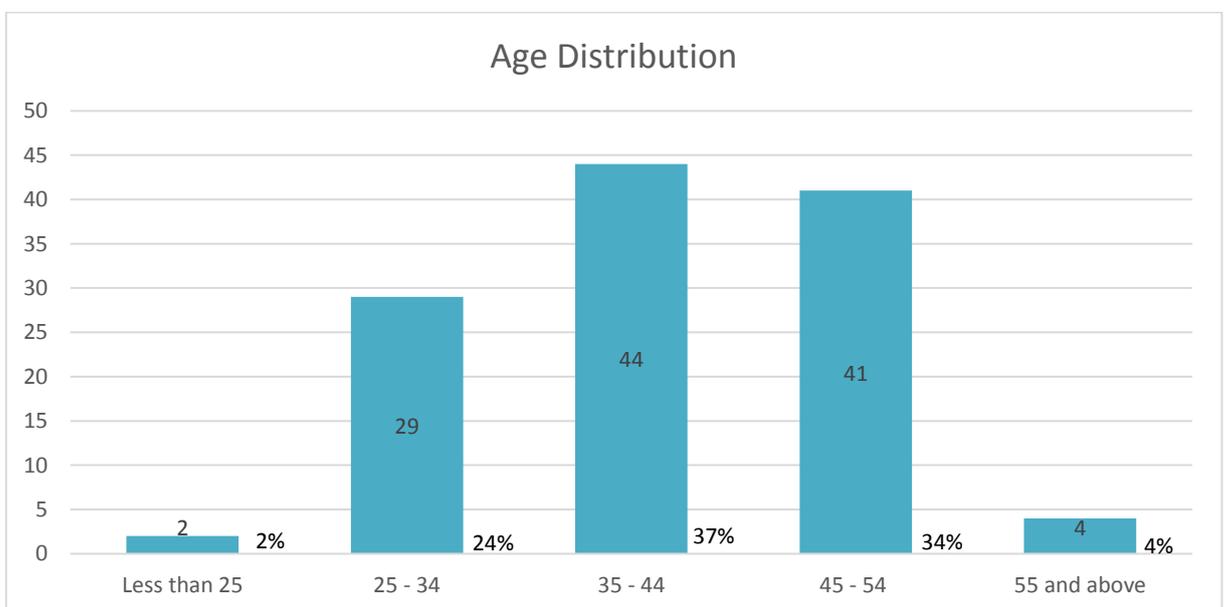
Gender is described as nominal scale categorical data. Females represented the majority of the front-line sales employee workforce at 62% of the respondents. The male respondents accounted for the remaining 38% of the distribution.



**Figure 4: Gender Distribution**

The line manager survey revealed participation of 37% female respondents, and 63% male respondents.

The next demographical variable measured was age. The highest proportion of the front-line sales respondents of 37% were between the ages of 35 and 44 years old. The below graph depicts the frequencies and percentages. This line manager survey depicted 53% of the sample were between the ages of 35 and 44 years old.



**Figure 5: Age Distribution**

The next demographical variable measured was length of service. 33% of the front-line sales respondents were in the organisation for less than five years. 60% of the front-

line sales respondents were with the company for less than 10 years. The below graph depicts the frequencies and percentages of the service length of employees.

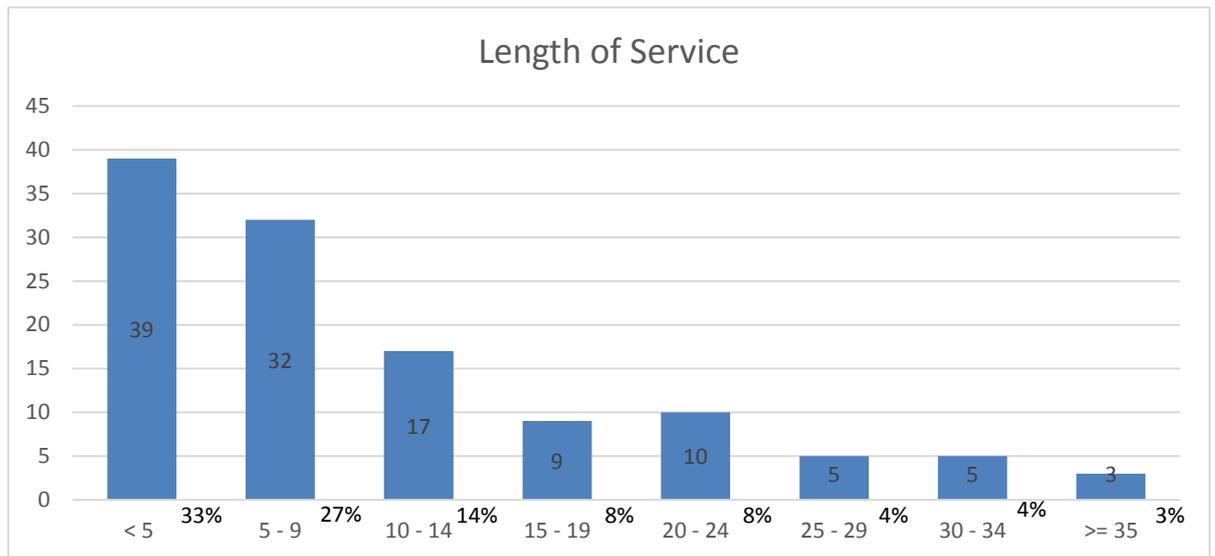


Figure 6: Length of Service

The line manager survey resulted in a similar output with the highest proportion of managers at 30% were in the employ of the organisation for less than 5 years. This shows an organisation with a majority of new employees.

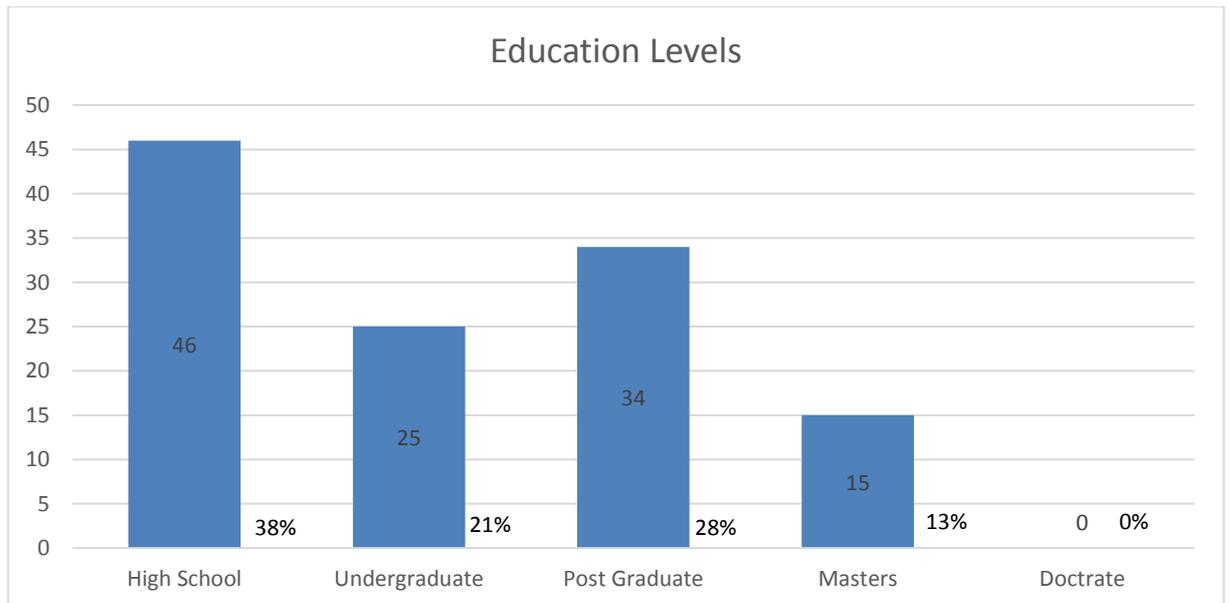
The next demographical variable measured was employment level. The majority of the front-line sales respondents, of 33% were middle managers. The below graph depicts the frequencies and percentages of the employment levels of respondents.



Figure 7: Employment Level

In terms of the line manager survey, 50% of the respondents were at an executive level and 30% were senior managers. This is important, as the insights derived from the study allow for perspectives from varying employment levels.

The next demographical variable measured was education levels. 38% of the respondents in the sample had high school education. The below graph depicts the resultant frequencies and percentages of the education levels of respondents.



**Figure 8: Education Levels**

Education levels of line managers were far higher, with a result of 40% with post graduate education and 23% at a master's level comparatively.

The demographics set the context for the statistical analysis for banking sales employees, operating in a stressful work environment. It allowed for obtaining perceptions of front-line sales employees and managers.

The analysis to follow will focus on the responses captured from the questionnaire, per sub-section. Front-line sales employees' responses, and line managers' responses will be provided respectively.

## **5.2 Perseverance**

Perseverance was measured by asking respondents to specify their responses relating to six statements on a five-point Likert scale.

## 5.2.1 Responses

**Table 1: Front-line sales employees' responses Perseverance**

Perseverance Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. I have achieved a goal that took years of work	4%	3%	13%	<b>49%</b>	31%	100%
2. I have overcome setbacks to conquer an important challenge	3%	3%	4%	<b>53%</b>	38%	100%
3. I finish whatever I begin	1%	6%	9%	<b>54%</b>	30%	100%
4. Setbacks don't discourage me	2%	18%	16%	<b>45%</b>	20%	100%
5. I am a hard worker	2%	2%	3%	31%	<b>63%</b>	100%
6. I am diligent	2%	3%	6%	35%	<b>55%</b>	100%

**Table 2: Manager Responses Perseverance**

Perseverance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. My team has achieved a goal that took years of work	0%	7%	20%	<b>50%</b>	23%	100%
2. My team has overcome setbacks to conquer an important challenge	0%	3%	7%	<b>53%</b>	37%	100%
3. My team finishes whatever tasks they begin	0%	23%	10%	<b>53%</b>	13%	100%
4. Setbacks don't discourage my team	0%	10%	20%	<b>63%</b>	7%	100%
5. My team are hard workers	0%	0%	3%	<b>53%</b>	43%	100%
6. My team are diligent	0%	0%	3%	<b>53%</b>	43%	100%

From the sales employee responses, the majority agree that they have achieved a long-term goal, overcome setbacks, finish tasks and don't get discouraged by setbacks. Sales employees described their hardworking nature (63%) and diligence (55%) as traits with which they 'strongly agree'.

From the manager responses, the majority of managers agree that their team have achieved a long-term goal, overcome setbacks, finish tasks and don't get discouraged by setbacks. Managers however described their teams' hardworking nature (53%) and diligence (53%) traits as 'agree'.

It may be inferred from the responses given that perseverance is needed by the sales front-line staff, and that they are able to demonstrate this trait in their everyday functions

in the banking stressful sales environment. It may be inferred further that perseverance of the front-line sales employee is a trait expectation of the sales employee by the manager towards goal attainment and positive performance.

The literature review has suggested that perseverance is needed for positive performance. The questions posed relate to goal attainment, completion of tasks and desired work ethic, which all have relevance to positive performance. From the analysis it may be inferred that perseverance as a trait is needed for positive performance, and hence may have a relationship to and an impact on positive performance.

### 5.2.2 Perseverance Scale Validity and Reliability

A factor analysis was conducted, as the first step on analysis to establish the construct validity of the perseverance scale. This was used as a variable reduction technique, in an aim to reduce the variables into a smaller number that accounts for the most variance in the original variables. The scales were then tested for adequacy of sampling as well as the appropriateness of information for factor analysis.

The correlation matrix was analysed to ensure that all variables had at least one correlation above 0.3 (Beaumont, 2012).

Table 3 below displays the KMO and Bartlett's Test output. The test yielded an output of 0.762. This is above the minimum accepted level of 0.6 (Field, Miles, & Field, 2012), showing that the sampling criterion has been met. The Bartlett's test of sphericity resulted in a value of  $p=0.00$ , this is statistically significant as it is less than the benchmark of  $p = 0.05$ . This shows that factor analysis was appropriate.

**Table 3: KMO and Bartlett's Test for Perseverance**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.762
Bartlett's Test of Sphericity	Approx. Chi-Square	311.312
	df	15
	Sig.	.000

Table 4 represents the principle component analysis. It explains the total variance explained by the various components. Component one totaled 55.47% of the total

variance, using an eigenvalue above 1. This means that one component accounted for the common variance labeled perseverance represented the common variance of all six factors. Therefore, one factor was extracted based on the principle component analysis.

**Table 4: Total Variance Explained Perseverance:**

<b>Total Variance Explained</b>						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.328	55.468	55.468	3.328	55.468	55.468
2	.858	14.305	69.773			
3	.776	12.941	82.714			
4	.504	8.404	91.118			
5	.378	6.305	97.422			
6	.155	2.578	100.000			

Extraction Method: Principal Component Analysis.

Table 5 below shows the loadings of each of the items in the one component. Factor loadings range from 0.59 to 0.85. A factor loading of 0.4 (Field, 2012) is considered acceptable and can be included in the scale. All six items will be included in the scale due to their loadings.

**Table 5: Component Matrix Perseverance**

<b>Component Matrix<sup>a</sup></b>	
	Component 1
PV1	.654
PV2	.747
PV3	.771
PV4	.586
PV5	.824
PV6	.853

Extraction Method:  
Principal Component  
Analysis.

a. 1  
components  
extracted.

