An Investigation of the Motivational Differences Between Australian and Chinese Salespeople in the Moulding Industry

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Chapter 1: Introduction

1.1 Introduction

Salespeople have always tried to understand the determinants of good sales performance. The model developed by Churchill, Ford and Walker (1977) showed that individual, interpersonal, organizational and environmental variables were the key factors affecting salespeople’s motivation and thus sales performance. Other sales management literature has repeatedly cited motivation as a key issue for successful salespeople (Teas and McElroy, 1986; Cron, Dublinsky and Michaels, 1988; Chowdhury, 1993; Johnston and Kim, 1994; Brown, Cron and Slocum, 1998). In more recent years, researchers have tried to look at the impact of motivation on sales performance, job performance, job satisfaction and relationships with customers (Deeter-Schmelz, 2006; Evans and Miao, 2007; Evans, Lund and Miao, 2009; Nawab, Bhatti and Shafi, 2011). However, few studies have discussed how salespersons’ motivation is driven by a set of external and internal motivational factors, and how sales performance can improve with implementation of these factors. Little attention has been given to the identification of a reasonably comprehensive set of the key factors affecting sales motivation and the interactions among those factors. New research with in-depth investigation is needed in this area to show how sales motivation can be constructed by identification of different factors that impact performance and how such factors can be integrated with each other. This study first aims to identify and compare the importance of factors affecting salespersons’ motivation and to examine their application to salespeople.

For several years, psychologists and researchers have utilized Nicholls’s (1984) achievement motivation theory as a means of attempting to determine how individuals are motivated to perform in evaluative situations. Motivation is commonly defined as an incentive that persuades someone to do something (Greenberg, Weinstein and Sweeney, 2001). It can be influenced by someone or by an action. It can be the organized pattern of a person’s goals, beliefs and emotions that the person is striving for (Ford, 1992). Motivation acts as the drive to satisfy a goal that spurs an individual into action. It is a force to arouse, give direction to, continue and choose a particular behavior (Wlodkowski, 1985). It means determining the direction of a particular behavior. Motivation is hard to measure and salespeople can interpret it in different ways, depending upon different sales experiences, in different sales territories or in different industries.

Dubinsky, Kotabe, Lim and Michaels (1994) and Dubinsky, Kotabe, Lim and Wagner (1998) have examined the differences in sales motivation between some Western and Eastern countries, and question remains whether salespersons’ motivation vary across other countries. The ongoing integration of China into world economy is reshaping the sales patterns of many countries, including Australia. The rapidly changing international business environment requires continual modification of sales management practices and sales territory designs in order to be competitive (Craven et al., 1992; Corcoran et al., 1995; Babakus et al., 1996). Segalla et al. (2006) illustrated the importance of considering national culture when designing salespersons’ motivation across multiple countries. Therefore, the second aim of this study is to investigate...
salespersons’ motivation in Australia and China by looking at the interactions among the motivational factors and how sales performance can be improved. Although there are some studies for cross-comparison between Europe, Asia and America (Dubinsky et al., 1994; Segalla et al., 2006), research of sales management involving comparison between Australia and China has been very limited (Buttery and Leung, 1998; Pan and Zhang, 2004). Increased globalization has generated considerable interest in cross-cultural research (Sharma and Weathers, 2002). Australia and China are prominent players in international businesses and have been cooperating significantly in recent years. It would be helpful to look at how sales management can improve when Australian firms intend to invest in Chinese markets, or vice versa while their salespeople play an important role in the business success. Also, they possess some distinctive thoughts and behaviors that demonstrate the contrast between Western and Eastern approaches. This research also tries to look at each culture’s perspectives and attempts to prove the need for comparing salespersons’ motivation in these two countries.

Within Australia and China, this research looks at one specified industry, the moulding industry. Information from Australian Manufacturing Technology (AMT) and Hong Kong Moulding Product Technology Association (HKMPTA) has shown that Australia is one of the important moulding producers and China is the biggest moulding producer in the world (Bastian, 2012; Chiang, 2013). Both countries have similar manufactured goods such as automotive, plastic and metal products. The “moulding” represents the semi-product used in the primary process for production of manufactured goods. Australian producers mainly serve their domestic markets and sustain the industry by building scale, capacity, technology research and cooperation with Chinese producers (Bastian, 2012) while Chinese producers serve both domestic and world markets with large capacities and low manufacturing costs (Chiang, 2013). No published research has yet explored their business relationships. It is worthwhile to compare salespeople’s motivation in the moulding industry rather than in various manufacturing industries.