Prior to a test being used for research purposes, the reliability and internal consistency of a scale need to be established. The table below shows a breakdown of the alpha of each item and shows that the elimination of any of these items would not have considerably improved the scale reliability. Therefore, the full list of items were included.

**Table 6: Item- Total Statistics Perseverance**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PV1	20.86	11.007	.513	.355	.815
PV2	20.66	11.029	.619	.436	.792
PV3	20.79	11.006	.649	.490	.786
PV4	21.24	10.986	.449	.259	.834
PV5	20.34	11.064	.683	.704	.781
PV6	20.47	10.559	.715	.740	.772

Table 7 below depicts the alpha, at 0.83 it is valid with a high degree of consistency between the several measurements of the scale. The benchmark scale is 0.65 (Field et al., 2012).

**Table 7: Reliability Statistics Perseverance**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.835	6

### 5.2.3 Perseverance Confirmatory Factor Analysis

A further confirmatory factor analysis (CFA) was run on the construct of perseverance. Four key constructs were measured, model chi square ( $X^2$ ), comparative fit index (CFI), root mean square error of approximation (RMSEA) and standardised root mean square residual (SRMR). All four need to be in place for a good fit. In the case below the CFA failed, therefore the exploratory factor analysis for model fit was used.

**Table 8: Confirmatory Factor Analysis Perseverance**

Measure	Cut Off	Result 1	Re-modification 1	Re-modification 2
$X^2$	p-value > 0.05	0.00	0.00	0.03
CFI	CFI $\geq$ 0.90	0.87	<b>0.94</b>	<b>0.97</b>
RMSEA	RMSEA < 0.08	0.19	0.14	0.10
S(RMR)	SRMR < 0.08	0.08	0.06	0.05

Two modifications were run on the high relationships between the error terms.

### 5.2.4 Perseverance Descriptive Statistics

Built on the factor analysis, as measure by the Duckworth scale, perseverance was analysed as a total factor item. The descriptive statistics are measured below. A mean score of 4.14, this shows a highly perseverant workforce. This is between the bank “agree” and “strongly agree”. A standard deviation of 0.65 shows that discrete responses did not diverge much from the average score. The data was negatively skewed at -2.05 meaning that scores fell to the higher side of the scale (See Appendix E for histogram).

**Table 9: Descriptive Statistics Perseverance**

Statistics		
PVT		
N	Valid	120
	Missing	0
Mean		4.1389
Median		4.3333
Mode		4.50
Std. Deviation		.64688
Skewness		-2.047
Std. Error of Skewness		.221
Kurtosis		6.440
Std. Error of Kurtosis		.438
Sum		496.67

The descriptive statistics of the line manager survey displayed the following:

**Table 10: Descriptive Statistics Perseverance Managers**

Statistics		
LMPVT		
N	Valid	30
	Missing	0
Mean		4.0278
Median		4.0000
Mode		4.50
Std. Deviation		.42228
Sum		120.83

The mean score derived by line managers on perceptions of their teams’ perseverance was 4.03 which was only marginally lower than the mean employee score of 4.14. This suggests a close agreement between managers and the front-line employee’s responses and perceptions. They agreed that perseverance was a desirable trait of a banking sales employee.

### 5.3 Turnover Intentions

Turnover Intentions were measured asking respondents to specify their perceptions regarding three statements on a five-point Likert scale.

#### 5.3.1 Responses

**Table 11: Front-line sales employees' responses Turnover Intention**

Turnover Intentions Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. It is likely that I actively look for a new job in the next year	19%	<b>29%</b>	20%	19%	13%	100%
2. I often think about quitting	16%	<b>42%</b>	20%	18%	5%	100%
3. I will probably look for a new job in the next year	21%	<b>28%</b>	19%	19%	13%	100%

**Table 12: Manager Responses Turnover Intention**

Turnover Intentions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. It is likely that my team members actively look for a new job in the next year	7%	<b>47%</b>	23%	23%	0%	100%
2. It is likely that members of my team often think about quitting	23%	<b>50%</b>	7%	20%	0%	100%
3. It is likely that my team members will probably look for a new job in the next year	10%	<b>50%</b>	13%	27%	0%	100%

From the sales employee responses, 29% disagree and 19% strongly disagree that they will actively look for a new job in the next year. 20% remained neutral and 42% disagree that they often think about quitting. 28% disagree that they would probably look for work in the next year, and 21% strongly disagree that they would look for a job in the new year. This suggests that most of the front-line sales employees intend remaining in the employ of the bank.

From the manager responses, 47% disagree that their team members will actively look for a new job in the next year, and 50% disagree that their team often think about quitting. 50% also disagree that their team would probably look for work in the next year. The suggestion being that managers are of the strong view that the front-line sales team intend remaining in the employ of the bank.

From the above data analysis, it is evident that sales employees intend remaining in the employee of the bank. It may be inferred that despite the stressful work context, most front-line sales employees still elect to remain in the employee of the bank.

The above also suggests that turnover intention may not be of concern and as such may not have an impact on employee performance in the banking environment.

### 5.3.2 Turnover Intention Scale Validity and Reliability

To establish the construct validity of the turnover intention scale, a factor analysis was conducted. This was used as a variable reduction technique, in an aim to reduce the variables into a smaller number that accounts for the most variance in the original variables. The items were verified for sampling adequacy and suitability of data for factor analysis. The correlation matrix was analysed to ensure that all variables had at least one correlation above 0.3 (Beaumont, 2012).

Table 13 below shows the KMO and Bartlett's Test output. The test yielded an output of 0.622. This is above the minimum accepted level of 0.6 (Field et al., 2012), showing that the sampling criterion has been met. The Bartlett's test of sphericity resulted in a value of  $p=0.00$ , this is statistically significant as it is less than the benchmark of 0.05. This shows that factor analysis was appropriate.

**Table 13: KMO and Bartlett's Test Turnover Intention**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.622
Bartlett's Test of Sphericity	Approx. Chi-Square	231.207
	df	3
	Sig.	.000

Table 14 represents the initial component analysis. This shows the total variance described by the different components. Component one represented 76.68% of the total variance with an eigenvalue above 1. This evidences that one component accounted for the common variance labeled perseverance represented the common variance of all three factors. Therefore, one factor was mined using principle component analysis.

**Table 14: Total Variance Explained Turnover Intention**

<b>Total Variance Explained</b>						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.300	76.675	76.675	2.300	76.675	76.675
2	.601	20.029	96.704			
3	.099	3.296	100.000			

Extraction Method: Principal Component Analysis.

Table 15 below displays the weightings of each of the items on the one component derived. The factor loadings range from 0.74 to 0.95. A factor loading of 0.40 (Field et al., 2012), is considered acceptable and can be included in the scale. All three items were therefore included in the scale.

**Table 15: Component Matrix Turnover Intention**

<b>Component Matrix<sup>a</sup></b>	
	Component 1
T11	.931
T12	.736
T13	.945

Extraction Method:  
Principal  
Component  
Analysis.

a. 1  
components  
extracted.

Prior to a test being used for research purposes, the reliability and internal consistency of a scale need to be established. The table below shows an analysis of the alpha of the individual items, and shows that the elimination of items would not have considerably improved the scale reliability. All items were therefore included.

**Table 16: Item Total Statistics Turnover Intention**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
T11	5.28	4.575	.814	.810	.687
T12	5.49	6.557	.524	.283	.947
T13	5.29	4.324	.845	.820	.652

Table 17 below depicts the alpha , at 0,85 it is seen to be reliable with a high degree of consistency between several measurements of the scale.

**Table 17: Reliability Statistics Turnover Intention**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.842	3

### 5.3.3 Turnover Intentions Confirmatory Factor Analysis

A further confirmatory factor analysis was run on the construct of turnover intentions. Four key constructs were measured, model chi square ( $X^2$ ), comparative fit index (CFI), root mean square error of approximation (RMSEA) and standardised root mean square residual (SRMR). All four need to be in place for a good fit. In the case below the CFA failed, therefore the exploratory factor analysis for model fit was used.

**Table 18: Confirmatory Factor Analysis Turnover Intention**

Measure	Cut Off	Result 1
$X^2$	p-value > 0.05	no P-value
CFI	CFI $\geq$ 0.90	<b>1.00</b>
RMSEA	RMSEA < 0.08	0.79
S(RMR)	SRMR < 0.08	<b>0.00</b>

### 5.3.4 Turnover Intentions Descriptive Statistics

Founded on the factor analysis, as measure by the Bande et al., (2015) scale, was treated an over-all factor item. The descriptive statistics are measured below. A mean score of 2.68. This shows a highly perseverant workforce. This is between the bank “disagree” and “neutral”. A standard deviation of 1.09 individual responses did not diverge much from the average score. The responses were not seen as being polarised. The data was normal at 0.4.

**Table 19: Descriptive Statistics Turnover Intention**

<b>Statistics</b>		
TIT		
N	Valid	120
	Missing	0
Mean		2.6833
Median		2.6667
Mode		2.00
Std. Deviation		1.09310
Skewness		.416
Std. Error of Skewness		.221
Kurtosis		-.616
Std. Error of Kurtosis		.438
Sum		322.00

The descriptive statistics of the line manager survey displayed the following:

**Table 20: Descriptive Statistics Managers Turnover Intention**

<b>Statistics</b>		
LMTIT		
N	Valid	30
	Missing	0
Mean		2.4778
Median		2.3333
Mode		2.00
Std. Deviation		.87399
Sum		74.33

Line managers viewed their teams’ intention to leave as 2.48 slightly lower than 2.68. This was slightly lower than the employee data. This suggests an agreement between managers and the front-line employee’s responses and perceptions. They were in agreement that the intention of sales employees to leave the banking sales environment was low.

## 5.4 Leader Motivation

Leader Motivation was measured requesting respondents to specify their perceptions regarding seven statements on a five-point Likert scale.

### 5.4.1 Responses:

**Table 21: Front-line sales employee's responses Leader Motivation**

Leader Motivation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. I have trust in my line manager	5%	8%	21%	<b>41%</b>	25%	100%
2. My line manager coaches me	7%	17%	17%	<b>43%</b>	17%	100%
3. My line manager motivates me	7%	12%	17%	<b>48%</b>	17%	100%
4. My line manager plays a critical role in my level of perseverance	8%	17%	24%	<b>38%</b>	13%	100%
5. My line manager creates development opportunities for me	8%	17%	29%	<b>33%</b>	13%	100%
6. My line manager enables my high performance	5%	14%	21%	<b>45%</b>	15%	100%
7. My line manager's leadership style enables my performance positively	8%	13%	16%	<b>43%</b>	21%	100%

**Table 22: Manager responses Leader Motivation**

Leader Motivation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. My team has trust in my line management	0%	3%	3%	<b>80%</b>	13%	100%
2. I coach my team	0%	0%	0%	<b>73%</b>	27%	100%
3. I motivate my team	0%	0%	7%	<b>70%</b>	23%	100%
4. I play a critical role in the level of perseverance of my team	0%	0%	3%	<b>70%</b>	27%	100%
5. I create development opportunities for my team	0%	3%	7%	<b>67%</b>	23%	100%
6. I enable my team's high performance	0%	0%	0%	<b>83%</b>	17%	100%
7. My leadership style enables my team's performance positively	0%	0%	3%	<b>67%</b>	30%	100%

From the sales employee responses, 41% agree that they have trust in their line management. 43% also agreed that their line management coached them, and 48% agreed that line managers motivated them. There was 38% agreement found in line management playing a role in team perseverance, as well as 33% agreement towards

management creating development opportunities, enabling high performance showed 45% agreement and 43% agreed with managers having a leadership style that enables positive performance.

From the manager responses, 80% agree that their teams have trust in their line management. 73% agreed that they coached and 70% agreed that they motivated their teams. There was also agreement found in line management playing a role in team perseverance (70%), as well as creating development opportunities (67%), enabling high performance (83%) and having a leadership style that enables positive performance (67%). Line Manager responses offered more positive responses in comparison to the front-line sales employees' responses, suggesting that managers may have to be more connected and deliberate in their support and motivation of the front-line sales employees towards positive performance.

From the analysis, it may be suggested that the leader's motivation through coaching, developing, motivating, enabling performance may be needed by the sales team to drive positive performance. This was also evidenced in the literature review. The sales team also recognise this and hence their need for such leader motivation. Together with the managers suitable leadership style, leader motivation may have a positive impact on the team and individual performance, towards yielding of outstanding results. The inference being that as leader motivation is needed for driving positive performance, it may have a relationship to and impact on positive performance.

#### **5.4.2 Leader Motivation Scale Validity and Reliability**

A factor analysis was used to establish the construct validity of the Leader Motivation scale. This was used as a variable reduction technique, in an aim to reduce the variables into a smaller number that accounts for the most variance in the original variables. The scales were verified for sampling suitability and appropriateness of data for factor analysis.

The correlation matrix was analysed to ensure that all variables had at least one correlation above 0.3 (Beaumont, 2012).

The table 23 below shows the KMO and Bartlett's Test output. The test yielded an output of 0.92. This is above the minimum accepted level of 0.6 (Field et al., 2012), showing that the sampling criterion has been met. The Bartlett's test of sphericity resulted in a

value of  $p=0.00$ , this is statistically significant as it is less than the benchmark of 0.05. This shows that factor analysis was appropriate.

**Table 23: KMO and Bartlett's Test Leader Motivation**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.922
Bartlett's Test of Sphericity	Approx. Chi-Square	950.785
	df	21
	Sig.	.000

The following Table 24 represents the principle component analysis, representing the total variance described by the different components. Component one described 81.56% of the full variance with an eigenvalue above 1. This shows that one component accounted for the common variance labeled perseverance represented the common variance of all three factors. Therefore, only one factor was extracted using principle component analysis.

**Table 24: Total Variance Explained Leader Motivation**

<b>Total Variance Explained</b>						
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.709	81.557	81.557	5.709	81.557	81.557
2	.439	6.278	87.835			
3	.322	4.605	92.440			
4	.190	2.709	95.149			
5	.130	1.850	96.999			
6	.108	1.536	98.536			
7	.103	1.464	100.000			

Extraction Method: Principal Component Analysis.

The table 25 below displays the weightings of each of the items on the one component. Factor loadings range from 0.83 to 0.94. A factor loading of 0.4 (Field et al., 2012), is considered acceptable and can be contained within in the scale. All seven items will be included in the scale.

**Table 25: Component Matrix Leader Motivation**

<b>Component Matrix<sup>a</sup></b>	
	Component 1
LM1	.920
LM2	.919
LM3	.943
LM4	.884
LM5	.829
LM6	.925
LM7	.897

Extraction Method:  
Principal  
Component  
Analysis.

a. 1  
components  
extracted.

Prior to a test can be used for research purposes, the reliability and internal consistency of a scale need to be established. The table below shows breakdown of the alpha of the individual items , and shows that the elimination of items would not have considerably improved the scale reliability . All items were therefore included in the component matrix.

**Table 26: Item- Total Statistics Leader Motivation**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LM1	20.76	37.787	.887	.845	.954
LM2	21.01	37.112	.886	.821	.954
LM3	20.92	37.175	.919	.862	.951
LM4	21.14	37.843	.842	.754	.957
LM5	21.19	38.757	.774	.647	.962
LM6	20.97	37.956	.896	.824	.953
LM7	20.93	37.030	.854	.826	.957

The table 27 below depicts the alpha , at 0,96 it is considered to be reliable with a high degree of consistency between several measurements of the scale. This is above the benchmark of 0.65 (Field et al., 2012).

**Table 27: Reliability Statistics Leader Motivation**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.962	.962	7

### 5.4.3 Leader Motivation Confirmatory Factor Analysis

A further confirmatory factor analysis was run on the construct of perseverance. Four key constructs were measured, model chi square ( $X^2$ ), comparative fit index (CFI), root mean square error of approximation (RMSEA) and standardised root mean square residual (SRMR). All four need to be in place for a good fit. In the case below the CFA failed, therefore exploratory factor analysis for model fit was used.

**Table 28: Confirmatory Factor Analysis Leader Motivation**

Measure	Cut Off	Result 1	Re-modification 1	Re-modification 2
$X^2$	p-value > 0.05	0.00	0.00	0.00
CFI	CFI $\geq$ 0.90	<b>0.94</b>	<b>0.96</b>	<b>0.97</b>
RMSEA	RMSEA < 0.08	0.18	0.14	0.15
S(RMR)	SRMR < 0.08	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>

Two modifications were run on the high relationships between the error terms.

### 5.4.4 Leader Motivation Descriptive Statistics

Constructed on the factor analysis, as measure by the unique scale, it was managed as an overall factor item. The descriptive statistics are measured below. A mean score of 3.49. This shows the role of line management in supporting the team. This is between the scores “neutral” and “agree”. A standard deviation of 1.01 individual responses did not diverge much from the average score. The responses were therefore not seen as polarised. The data was negatively skewed at  $-0.75$ .

**Table 29: Descriptive Statistics Leader Motivation**

Statistics		
LMT		
N	Valid	120
	Missing	0
Mean		3.4929
Median		3.7143
Mode		4.00
Std. Deviation		1.01182
Skewness		-.753
Std. Error of Skewness		.221
Kurtosis		.032
Std. Error of Kurtosis		.438
Sum		419.14

The descriptive statistics of the line manager survey displayed the following:

**Table 30: Descriptive Statistics Manager Leader Motivation**

Statistics		
LMLMT		
N	Valid	27
	Missing	3
Mean		4.1323
Median		4.1429
Mode		4.00
Std. Deviation		.30415
Sum		111.57

A mean score of 4.13. This shows the perceptions of role of line management in their role in supporting the team. This is score is far higher than the score assigned by employees of 3.49. This displayed a difference in perception on the side of managers. This suggests that managers and the front-line employee's responses and perceptions were different, with managers having more stronger perceptions of them offering leader support to the front-line sales employees. However, the sales team were looking for more support from the managers.

## 5.5 Positive Performance

Positive performance was measured requesting respondents to specify their perceptions regarding six statements on a five-point Likert scale.

### 5.5.1 Responses

**Table 31: Front-line sales employees' responses Positive Performance**

Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. My team hit its budget targets in our last annual review	2%	24%	22%	<b>39%</b>	13%	100%
2. I hit my targets in the last annual review	2%	8%	23%	<b>48%</b>	21%	100%
3. My manager coaches me towards positive performance	7%	14%	20%	<b>45%</b>	14%	100%
4. My manager does regular performance reviews with me to support my positive performance	4%	18%	23%	<b>42%</b>	13%	100%
5. My manager supports the team to reach our annual targets	5%	9%	18%	<b>47%</b>	21%	100%
6. My manager has one-on-one discussions with me regarding poor performance when needed	6%	14%	23%	<b>43%</b>	14%	100%

**Table 32: Manager Responses Positive Performance**

Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. My team hit its budget targets in our last annual review	0%	27%	0%	33%	<b>40%</b>	100%
2. I hit my targets in the last annual review	0%	30%	0%	<b>43%</b>	27%	100%
3. I coach my team towards positive performance	0%	3%	0%	<b>73%</b>	23%	100%
4. I do regular performance reviews with my team to support positive performance	0%	3%	0%	<b>77%</b>	20%	100%
5. I support my team to reach our annual targets	0%	0%	0%	<b>70%</b>	30%	100%
6. I have one-on-one discussions with my team regarding poor performance when needed	0%	0%	0%	<b>60%</b>	40%	100%

From the sales employee responses, the majority agree that targets were met both on a team (39%) and individual basis (48%). 45% agreed that their line management coached them toward positive performance, and 42% agreed that managers do regular performance reviews with the team. There was also agreement found in line management playing a role in team support (47%) and having regular one-on-one

discussions with the team (43%).

From the manager responses, 40% strongly agree that targets were met on a team level and 43% agree that they were met on an individual level. 73% agreed that they coached their teams toward positive performance, and 77% agreed that they do regular performance reviews with their teams. There was also agreement found in line management playing a role in team support (70%) and having regular one-on-one discussions with the team (60%).

It is evident that managers once again, from the scores given, had stronger perceptions that they were supporting teams towards positive performance. The front-line sales teams scores were lower indicating that they may have a need for more support towards in driving and delivering of positive performance.

The literature review has suggested that coaching, performance reviews and one-on-one discussions are needed for driving positive performance. From the data analysis it may be inferred too that manager support through coaching, performance reviews, one-on-one discussions are needed for positive performance, and hence may have a relationship to and impact on performance.

### **5.5.2 Positive Performance Scale Validity and Reliability**

A factor analysis was used to establish the construct validity of the positive performance scale. This was used as a variable reduction technique, in an aim to reduce the variables into a smaller number that accounts for the most variance in the original variables. The scales were tested for sampling adequacy and suitability of data for factor analysis. The correlation matrix was analysed to ensure that all variables had at least one correlation above 0.3 (Beaumont, 2012).

The table below shows the KMO and Bartlett's Test output. The test yielded an output of 0.76. This is above the minimum accepted level of 0.6 (Field et al., 2012), showing that the sampling criterion has been met. The Bartlett's test of sphericity resulted in a value of  $p=0.000$ , this is statistically significant as it is less than the benchmark of 0.5. This shows that factor analysis was appropriate.

**Table 33: KMO & Bartlett's Test Positive Performance**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.757
Bartlett's Test of Sphericity	Approx. Chi-Square	433.175
	df	15
	Sig.	.000

The following table represents the principle component analysis, indicating the total variance explained by the different components. Component one accounted for 55.84% of the total, and component two 25.19% variance with an eigenvalue above 1. This means that two components accounted for the common variance labeled positive performance represented the common variance of the factors. Therefore, two factors were extracted using principle component analysis.

**Table 34: Total Variance Explained Positive Performance**

Component	<b>Total Variance Explained</b>								
	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	3.350	55.840	55.840	3.350	55.840	55.840	3.238	53.967	53.967
2	1.511	25.191	81.031	1.511	25.191	81.031	1.624	27.064	81.031
3	.469	7.823	88.854						
4	.304	5.074	93.928						
5	.228	3.798	97.726						
6	.136	2.274	100.000						

Extraction Method: Principal Component Analysis.

The table 35 below displays the weightings of each of the items on the two components. Factor loadings range from 0.26 to 0.92 on factor one , and -0.20 to 0.86 on factor two. A factor loading of 0.4 is acceptable and can be contained within the scale. The last four factors will be included in component one, and first two for component two.

**Table 35: Component Matrix Positive Performance**

	<b>Component Matrix<sup>a</sup></b>	
	Component 1	Component 2
PF1	.257	.857
PF2	.339	.831
PF3	.904	-.139
PF4	.921	-.130
PF5	.905	-.103
PF6	.828	-.198

Extraction Method: Principal Component Analysis.  
a. 2 components extracted.

Prior to a test being used for research purposes, the reliability and internal consistency of a scale need to be established. The table below shows an analysis of the alpha of the discrete items, and shows that the subtraction of items would not have considerably improved the scale reliability. All items were therefore included.

Component one will be labelled “supported performance” component two will be labelled “pure performance”.

- Pure Performance

**Table 36: Item- Total Statistics Pure Performance**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PF1	3.78	.843	.603	.364	.
PF2	3.38	1.096	.603	.364	.

The table 37 below depicts the alpha at 0,78 it is seen to be reliable with a high degree of consistency between several measurements of the scale.

**Table 37: Reliability Statistics Pure Performance**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.752	2

- Supported Performance

**Table 38: Item - Total Statistics Supported Performance**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PF3	10.56	8.434	.837	.763	.890
PF4	10.60	8.511	.868	.771	.879
PF5	10.33	8.742	.826	.699	.893
PF6	10.57	9.054	.738	.584	.923

The table number below depicts the alpha, at 0,92 it is seen to be reliable with a high degree of consistency between several measurements of the scale.

**Table 39: Reliability Statistics Supported Performance**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.921	4

### 5.5.3 Positive Performance Confirmatory Factor Analysis

A further confirmatory factor analysis was run on the construct of perseverance. Four key constructs were measured, model chi square ( $X^2$ ), comparative fit index (CFI), root mean square error of approximation (RMSEA) and standardised root mean square residual (SRMR). All four need to be in place for a good fit.

The first component “manager supported performance” POS (M) was run. The CFA was successful on all four terms evidencing a good model fit.

**Table 40: Confirmatory Factor Analysis Positive Performance**

Measure	Cut Off	Result 1
$X^2$	p-value > 0.05	<b>0.62</b>
CFI	CFI $\geq$ 0.90	<b>0.94</b>
RMSEA	RMSEA < 0.08	<b>1.00</b>
S(RMR)	SRMR < 0.08	<b>0.00</b>

The second component “pure performance” POS (P) was tested, however a CFA was not possible advising that an additional input would be necessary as the components comprised of two questions.

#### 5.5.4 Positive Performance Descriptive Statistics

Founded on the factor analysis, as measured by a unique scale, it was managed as a total factor item. The descriptive statistics are measured below. A mean score of 3.58 for the pure performance component. The mean score was 3.51 for supported manager performance. This shows the role of line management in supporting the team. This is between the scores “neutral” and “agree”.

- Pure Positive Performance

**Table 41: Descriptive Statistics Pure Performance**

<b>Statistics</b>		
PFPT		
N	Valid	120
	Missing	0
Mean		3.5833
Median		3.5000
Mode		4.00
Std. Deviation		.88006
Skewness		-.352
Std. Error of Skewness		.221
Kurtosis		-.178
Std. Error of Kurtosis		.438
Sum		430.00

- Manager Supported Positive Performance

**Table 42: Supported Positive Performance**

<b>Statistics</b>		
PFMT		
N	Valid	120
	Missing	0
Mean		4.1563
Median		4.2500
Mode		4.00
Std. Deviation		.69138
Skewness		-1.580
Std. Error of Skewness		.221
Kurtosis		4.129
Std. Error of Kurtosis		.438
Sum		498.75

The descriptive statistics of the line manager survey displayed the following:

**Table 43: Descriptive Statistics Positive Performance Managers**

<b>Statistics</b>			<b>Statistics</b>		
LMPFPPT			LMPFMT		
N	Valid	30	N	Valid	30
	Missing	0		Missing	0
Mean		3.7667	Mean		4.2500
Median		4.0000	Median		4.2500
Mode		4.00	Mode		4.00
Std. Deviation		1.16511	Std. Deviation		.38841
Sum		113.00	Sum		127.50

A mean score of 3.77 was higher than 3.58 for the pure performance component in line managers versus employees. This is an interesting differential as to understand how managers hit targets without underlying teams doing so. The mean score was 4.25 from line manager support, this is significantly higher than employee ratings of 3.51 for supported manager performance. This again suggests a difference in perception between managers and front-line sales team.

## **5.6 Hypotheses testing**

### **5.6.1 Relationships**

- **Hypothesis 1 relationship test**

The aim of hypothesis one was to determine the relationship between perseverance to the dependent variable positive performance. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Spearman's rank order correlation to understand the strength and association between the variables (Zikmund et al., 2013). The Spearman's correlation is appropriate as ranked data is used.

Research question posed: Does a significant relationship exist between perseverance and positive performance in a sales environment?

- Null hypothesis one (H01): No significant relationship exists between perseverance and positive performance in a sales environment.
- Alternate hypothesis one (H11): A significant relationship exists between perseverance and positive performance in a sales environment.

Table 44: Correlation Hypothesis One

Correlations			PersTotal	PosPTotal	PosMTotal
Spearman's rho	PersTotal	Correlation Coefficient	1.000	.149	.290**
		Sig. (2-tailed)	.	.105	.001
		N	120	120	120
PosPTotal	PersTotal	Correlation Coefficient	.149	1.000	.211*
		Sig. (2-tailed)	.105	.	.021
		N	120	120	120
PosMTotal	PersTotal	Correlation Coefficient	.290**	.211*	1.000
		Sig. (2-tailed)	.001	.021	.
		N	120	120	120

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

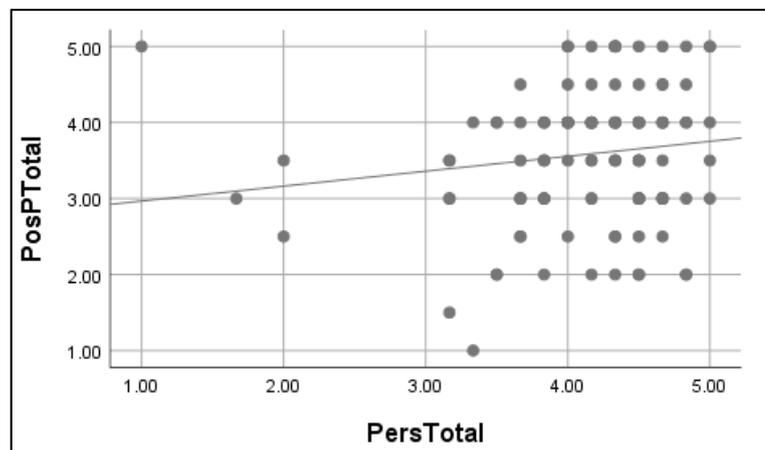


Figure 9 : Scatterplot Hypothesis One

- If we look at pure performance PosP ( $p = 0.11$ ), ( $p > 0.05$ ). The statistical investigation therefore failed to reject the null hypothesis. This was due to insufficient evidence to propose that the null hypothesis is false at the 95% confidence interval.
- PosP is the best measure, as it measures directly hitting targets, suggesting a relationship may exist between perseverance and positive performance.
- **Hypothesis 2 relationship test**

The aim of hypothesis two was to determine the relationship between perseverance to dependent variable turnover. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Pearson's  $r$  to understand the strength and association between the variables.

Research question two: Does a significant relationship exist between perseverance and leader motivation for positive performance intention to turnover in a sales environment?

- Null hypothesis two (H02): No significant relationship exists between perseverance and turnover intention in a sales environment.
- Alternate hypothesis two (H12): A significant relationship exists between perseverance and turnover intention in a sales environment.

Table 45: Correlation Hypothesis Two

		Correlations	
		PersTotal	TITotal
Spearman's rho	PersTotal	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	120
TITotal		Correlation Coefficient	-.036
		Sig. (2-tailed)	.699
		N	120

- The p-value generated is ( $p = 0.70$ ), ( $p > 0.05$ ). The statistical investigation therefore failed to reject the null hypothesis due to insufficient evidence to suggest that the null hypothesis is false at the 95% confidence interval.

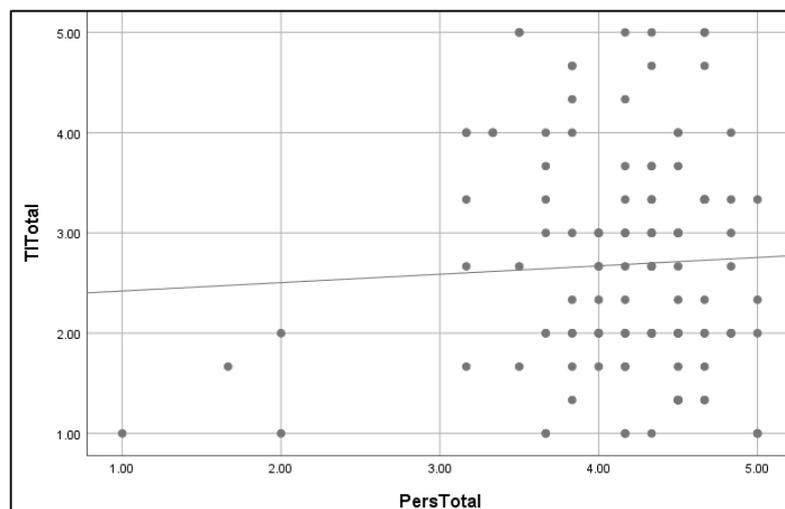


Figure 10: Scatterplot Hypothesis Two

- **Hypothesis 3 relationship test**

The aim of hypothesis three was to determine if higher leader motivation leads to positive performance. A relationship tests for an association, therefore the appropriate statistical test was to conduct a bivariate correlation analysis to interpret the Pearson's r to understand the strength and association between the variables.

Research question three: Does a significant relationship exists between line manager motivation and support and positive performance in a sales environment?

- Null hypothesis three (H03): No significant relationship exists between leader motivation and positive performance in a sales environment.
- Alternate hypothesis three (H13): A significant relationship exists between leader motivation and positive performance in a sales environment.

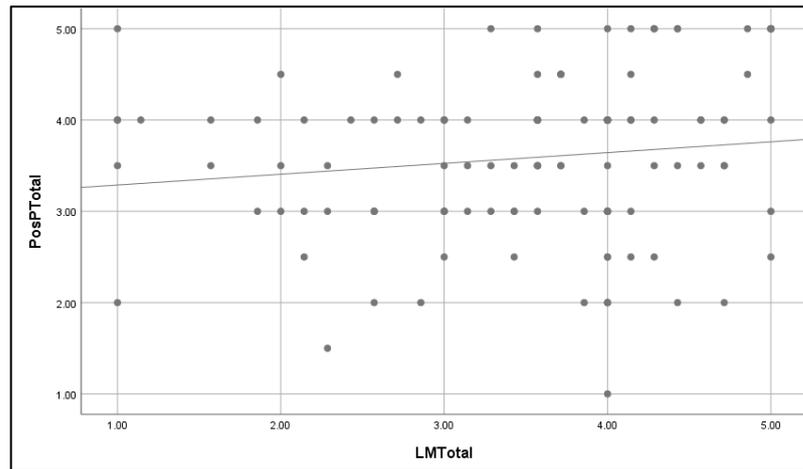
**Table 46: Correlation Hypothesis Three**

<b>Correlations</b>			LMTotal	PosPTotal
Spearman's rho	LMTotal	Correlation Coefficient	1.000	.178
		Sig. (2-tailed)	.	.051
		N	120	120
	PosPTotal	Correlation Coefficient	.178	1.000
		Sig. (2-tailed)	.051	.
		N	120	120

**Table 47: Correlation of Leader Motivation to Perseverance**

<b>Correlations</b>			PersTotal	LMTotal
Spearman's rho	PersTotal	Correlation Coefficient	1.000	.225*
		Sig. (2-tailed)	.	.013
		N	120	120
	LMTotal	Correlation Coefficient	.225*	1.000
		Sig. (2-tailed)	.013	.
		N	120	120

\*. Correlation is significant at the 0.05 level (2-tailed).



**Figure 11: Scatterplot Leader Motivation to Positive Performance**

- The results show ( $p = 0.05$ ), ( $p > 0.05$ ). The statistical investigation therefore failed to reject the null hypothesis due to insufficient evidence to suggest that the null hypothesis is false at the 95% confidence interval.

### 5.6.2 Correlations

While the above sub-section suggests that relationships between the dependent and independent variables may not exist statistically, the discussion below indicates a correlation and relationship between the independent variables. The analysis is given below.

- Spearman- rank order

**Table 48: Correlation Table**

		Correlations					
		PersTotal	TITotal	LMTotal	PosPTotal	PosMTotal	
Spearman's rho	PersTotal	Correlation Coefficient	1.000	-.036	.225*	.149	.290**
		Sig. (2-tailed)	.	.699	.013	.105	.001
		N	120	120	120	120	120
TITotal		Correlation Coefficient	-.036	1.000	-.331**	-.031	-.287**
		Sig. (2-tailed)	.699	.	.000	.734	.001
		N	120	120	120	120	120
LMTotal		Correlation Coefficient	.225*	-.331**	1.000	.178	.854**
		Sig. (2-tailed)	.013	.000	.	.051	.000
		N	120	120	120	120	120
PosPTotal		Correlation Coefficient	.149	-.031	.178	1.000	.211*
		Sig. (2-tailed)	.105	.734	.051	.	.021
		N	120	120	120	120	120
PosMTotal		Correlation Coefficient	.290**	-.287**	.854**	.211*	1.000
		Sig. (2-tailed)	.001	.001	.000	.021	.
		N	120	120	120	120	120

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

**Table 49: Correlation on Questions**

		<b>Correlations</b>					
		PosPTotal	PF3	PF4	PF5	PF6	
Spearman's rho	PosPTotal	Correlation Coefficient	1.000	.182*	.199*	.230*	.146
		Sig. (2-tailed)	.	.046	.029	.012	.111
		N	120	120	120	120	120
	PF3	Correlation Coefficient	.182*	1.000	.833**	.750**	.649**
		Sig. (2-tailed)	.046	.	.000	.000	.000
		N	120	120	120	120	120
	PF4	Correlation Coefficient	.199*	.833**	1.000	.722**	.733**
		Sig. (2-tailed)	.029	.000	.	.000	.000
		N	120	120	120	120	120
	PF5	Correlation Coefficient	.230*	.750**	.722**	1.000	.670**
		Sig. (2-tailed)	.012	.000	.000	.	.000
		N	120	120	120	120	120
PF6	Correlation Coefficient	.146	.649**	.733**	.670**	1.000	
	Sig. (2-tailed)	.111	.000	.000	.000	.	
	N	120	120	120	120	120	

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

The above correlations found a relationship between leader motivation and perseverance. A relationship was also found between “manager supported positive performance” and “pure positive performance”.

The hypotheses testing has indicated that statistically a relationship does not exist between the dependent and independent variables but that a relationship exists between the independent variables. Of significance, as per the literature review and the analysis done in 5.2, 5.3, 5.4, and 5.5 an indication is that the independent variables; namely perseverance and leader motivation may have impact on positive performance and infers a relationship with the dependent variable. This inferred relationship was evidenced and supported in this chapter through the analysis done and inferences drawn.

## 5.7 Summary of analysis

The analysis indicated:

- Perseverance:
  - Sales employees agree to having perseverant qualities in achieving goals and overcoming setbacks and strongly agree to being hard working and diligent.
  - Managers agreed to employees having perseverant qualities.
  - The inference being the sales team are perseverant, managers expect perseverance as a trait of front-line sales employees.
  - There may have been some self-bias by front-line sales employees in the higher ratings of being hard working and diligent.
  - An inference drawn is that perseverance as a trait is needed to drive positive performance, and hence has an inferred relationship to and an impact on positive performance. This is supported by the literature review discussions in chapter two.
  
- Turnover
  - Sales employees disagree to having turnover intentions.
  - Managers also disagreed to their employees having turnover intentions.
  - The inference being that despite the stressful banking work environment employees' turnover intentions are low.
  - The analysis suggests that turnover intent may not have a relationship to, nor have an impact on performance.
  
- Leader motivation
  - Sales employees agreed to their line managers playing a role in their perseverance and performance. Managers agreed that they played a role to their teams' perseverance and performance.
  - There was a difference in perceptions between the managers and front-line sales teams. The data analysis has revealed that managers may have to be more connected and deliberate in their support and motivation of the front-line sales employees'. The literature review in chapter two has suggested that leader motivation is needed to drive performance, and this has been supported by the analysis, hence it was inferred that leader motivation may have impact on performance, and an inferred relationship with performance.

- Performance
  - Sales employees agree to meeting targets and their line managers playing a role in coaching and supporting them.
  - Managers strongly agree to their team meeting targets and agree to playing a role in coaching and supporting their teams.
  - It was evident that managers had stronger perceptions that they were supporting teams towards positive performance. The front-line sales teams scores were lower indicating that they may have a need for more support towards in driving and delivering of positive performance. The literature review has suggested that leader support is needed to drive performance, and this was supported by the analysis, hence it may be inferred that leader support may have an impact on performance.
  - From the analysis in chapter five, it is evident that perseverance and leader motivation may have impact on the sales employee working in a stressful banking environment towards driving of positive performance.

The data analysis conducted on all three research questions generated results showing suitable reliability, consistency and construct validity. Correlation analysis was run on the variables, post all the assumptions of bivariate correlation being met. Hypothesis one failed to reject the null hypothesis in exploring the relationship between perseverance and positive performance. Hypothesis two also failed to reject the null hypothesis in exploring the relationship between perseverance and intention to turn over. Hypothesis three supported a rejection of the null hypothesis in exploring the relationship of leader motivation and perseverance. While the direct relationship amongst the variables was not statistically proven, the inferred relationship that perseverance and leader motivation may have on performance was suggested in the literature review and was evidenced through the data analysis in chapter five. The relationship between perseverance and leader motivation on performance, is inferred, and this inferred relationship will be further discussed in chapter six, with additional literature support.

## **Chapter 6: Discussion of Results**

This chapter presents the results and findings as per the analysis done in chapter five. The research findings are further compared back to the literature review as discussed in chapter two. The findings will reflect on the impact of perseverance and leader motivation (Independent variables) on positive performance (dependent variable). The inferred, impactful relationship of perseverance and leader motivation on performance will be evidenced further, through additional literature support, in this chapter.

### **6.1 Overview of Findings**

- **Perseverance:**
  - Sales employees agreed to having perseverant qualities in achieving goals and overcoming setbacks, and strongly agree to being hard working and diligent. Managers agreed to employees having perseverant qualities.
  - The finding is that the sales team are perseverant and need to demonstrate perseverance as a trait, and furthermore managers expect perseverance as a trait of front-line sales employees in the banking environment.
  - A perception or self-bias by front-line sales employees was evident in the higher ratings scored of being hard working and diligent.
  - Perseverance is needed for driving positive performance and hence has an inferred relationship to performance.
  
- **Turnover**
  - Sales employees disagreed to having turnover intentions. Managers also disagreed to their employees having turnover intentions.
  - The finding being that despite the stressful banking work environment, employees' turnover intentions are low.
  - Turnover intent may have no inferred relationship, nor impact on performance.

- Leader motivation
  - Sales employees agreed to their line managers playing a role in their perseverance and performance. Managers agreed that they played a role to their teams' perseverance and performance.
  - There was a difference in perceptions between the managers and front-line sales teams, as per higher manager scores in favour of their leader motivation skills.
  - Managers will need to be more connected and deliberate in their support and motivation of the front-line sales employees.
  - Leader motivation is needed for driving positive performance and hence has an inferred relationship to and impact on performance.
  
- Performance
  - Sales employees agreed to meeting targets and their line managers playing a role in coaching and supporting them. Managers strongly agreed to their team meeting targets and agreed to playing a role in coaching and supporting their teams.
  - The finding being that managers had stronger, more favourable perceptions that they were supporting teams towards positive performance as per their higher ratings. The front-line sales teams' ratings were lower, indicating that they may have a need for more support towards in driving and delivering of positive performance.
  - Leader support through supporting teams in meeting of targets and coaching are needed for driving positive performance and hence has impact on performance.

From the data analysis, of importance is that perseverance and leader motivation have an inferred relationship on positive performance of the sales employee working in a stressful banking environment. A relationship between the independent variables, namely; perseverance and leader motivation were statistically proven, but a relationship between the independent and dependent variable, namely; performance was not statistically and directly proven. Literature will be used to support and evidence this inferred relationship further. This will be provided in the discussions to follow.

## **6.2 Overview of Demographic Variables**

The survey generated 120 complete respondents. This was a completion rate of 60%. Green (1991) defined the sample size as  $N > 104 + k$ , where  $k$  is the independent variables. For this study the benchmark sample size is 106 according to the calculation. It was therefore concluded that the sample size was significant for analysis. The correlation overview can be viewed in Appendix F.

- Demographic variables were run in a correlation against positive performance, turnover intention and perseverance. No significant correlations were found within age, gender, employee level of qualification to positive performance, turnover intentions and perseverance.
- The gender participation consisted of approximately two females for every male. This may suggest strides in gender equality in the financial services sector. The line manager survey however revealed 37% were female respondents, and 63% male respondents suggesting a transformation need in senior management levels within the banking sector.
- With reference to the age distribution: 37% of front-line sales employees were between the ages of 35 and 44. This was in line with the line manager survey where 53% of the sample were between the ages of 35 and 44 years old. rackets within the line management survey.
- 33% of total respondents' tenure was less than 5 years. 23% was 5-9 years. This shows that employees are fairly new employees. The line manager survey resulted in a similar output with the higher number of managers in the employ of the organisation for less than 5 years (30%).

## **6.3 Overview of Constructs**

### **6.3.1 Perseverance**

The construct of perseverance measured "perseverance of effort", (Duckworth, Peterson, Matthews, & Kelly, 2007). A detailed analysis of perseverance is given in 5.2 in chapter five. The item was tested for construct validity using factor analysis. The confirmatory factor analysis was unsuccessful; therefore, the initial factor analysis was relied upon. High loadings on each factor were found in all six questions; therefore, they all were included in the scale. This resulted in a one- component loading for the construct of perseverance. The Cronbach alpha coefficient was 0.83 which evidenced reliability

with a high internal consistency (Zikmund, Babin, Carr, & Griffen, 2013). This alpha was in line with the alpha of 0.85 found in the perseverance study of adults aged 25 years and older (Duckworth, Peterson, Matthews, & Kelly, 2007).

A mean score of 4.14 evidenced a highly perseverant workforce. This is important in a highly stressful sales environment. As stated in Ovans, (2015) being resilient is the ability to recover from setback, adapt to change and keep going in the face of adversity. This is often the nature of a sales and service environment for front-line staff. It should be noted however that social desirability biases could have skewed scores upwards. The average score found in Duckworth et al., (2007) of 3.53 between a large sample of adults was much lower than evidenced in the banking sales context.

Huang & Luthans, (2015) posed that there was strong evidence to suggest that resilience positively influences performance and success at work. Chung (2015) also raised the complexity of sales territories and targets, highly dependent on the portfolio itself. In unpacking the normality of the data, data was highly negatively skewed at -1.46. This shows that there was a low frequency of low perseverance scores.

From the sales employee responses, the majority agree that they have achieved a long-term goal, overcome setbacks, finish tasks and do not get discouraged by setbacks. This was in line with line manager responses. Sales employees described their hardworking nature and diligence as strongly agree, above the 'agree' rating given by line managers. This shows a perseverant salesforce, and a bias in the view of sales employees.

### **6.3.2 Turnover Intentions**

Turnover Intentions were measured asking respondents to specify their perceptions regarding three statements on a five-point Likert scale. This adopted three questions from the "turnover intentions" scale by Bande et al. (2015). A detailed analysis of turnover intentions is seen in section 5.3 in chapter five. Factor analysis confirmed that the scale had acceptable construct validity post the failure of a confirmatory factor analysis. High factor weightings were observed in all three questions; therefore, all were included in the scale. This resulted in a one- component loading for the construct of turnover intentions.

The Cronbach alpha coefficient was 0.85 which evidenced reliability with a high level of internal consistency. The Cronbach alpha was slightly lower than the study by Bande et al., (2015) that resulted in a Cronbach's' alpha of 0.94. The sample used in the Bande et

al., (2015) study where salespeople in a Spanish workplace.

The mean score of 2.68 showed that there was a neutral perception around turnover. This is considered a good result in a sales environment. This was slightly lower than the alpha in the comparative Spanish study (Bande et al., 2015). In the sales environment, the retention of sales employees has been identified as one of the most continuing problems currently experienced by line managers (Boles et al. 2012). Turnover also hurts the institution, as sales positions will lie vacant while companies recruit, and the new employees must still learn institutional and product norms and rebuild client relationships (Kumar et al., 2015).

In unpacking the normality of the data, data was slightly negatively skewed at -0.27. This shows that there was a fairly symmetrical distribution. From the sales employee responses, the majority disagree that they will actively look for a new job in the next year and disagree that they often think about quitting. The also disagreed that they would probably look for work in the next year (28%). This was in line with the view of line managers. 0% of managers thought their team members strongly agreed to the scale items, which contrasted with the sales employees' view. This depicted a salesforce with low intentions to turnover.

### **6.3.3 Leader Motivation**

The second independent variable, leader motivation was created for the purposes of this study from the original literature review analysis. This comprised of seven questions centering around trust, coaching and motivation. An analysis of the leader motivation construct was offered in chapter five, section 5.4. Factor analysis confirmed the scale had acceptable construct validity post the failure of a confirmatory factor analysis. This resulted in a one- component loading for the construct of leader motivation.

The Cronbach alpha coefficient was 0.96 which evidenced reliability with a high level of internal consistency. The average scores of 3.49 between “neutral” and “agree”, shows a fair amount of motivation by leaders.

Research identified coaching and mentoring, encouragement and a supporting work environment as key leader motivator tools (Grant A. M., 2012). In conjunction with motivation literature, Grant (2012) suggests that it is business critical that employees remain motivated to do their jobs as motivated employees contribute positively to team

and company performance.

In unpacking the normality of the data, data was slightly negatively skewed at -0.27. This shows that there was a fairly symmetrical distribution. From the sales employee responses, the majority agree that they have trust in their line management (41%). They also agreed that their line management coached (43%) and motivated (48%) them. There was also agreement found in line management playing a role in team perseverance (38%), as well as creating development opportunities (33%), enabling high performance (45%) and having a leadership style that enables positive performance (43%). Line Manager responses were in line, however were skewed toward the positive responses.

#### **6.3.4 Positive Performance**

Positive performance was measured by asking respondents six questions. These questions were prepared post a literature review. An analysis of the positive performance construct was offered in chapter five, section 5.5. High factor loadings were observed in all six questions; therefore, all questions were included in the scale. The factor analysis resulted in a two- component loading for the construct of positive performance. The Cronbach alpha coefficient was 0.82 which evidenced reliability with a high level of internal consistency.

The first component “manager supported performance” POS (M) comprised of four questions. These questions covered coaching, reviews and support towards positive performance. The second component “pure performance” POS (P) comprised of two questions. This covered meeting sales targets directly and was used as the correct positive performance benchmark.

Positive performance is often relative to the key performance indicators set up by the firm, and if these have been met or not. Performance is defined as “behaviours or actions that are relevant for the organization’s goals and that can be measured” (Campbell, McHenry, & Wise, 1990). Those targets measure past performance, usually based on revenue generation, customer satisfaction, and how often monthly quotas are met (Harvard Business Review, 2017).

From the sales employee responses, the majority agree that targets were met both on a

team (39%) and individual basis (48%). They also agreed that their line management coached (45%) toward positive performance and do regular performance reviews with the team (42%). There was also agreement found in line management playing a role in team support (47%) and having regular one- on-one discussions with the team (43%). From the manager responses, they were in line with the employee responses. The difference was the majority of line managers strongly agreed that targets were met on a team level, and their responses suggested stronger perceptions of sales team support towards positive performance.

## **6.4 Hypotheses findings**

Perseverance and leader motivation may have impact on the sales employee working in a stressful banking environment. A relationship between the independent variables, namely; perseverance and leader motivation were inferred, but a relationship between the independent and dependent variable, namely; perseverance and performance was not statistically and directly proven. The relationship was evidenced through the analysis. In addition, literature will be used, in the discussion below, to support and evidence an inferred relationship between all the variables and further that perseverance and leader motivation may have impact on performance. This is provided in the discussions to follow.

### **6.4.1 Research Question 1**

- Does a significant relationship exist between perseverance and positive performance in a sales environment?

In the outcome of the correlation analysis, it was found that there was no significant correlation at the 95% confidence interval. "Pure performance", component two of the positive performance scale was used. The statistical analysis therefore failed to reject the null hypothesis at the 95% confidence interval. It can therefore be resolved that perseverance did not predict pure performance in a sales environment, within this sample. The p-value was 0.11, ( $p > 0.05$ ).

The results of this study are contradictory to prior academic findings stating that perseverance positively impacts positive performance (Huang et al., 2015; Duckworth et al., 2007). Huang et al., 2015 as posed that resilience as a subset of perseverance is

only one pillar of psychological capital. It could be that perseverance is simply one moderating factor.

Positive performance is also a complex construct to measure in the term “targets met”. Sales roles and positive performance are highly dependent on the clients and territory (Chung et al., 2015; Bande et al., 2015).

It is probable that the relationship between perseverance and positive performance is more multifaceted that can be explained by a simple correlation model. Perseverance is an important factor to succeed as found by Ovans (2015) and Coutu (2002) but may be one mediating factor.

A correlation was however found between positive performance and “supported leader motivation” This is a critical point as it was a finding albeit out the scope of the original hypothesis that proved a high correlation between an individual’s performance when a line manager was supportive and coached the team towards positive performance. The results were a correlation of 0.21, which was significant at the 95% confidence interval. Sales’ coaching is a structure of dialogues and activities that offers ongoing feedback and encouragement to a salesperson with the aim of improving that person’s performance (Shannahan et al., 2013). So, the sales coach plays a crucial role in empowering the salespeople to achieve positive performance levels. Positive reinforcement by sales managers toward their salespeople is a critical element in directing employee behaviour (Ahearne et al., 2013).

#### **6.4.2 Research Question 2**

- Does a significant relationship exist between perseverance and intention to turnover in a sales environment?

In the correlation results there was no significant correlation at the 95% confidence interval when perseverance was compared to turnover intentions. The statistical analysis therefore failed to reject the null hypothesis at the 95% confidence interval. It can therefore be resolved that in this sample perseverance did not predict turnover intentions in a sales environment. The p-value was 0.05 which is slightly higher than  $p > 0.05$ .

The statistical analysis proved contrary to Bande et al (2015) who found that more

resilient employees are more committed to their job, while less resilient ones are more indifferent. In the sales environment, the retention of sales employees has been identified as one of the most continuing problems currently experienced by line managers (Boles et al., 2012). In this study the respondents were closer to neutral at 2.68. This meant that the majority did not have an intention to turnover.

A correlation was however found between turnover intention and leader motivation, this is a critical point as it was a finding albeit out the scope of the original hypothesis, that proved a correlation between an individual's perseverance levels when a leader motivates staff members. The results were a correlation of - 0.33, which was significant at the 90% confidence interval. The p-value was 0.00 ,(p< 0.05). The tests were however run at a 95% level; therefore, no results were significant at the 95% confidence interval.

A mechanism that has been shown to limit employee turnover intentions and behaviour is the provision of effective mentoring by organizations (Eby et al., 2013; Park et al., 2016). This would like to the finding at the 90% significant level where line management played a part in supporting against turnover intentions.

#### **6.4.3 Research Question 3**

- Does a significant relationship exist between leader motivation and positive performance in a sales environment?

In the correlation results there was no significant correlation at the 95% confidence interval when leader motivation was compared to positive performance. The analysis was undertaken for “pure performance”, component two of the positive performance. The statistical analysis therefore failed to reject the null hypothesis at the 95% confidence interval. It can therefore be concluded that in this sample leader motivation did not predict positive performance in a sales environment. The p-value was 0.05 which is slightly higher than  $p > 0.05$ .

As discussed, positive performance is also a complex construct to measure in the term “targets met”. Sales roles and positive performance are highly dependent on the clients and territory (Chung et al., 2015; Bande et al., 2015). It is also important to note the stretch targets in a sales environment.

The results contrast with the research of Campbell et al., 1990 who states that motivation

is a key component to job performance. Leaders have the ability to influence followers to see the positive side of challenge stressors (Crum et al., 2013). According to a meta-analysis on various leadership styles by Judge and Piccolo (2004) transformational leadership correlates positively with employee motivation and job performance.

A correlation was found between “supported leader motivation” and positive performance, this is a critical point as it was a finding albeit out the scope of the original hypothesis, that proved a correlation between an individual’s positive performance levels and supported leader motivation. This covered the aspects of coaching, performance reviews, communication and support. The results were a correlation of 0.21, which was significant at the 95% confidence interval. The p-value was 0.21, ( $p < 0.05$ ).

The results show questions specifically relating to coaching, performance reviews and support as important in resulting in positive performance. These results are in line with the work of Eby et al., (2013) who proved a case for the need for coaching and mentoring for positive performance. Leaders have the ability to influence followers to see the positive side of challenge stressors (Crum et al., 2013). This leader support, through mentoring, is relevant to the goal to motivate salespeople toward positive performance, as well as to retain them.

There is a case for the frequency of the performance reviews to be more regular, that is to manage them proactively (Pichler, Beenen, & Wood, 2018). This will encourage timeous management of the correct behaviours within a sales context. Performance appraisals enable employers and employees to define, communicate, and review expectations, goals, and progress in achieving strategic objective (Dusterhoff, Cunningham, & MacGregor, 2014). The purpose is to improve the way employees contribute to an organisation’s goals and job performance. Appraisals are also intended to sustain, improve, and help an employee (Dusterhoff et al., 2014) (see Table 49 for Correlations).

The above discussions in 6.4 has evidenced that perseverance and leader motivation may have impact on positive performance, and that an inferred relationship between the independent variables, namely; perseverance and leader motivation and the dependent variable, namely; performance exists. Literature was used to support and evidence this relationship. Statistically, within the context of the study, this was not proven to be true.

## **6.5 Summary of Findings**

Front-line sales employees and managers recognise the need for perseverance as a required trait for sales staff in a banking stressful environment. Front-line sales employees and managers know that sales employee's turnover intention is low, despite the stressful environment in which they work. Front-line sales employees require more leader motivation for positive performance. Front-line sales employees require more leader support for positive performance.

The study evidenced the importance of leader motivation to perseverance. The study also found that support through coaching and performance reviews do relate to positive performance. This was over and above the leadership style and trust. Hence reflecting an inferred relationship between perseverance and leader motivation on performance.

It was also found that high perseverance did not lead to lower intention to turnover. Although leader motivation was linked to a decrease in turnover intentions, this was only significant at the 90% confidence level, not the 95% confidence interval.

The study has inferred that perseverance and leader motivation are needed for driving of positive performance and hence may have impact on performance. Therefore, the study has also reflected an inferred relationship between perseverance and leader motivation on performance. The chapter to follow will make recommendations, for the banking sector, based on these findings.

This study analysed an array of theoretical frameworks to understand the relationships and building blocks toward positive performance. The figure below depicts the summation of the explored constructs and the findings below.

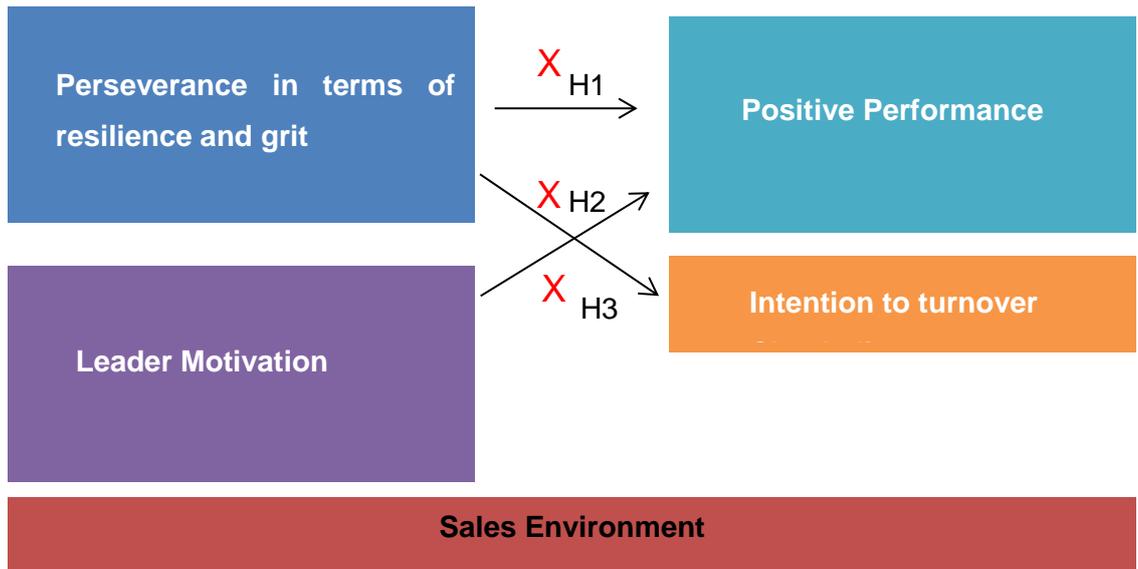


Figure 12: Original Hypothesis

The following was found as significant relationships, as of the correlation analysis conducted on constructs:

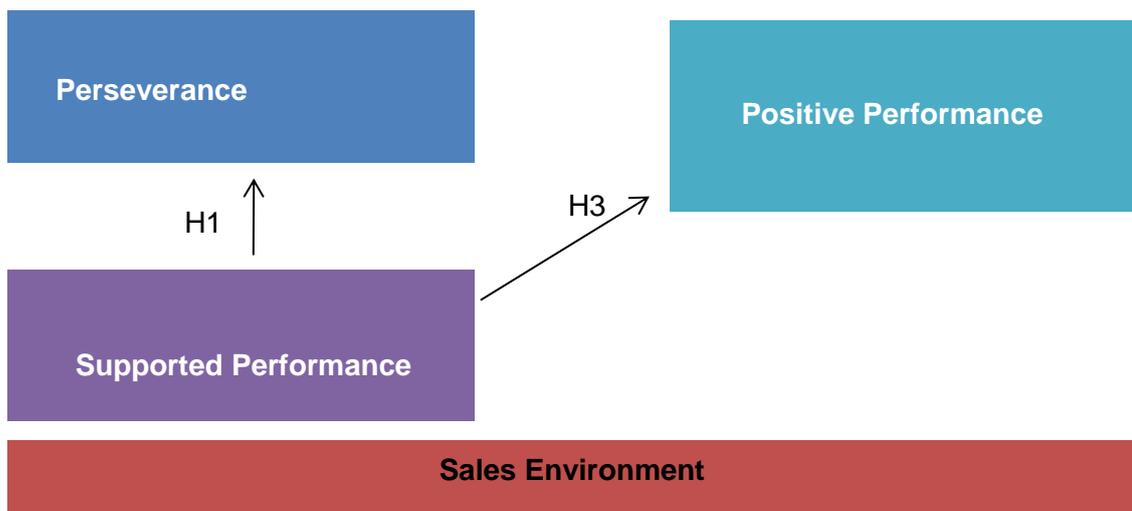


Figure 13: Findings

The contribution to theory, implications for business and management and further study limitations and recommendations are discussed in chapter seven.

## **Chapter 7: Conclusion**

### **7.1 Introduction**

The following chapter serves as a summation of the study undertaken. It serves to answer the objective of understanding the relationship between perseverance and leader motivation on employee performance in a stressful banking sales environment. It unpacks these constructs, to better understand them individually as well as the relationship between them. It therefore supports a contribution to theory and an existing body of knowledge. The following chapter concludes on outcome and inferences derived from the study to provide new insights. The study will recommend a practical framework and business applications towards supporting and enabling banking sales employees, with some suggested tactics that line management may make use of to support positive performance. It also provides recommendations for future research.

### **7.2 Major Findings**

The aim of the research was to establish if perseverance and leader motivation were correlated to positive performance, in the context of sales staff in the banking sector. The constructs and their relationships researched may provide for valuable insights useful in the sales business environment and academic literature specifically around human resources, leadership and organisational behavior and positive psychology. The study also provided a unique view into the views of sales employees and line managers to establish if their perceptions on perseverance and leader motivation were aligned.

The research aimed to contribute to literature in terms of three core components, with an additional insight into line management.

- The first component was to better understand perseverance. The construct of perseverance measured “perseverance of effort”, (Duckworth, Peterson, Matthews, & Kelly, 2007). The study proposed a relationship between perseverance and positive performance. Literature spoke to the link; however, the results did not yield a statistically significant relationship. It was found that sales managers were perseverant, and support from line managers could instil higher perseverance levels. The finding is that the sales team is perseverant,

needs to demonstrate perseverance as a trait, and furthermore managers expect perseverance as a trait of front-line sales employees in the banking environment.

- The second hypothesis was that an inverse correlation, would exist between turnover and perseverance. This was not found as significant although an inverse direction was observed. Understanding positive performance is so important. Sales employees on average disagreed to having turnover intentions. Managers also disagreed to their employees having turnover intentions. The finding being that despite the stressful banking work environment, employees' turnover intentions are low.
- The last hypothesis was around leader motivation and positive performance. Research identified coaching and mentoring, encouragement and a supporting work environment as key leader motivator tools (Grant A. M., 2012). In conjunction with motivation literature, Grant (2012) suggests that it is business critical that employees remain motivated to do their jobs as motivated employees contribute positively to team and company performance.

### **7.3 Enabling Tactics**

Coaching, recognition and creating a supportive work environment has been highlighted commonly as an enabling tactics by many of the studies given above. This may imply that leader motivation, through coaching, recognition, and creation of a supportive work environment may be important for an employee operating in a stressful sales environment.

- Leader motivation as originally constructed did not have a significant relationship to positive performance, however supported manager performance, where coaching regular review, support and one one-on-one communication were involved yielded a significant relationship.
- A supportive work environment is important for employees to feel safe and thrive to be the best they can through the guidance of their management. It was found that a supportive work environment supports in guarding against stress and reducing employee intentions to leave (Kim, Lee & Lee, 2013; Caesens, Stinglhamber, Demoulin, & De Wilde, 2017; Thanacoody, Newman, & Fuchs, 2014).

- A sales employee experiencing a high level of stress may consider resigning. However, the respective employee may decide to stay if the leader–member exchange is positive and if the leader is supportive (Boles et al., 2012).

It is noted that the sales environment is complex and positive performance is dependent on many factors, but that the above-mentioned tactics may have impact. As discussed, positive performance is also a complex construct to measure in the term “targets met”. Sales roles and positive performance are highly dependent on the clients and territory (Chung et al., 2015; Bande et al., 2015). It is also important to note that there are stretch targets in a sales environment as well. So, while leader motivation and perseverance may have impact on positive performance, there are other factors that may contribute to positive performance as well.

## **7.4 Implications for Management**

### **7.4.1 Perseverance:**

Sales staff must often must be highly perseverant and resilient individuals, who are able to bounce back quickly from adversity (Fraser, Richman, & Galinsky, 1999). It was found that perseverance was a trait that many sales people possessed in the study undertaken, and that this is a needed trait in the sales environment. Perseverance means having staff that overcome challenging and focus on positive outcomes. Positive emotions support the ability to bounce back from hardship (Tugade& Fredrickson, 2004).

According to Markman et al. perseverance affects individuals’ effort levels, endurance and their resilience in the face of obstacles. Perseverance therefore, also influences how much stress individuals can endure. This is important in a stressful banking sales environment. Perseverance may therefore not be directly related to positive performance but is one of many factors that enable sales people to navigate a stressful sales environment, making it an important trait for manager to look out for when hiring sales staff.

### **7.4.2 Turnover intentions:**

Sales turnover is a challenge, due to the complexity in the nature of sales roles, and the challenge involved in filling these roles (Bande et al., 2015). Sales territories and targets

also add to the complexity in the sales process (Chung, 2015). Targets are often revenue driven and are highly dependent of the portfolio itself. This creates a high-pressure environment, which is often very stressful to salespeople. An individual's attitudes and intentions are heavily influenced by his or her environment (Harvard Business Review, 2017).

Turnover also hurts the institution, as sales positions will lie vacant while companies recruit, and the new employees must still learn institutional and product norms and rebuild client relationships (Kumar, Sunder, & Leone, 2015). It is therefore critical that turnover intentions in salespeople be managed very closely. Management should be aware of their staffs' turnover intentions and have regular motivational conversations with employees. A supportive working environment also encourages employees to stay with firms for longer and creates stronger work culture (Kim, Lee, & Lee, 2013).

#### **7.4.3 Leader Motivation**

Mentoring refers to a "close interpersonal relationship between a senior more experienced colleague and a less experienced junior colleague in which the mentor provides support, direction, and feedback regarding career plans and personal development (Park et al., 2016, p. 1173). Leader support came up as a significant contributor to positive performance. Sales' coaching is a structure of dialogues and activities that offers ongoing feedback and encouragement to a salesperson with the aim of improving that person's performance (Shannahan et al., 2013). So, the sales coach plays a crucial role in empowering the salespeople to achieve positive performance levels. This role is that is required of the sales line manager, and as this is on- going, it should occur at regular intervals on the job. Leader as coach is also required in a stressful sales environment. The ability for the salesperson to be coachable is also of importance in the goal toward positive performance (Shannahan et al., 2013).

Performance appraisals enable employers and employees to define, communicate, and review expectations, goals, and progress in achieving strategic objective (Dusterhoff, Cunningham, & MacGregor, 2014). The purpose is to improve the way employees contribute to an organization's goals and job performance. Appraisals are also intended to sustain, improve, and help an employee (Dusterhoff et al., 2014). There is a case for the frequency of the performance reviews to be more regular, that is to manage them proactively (Pichler, Beenen, & Wood, 2018). This will encourage timeous management of the correct behaviours within a sales context.

Holladay & Coombs (as cited in Men, 2014) pose that leadership is performed essentially through communication. There was also evidence found that leaders who possessed authentic leadership qualities led employees towards positive performance (Avolio et al, 2004).

Due to the context of stress and in the sales environment, line management has a role to play in supporting sales staff. As leaders, they are required to create a supportive working environment to enable employees to perform. A supportive work environment is one where employees feel that their company values their contribution and cares about their well-being (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017). Support is a coping resource that can relieve the negative consequences of stress (Thanacoody, Newman, & Fuchs, 2014).

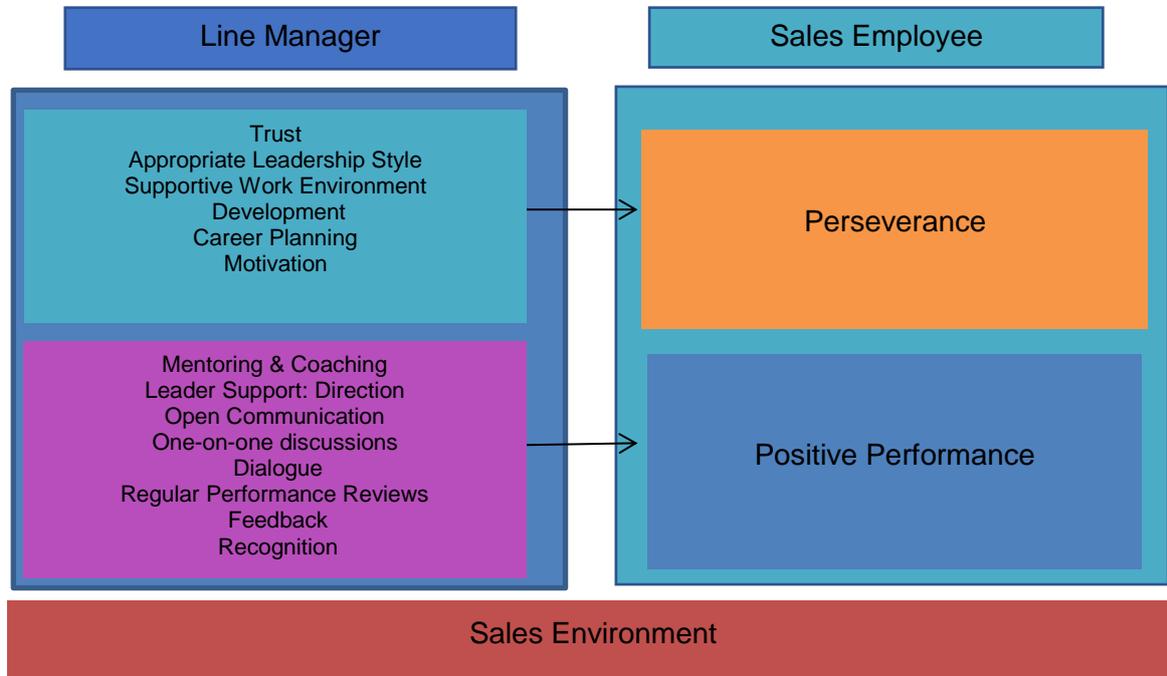
#### **7.4.4 Positive performance**

Positive performance often results in delivery of ever-improving value to customers and stakeholders and contributes to organizational sustainability. Those targets measure past performance, usually based on revenue generation, customer satisfaction, and how often monthly quotas are met (Harvard Business Review, 2017). Campbell et al (1990) also stated motivation as a key component of job performance.

Performance management practices are often in place in the majority of organisations and the responsibility of line management (Gorman, Meriac, Roch, Ray, & Gamble, 2017). It was found that line management was a significant influencer in positive performance.

#### **7.3.5 Framework, with enabling tactics**

The simple framework below captures the essence of the discussions given above on enabling tactics needed by the line manager to support the sales employee in the stressful banking sales environment to persevere and perform positively.



**Figure 14: Framework for Positive Performance**

To enable perseverance of the sales team, the line manager needs to:

- Build trust and be an authentic leader
- Display a situational leadership style
- Create a supportive work environment which caters for career planning and employee development as well as employee wellbeing
- Show care and respect
- Motivate employees by leading through example

To enable positive performance of the sales team, the line manager needs to:

- Coach the team
- Offer mentoring support
- Have one-on-one conversations
- Have open communication and dialogue sessions
- Lead and give the team direction as aligned to the strategy and goals set
- Have regular performance reviews to discuss performance against targets set, provide honest feedback, as well as offer recognition and praise where deserved

## **7.5 Recommendations for South African companies in the banking industry**

South Africa has a developed and well-regulated banking system. The sector has also proven to be a pillar of the country's economic growth over the years and compares favourably with those of industrialised countries (Moore, 2014). The banking industry in South Africa is highly competitive, and banks must look for new ways to increase their profitability as their margins are squeezed (Petzer & De Meyer-Heydenrych, 2017). Salespeople are the custodians of these relationships, and closely engrained with driving organisation performance (Cron, Baldauf, Leigh, & Grossenbacher, 2014). This suggests that sales employees' impact on company performance either positively or negatively. The industry is also renowned for poaching of sales staff.

The following are recommendations for the industry for driving positive performance and getting the best out of employees:

- Understand the importance of perseverance as a needed trait when hiring of sales managers/ sales team.
- Be more aware of the importance of sales team and sales managers contribution towards the meeting of overall targets and performance of the organisation.
- Be alert to turnover intentions of sales staff.
- Understand the importance of leader motivation and enabling supportive leader tactics like: one-on- one discussions, mentoring and coaching of sales staff, displaying trust and authentic leadership, as well as an appropriate leadership style as per the situation. Creating a supportive work environment, motivating staff, supporting staff through open communication and dialogue, providing for employee career planning and development, and providing for regular performance conversations, feedback and recognition, as well as caring and wellbeing of employees are all important to the sales team.

## **7.6 Limitations of the Research**

A key limitation is that participants within the sample were from one banking institution. This means that perceptions may have been influenced by a corporate strategy. The participants were specifically in sales and service. The impact is that any intended extrapolation to other industries or countries should be applied with caution.

This may prove as a challenge when applying the results to other sectors. The study also was cross sectional, so was at a point in time. This could be different if the study was undertaken during a more challenging period of the year such as budgeting or pricing processes. Positivity bias may appear as the questions revolve around self-ratings, respondents may have been inclined to respond with self-bias or idealistic answers.

## **7.7 Recommendations for Future Research**

- Perseverance as a construct has been researched in schools and sporting arenas, but there has been sparse research on the perseverance factors in the workplace (Duckworth, Peterson, Matthews, & Kelly, 2007). Limited research has been done on the concept of perseverance within a stressful sales environment, including the subset of resilience. The study should be replicated in other banking organisations as well as sectors to better understand the concept of perseverance. A further study could analyse the mediating, moderating relationship between perseverance and positive performance. It would be valuable to better understand the impact of perseverance as a trait on motivation toward positive performance.
- Leader Motivation as a framework was created by literature for the study. A further research meta- analysis would add value to the framework. In a recent leadership study, it was found that individuals whose leaders exhibit charismatic leadership styles, were more likely to respond with higher performance (LePine, Zhang, Crawford, & Rich, 2016). Future research could be done on leadership styles and positive performance.
- Positive Performance is a complex construct and differs in the environment that is applied to. Often lines are blurred on external versus internal factors of influence on the ability to perform positively. A further study would be valuable where participants from varying levels of performance were interviewed on their insights in a qualitative approach.

## **7.8 Conclusion**

Positive performance, and the ability to increase sale, remains a key focus across industry and organisations. Perseverance is an important trait for a sale person to embody and helps to combat the negativity of a stressful sales environment. Leaders and leader motivation play a critical role in the sales performance of a sales organisation and can influence increased levels of perseverance and performance in employees. Leaders may choose various tools and tactics to support and enable staff in the banking sales environment. This study has favoured communication, discussion and dialogue with sales staff, including motivating the team, coaching and mentoring. It has also encouraged a supportive leader undertakes regular performance reviews, with feedback and recognition. Career planning, employee development, and care/employee wellbeing for the creation of a supportive work environment. Displaying trust and authentic leadership, as well as an appropriate leadership style as per the situation. The result of this study supports the use of management tools, enabling tactics and insights that are key for the long-term success and sustainability of an organisation.

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## Appendix A

### Consistency Matrix

<b>HYPOTHESES</b>	<b>LITERATURE REVIEW</b>	<b>DATA COLLECTION TOOL</b>	<b>ANALYSIS METHOD</b>
H1: To determine the relationship between perseverance and positive performance	(Huang & Luthans, 2015) (Ovans, 2015) (Robertson, Cooper, Sarkar, & Curran, 2015) (Duckworth, Peterson, Matthews, & Kelly, 2007) (Gorman, Meriac, Roch, Ray, & Gamble, 2017)	Quantitative survey	Descriptive statistics, correlation Content Analysis
H2: To determine the relationship between perseverance and turnover	(Bande, Fernández-Ferrín, & Jaramillo, 2015) (Boles, Dudley, Onyemah, Rouzies, & Weeks, 2012) (Topcic, Baum, & Kabst, 2016) (Dong, Seo, & Bartol, 2014)	Quantitative survey	Descriptive statistics, correlation Content Analysis
H3: To determine if higher line manager support and motivation leads to positive performance	(Judge & Piccolo, 2004) (LePine, Zhang, Crawford, & Rich, 2016) (Park, Newman, Zhang, Wu, & Hooke, 2016) (Crum, Salovey, & Achor, 2013) (Shannahan, Bush, & Shannahan, 2013)	Quantitative survey	Descriptive statistics, correlation Content Analysis

## **Appendix B**

### **QUESTIONNAIRES**

Employee Survey

**Dear Participant**

**You are kindly invited to participate in this study. Kindly complete the questionnaire below which will only take 20 minutes. Your anonymity will be maintained.**

#### **Questionnaire**

##### **1. Section A: Demographics**

###### **1.1 Gender**

- Male
- Female

###### **1. 1.2 Age**

- Younger than 25
- 25 - 34
- 35 - 44
- 45 - 54
- 55 and above

###### **1.3 Please indicate your length of service in years**

- Years employed

###### **1.4 What is your front-line role?**

- Sales
- Service

###### **1.5 What is your current level?**

- Non - managerial
- Junior
- Middle
- Senior
- Executive

**1.6 What is your latest qualification?**

- High School                       Post Graduate                       Doctorate  
 Undergraduate                       Masters

**Section B**

**Please read the questions provided and indicate your response by ticking in the relevant block**

**2. Perseverance**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
2.1. I have achieved a goal that took years of work					
2.2. I have overcome setbacks to conquer an important challenge					
2..3 I finish whatever I begin					
2..4 Setbacks don't discourage me					
2..5 I am a hard worker					
2..6 I am diligent					

(Duckworth, Peterson, Matthews, & Kelly, 2007)

**3. Turnover Intentions**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
3.1It is likely that I actively look for a new job in the next year					
3.2I often think about quitting					
3.3I will probably look for a new job in the next year					

(Bande, Fernández-Ferrín, & Jaramillo, 2015)

**4. Leader Motivation**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
4.1I have trust in my line manager					
4.2 My line manager coaches me					
4.3 My line manager motivates me					
4.4 My line manager plays a critical role in my level of perseverance					
4.5 My line manager					

creates development opportunities for me					
4.6 My line manager enables my high performance					
4.7 My line manager's leadership style enables my performance positively					

(Bande, Fernández-Ferrín, & Jaramillo, 2015)

## 5. Tenure

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
5.1 I have been here for so long I may as well stay					
5.2 I find comfort in my time and experience here					
5.3 The longer I stay, the more value I can add					
5.4 It is not good to stay in one firm for too long					

## 6. Performance

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
6.1 My team hit its budget targets in our last annual review					
6.2 I hit my targets in the last annual review					
6.3 My manager coaches me towards positive performance					
6.4 My manager does regular performance reviews with me to support my positive performance					
6.5 My manager supports the team to reach our annual targets					
6.6 My manager has one-on-one discussions with me regarding poor performance when needed					

Thank you for your participation!

Line management Survey

**Line Management Survey**

**Dear Participant**

**You are kindly invited to participate in this study. Kindly complete the questionnaire below which will only take 20 minutes. Your anonymity will be maintained.**

**Questionnaire**

**Section A: Demographics**

**1.1 Gender**

- Male
- Female

**1.2 Age**

- Younger than 25
- 25 - 34
- 34 - 44
- 45 - 54
- 55 and above

**1.3 Please indicate your length of service in years**

- Years employed

**1.4 What is your front-line role?**

- Sales
- Service

**1.5 What is your current level?**

- Non - managerial
- Junior
- Middle
- Senior
- Executive

**1.6 What is your latest qualification?**

- High School       Post Graduate       Doctorate  
 Undergraduate       Masters

**Section B**

**Please read the questions provided and indicate your response by ticking in the relevant block**

**2. Perseverance**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
2.1. My team has achieved a goal that took years of work					
2.2. My team has overcome setbacks to conquer an important challenge					
2.3 My team finishes whatever tasks they begin					
2.4 Setbacks don't discourage my team					
2.5 My team are hard workers					
2.6 My team are diligent					

(Duckworth, Peterson, Matthews, & Kelly, 2007) Adaptation

**3. Turnover Intentions**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
3.1 It is likely that my team members actively look for a new job in the next year					
3.2 It is likely that members of my team often think about quitting					
3.3 It is likely that my team members will probably look for a new job in the next year					

(Bande, Fernández-Ferrín, & Jaramillo, 2015) Adaptation

**4. Leader Motivation**

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

4.1 My team has trust in my line management					
4.2 I coach my team					
4.3 I motivate my team					
4.4 I play a critical role in the level of perseverance of my team					
4.5 I create development opportunities for my team					
4.6 I enable my team's high performance					
4.7 My leadership style enables my team's performance positively					

(Bande, Fernández-Ferrín, & Jaramillo, 2015) Adaptation

## 5. Tenure

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
5.1 My team members have been here for so long, it is likely they will stay					
5.2 My team members find comfort in the time and experience they have been here for					
5.3 My team members feel that the longer they stay, the more value they can add					
5.4 My team members have the perception that it is not good to stay in one firm for too long					

## 6. Performance

Question	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
6.1 My team hit its budget targets in our last annual review					
6.2 I hit my targets in the last annual review					
6.3 I coach my team towards positive performance					

6.4 I do regular performance reviews with my team to support positive performance					
6.5 I support my team to reach our annual targets					
6.6 I have one-on-one discussions with my team regarding poor performance when needed					

Thank you for your participation!

## **Appendix C**

Consent Letter

Dear Bank Representative,

I am conducting research to understand the impact of perseverance and leader motivation on front-line employees. I kindly request permission to conduct a survey with internal staff. A questionnaire will be provided which will take 10 minutes to complete and will be administered via electronic mail. The intention is to gain valuable insights from the sales team within the Group.

The Bank as an institution will be kept anonymous along with the individual participants. The research is aimed at front-line employees, who interact with clients daily. The target will be staff in corporate investment banking, coverage and transactional products and services from across The Bank.

A cross section of staff required to participate in the survey will include:

- Sales – 120 questionnaires to be sent
- Service – 40 questionnaires to be sent
- Respective Line Managers – 20 questionnaires to be sent
- Respective Executives – 5 questionnaires

The survey will be completely voluntary. Please find attached the questionnaires attached. There will be **two** questionnaires: one for the sales and services team, and another questionnaire for the management. Both of which will comprise of only 20-25 questions which probe deeper into the topic mentioned above, in the introduction.

Should you have any concerns, please feel free to contact me or my supervisor.  
Our contact details are given below.

Thank you for the company's participation in this study.

Kind Regards,  
Kerusha Padayachee

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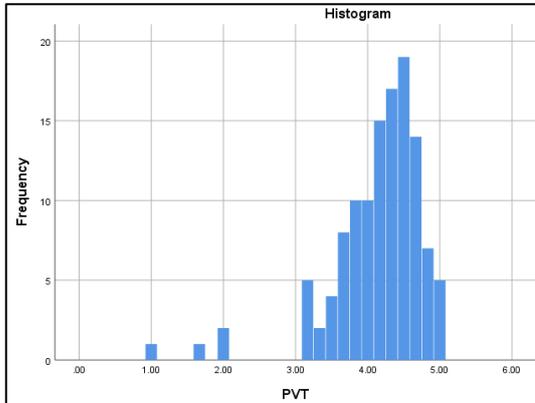
## Appendix D

Codebook		
Label	Items	Coding
Gender		Male=1;Female=2
Age		Numerical
Years employed		Numerical
Role		Sales=1; Service=2
Current Level		Non Manager=1; Junior=2; Middle=3; Senior=4;Executive=5
Latest Qualification		High School=1; Undergraduate=2; Post Graduate=3; Masters=4; Doctorate=5
PV1	I have achieved a goal that took years of work	Strongly disagree=1; Disagree=2; Neutral=3, Agree=4; Strongly Agree=5
PV2	I have overcome setbacks to conquer an important challenge	
PV3	I finish whatever I begin	
PV4	Setbacks don't discourage me	
PV5	I am a hard worker	
PV6	I am diligent	
TI1	It is likely that I actively look for a new job in the next year	Strongly disagree=1; Disagree=2; Neutral=3, Agree=4; Strongly Agree=5
TI2	I often think about quitting	
TI3	I will probably look for a new job in the next year	
LM1	I have trust in my line manager	Strongly disagree=1; Disagree=2; Neutral=3, Agree=4; Strongly Agree=5
LM2	My line manager coaches me	
LM3	My line manager motivates me	
LM4	My line manager plays a critical role in my level of perseverance	
LM5	My line manager creates development opportunities for me	
LM6	My line manager enables my high performance	
LM7	My line manager's leadership style enables my performance positively	
PF1	My team hit its budget targets in our last annual review	Strongly disagree=1; Disagree=2; Neutral=3, Agree=4; Strongly Agree=5
PF2	I hit my targets in the last annual review	
PF3	My manager coaches me towards positive performance	
PF4	My manager does regular performance reviews with me to support my positive performance	
PF5	My manager supports the team to reach our annual targets	
PF6	My manager has one one-on-one discussions with me regarding poor performance when needed	
POS (M)	Manager supported performance	
POS (P)	Pure performance	

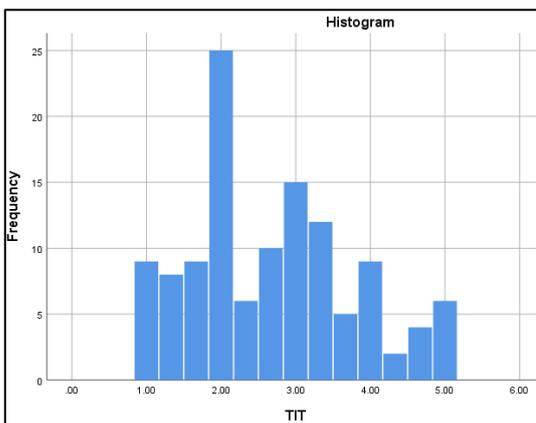
## Appendix E

### Analysis Output

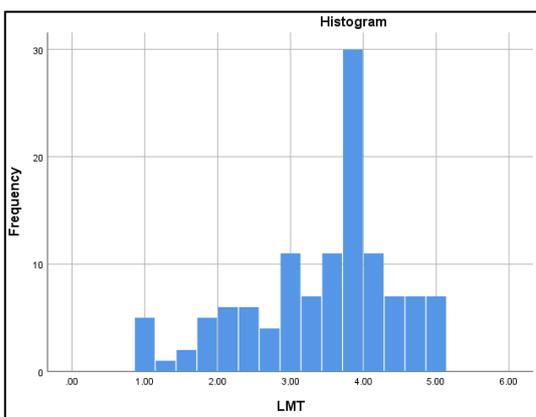
### Perseverance Statistics



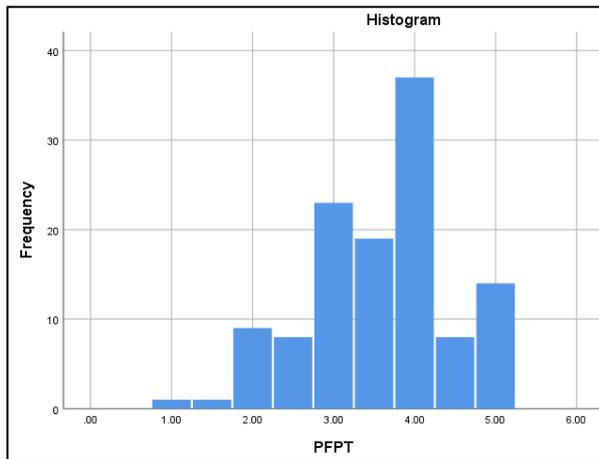
### Turnover intention



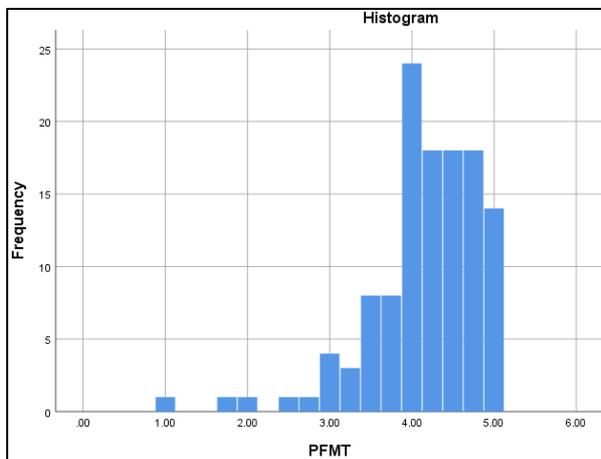
### Leader motivation



Pure performance



Supported Performance



**Appendix F: Correlations**

		Correlations								
		Gender	Age	Service Length	Employment level?	Qualification	PosPTotal	TITotal	PersTotal	
Gender	Pearson Correlation	1	-.095	.028	-.467**	-.322**	-.228*	.070	-.012	
	Sig (2-tailed)		.303	.765	.000	.000	.012	.449	.898	
	N	120	120	120	120	120	120	120	120	
Age	Pearson Correlation	-.095	1	.468**	-.099	-.164	.121	-.233*	.014	
	Sig (2-tailed)	.303		.000	.381	.074	.187	.011	.880	
	N	120	120	120	120	120	120	120	120	
Service Length	Pearson Correlation	.028	.468**	1	-.110	-.183*	-.089	-.139	-.071	
	Sig (2-tailed)	.765	.000		.390	.046	.454	.130	.440	
	N	120	120	120	120	120	120	120	120	
Employment level?	Pearson Correlation	-.467**	-.099	-.110	1	.539**	.181*	-.155	.135	
	Sig (2-tailed)	.000	.381	.390		.000	.047	.091	.143	
	N	120	120	120	120	120	120	120	120	
Qualification	Pearson Correlation	-.322**	-.164	-.183*	.539**	1	.151	.055	.014	
	Sig (2-tailed)	.000	.074	.046	.000		.099	.550	.878	
	N	120	120	120	120	120	120	120	120	
PosPTotal	Pearson Correlation	-.228*	.121	-.089	.181*	.151	1	-.047	.144	
	Sig (2-tailed)	.012	.187	.454	.047	.099		.613	.116	
	N	120	120	120	120	120	120	120	120	
TITotal	Pearson Correlation	.070	-.233*	-.139	-.155	.055	-.047	1	.050	
	Sig (2-tailed)	.449	.011	.130	.091	.550	.613		.591	
	N	120	120	120	120	120	120	120	120	
PersTotal	Pearson Correlation	-.012	.014	-.071	.135	.014	.144	.050	1	
	Sig (2-tailed)	.898	.880	.440	.143	.878	.116	.591		
	N	120	120	120	120	120	120	120	120	

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

**Demographic Correlations**

**Appendix G: Ethical Clearance**



16 July 2018

Padayachee Kerusha

Dear Kerusha

*Please be advised that your application for Ethical Clearance has been approved.*

*You are therefore allowed to continue collecting your data.*

*Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained*

*We wish you everything of the best for the rest of the project.*

*Kind Regards*

GIBS MBA Research Ethical Clearance Committee