1.2 Research Questions for the Current Study

In the business world, improving the business performance of salespeople is frequently discussed key issue. If the sales management in a specified industry knows how to identify and apply a set of motivational factors, or if the salespeople know how to motivate themselves to improve their performances, this will ultimately enhance the firm’s productivity. Previous researchers have found that different motivational factors can affect salespersons’ performance. However, no single factor has been found to be the most important. Some factors can substantially improve performance outcome. On the other hand, there are always cross-cultural differences between countries and certain distinctive thoughts and behaviors that demonstrate a contrast between Western and Eastern sales managements. The current study has selected Australia and China for comparison within the context of salespeople’s motivation in the moulding industry. It is not easy to find any published study examining whether the motivational factors applied in Western countries can also apply to China. The cross-cultural comparison may enable senior managements in multinational organizations to identify relevant factors for motivating their overseas salespeople in different businesses.
This study examines the following research questions. First, among a comprehensive set of motivational factors, is there a ranking in terms of the importance of individual factors from the viewpoint of salespeople in the moulding industry? Second, with implementation of the comprehensive set of motivational factors to salespeople, what is the relationship between salespeople’s motivation and performance success? Third, given that Australia and China have different cultural backgrounds, business environments and legal frameworks, are there any differences between response of Australian and Chinese salespeople to different motivational factors in terms of performance? Fourth, are there any differences between the external and internal motivational factors when they are applied to Australian and Chinese salespeople?

1.3 Research Objectives

Toward the research questions in the last section, the specific research objectives of the research are outlined below:

1. To investigate and empirically examine the precedence order of importance of the motivational factors to Australian and Chinese salespeople in the moulding industry.

2. To investigate and empirically examine the relationships between the motivational factors and Australian and Chinese salespeople’s performance in the moulding industry.

3. To identify the degree to which the motivational factors influence Australian and Chinese salespeople’s performance in the moulding industry.

4. To discover whether there are any differences between the importance of external and internal motivational factors when they are applied to Australian and Chinese salespeople.

1.4 Research Justification

Apart from filling the gap in the literature, this study is intended to identify and compare the essential motivational factors. The focus is a better understanding of factors that motivate successful salespeople working in a specific manufacturing industry, i.e. the moulding industry in Australia and China. The contribution would help organizations that have sales networks in different countries identify different ways to motivate their sales forces so that a better sales outcome can be achieved. The results of this study can provide sales managements the know-how to inspire salespeople to achieve further success by using the right means of motivation.

1.5 Research Methodology

This research is a quantitative study that empirically examines the precedence order of importance of the motivational factors, the relationships between the motivational factors, the factors’ classification and sales performance and cross-cultural differences between Australian and Chinese salespeople. Sales motivation is investigated
in moulding industries and is compared with respect to what makes a good salesperson and how to improve sales performance. Finally, results are analyzed and discussed and at the end of the research, some conclusions and recommendations are drawn.

1.6 Contribution of the Research

This thesis contributes to the knowledge surrounding sales motivation in cross-cultural contexts and as a result is expected to help improvements in the following areas:

1. The essential meaning of motivation in the context of salespeople can be made clearer through the identification of a bigger range of motivational factors.

2. Salespeople working in the industrial field (specifically, the moulding industry) in Australia and China can identify and understand the differences between the factors that motivate them.

3. Sales managements and salespeople can have more and better ideas on how to improve sales performance by adjusting motivational factors and adding new inspirations when organizations are operating in two different countries.

4. This research is not meant to be exhaustive of various countries with multi-business comparisons, but rather to provide a starting point for further investigations in this area.

1.7 Outline of the Thesis

Chapter 1 (The Introduction) provides a general overview and introduction to the profile of this study.

Chapter 2 (The Literature Review) provides a clear and better understanding of the concepts, theories and methodologies of the previous research applied in this study.

Chapter 3 (Research Methodology) outlines the methodology used, i.e. the quantitative research.

Chapter 4 (Presentation and Analysis of Testing Results)

Chapter 5 (Discussion and Conclusion)

1.8 Chapter Summary

This chapter has laid the foundation and introduced the background of the research problems investigated. The research objectives, justification for the research and methodology employed in the research are briefly explained in this chapter. A more detailed description of the literature review surrounding the research problem is provided in the next chapter.
Chapter 2: Literature Review

2.1 Introduction

Chapter One provided a background to the research problem to be investigated. Chapter Two looks at the literature to explain the research problem and investigate the previous research. The key findings provide a platform for the questions addressed in this research. This chapter is divided in five main sections. The first section looks at interpretation of sales motivation and classification of external and internal motivation. The second section looks at the important previous conceptual models proposed in the past. The linkage between sales motivation and sales performance is established by looking at the current relevant concepts and theories. The review then summarizes the key research studies related to salespersons’ motivation with coverage of specific measurements. The third section identifies a comprehensive set of factors for the research purpose and eight important factors are examined from different perspectives. The fourth section reviews the institutional and environmental contexts and provides cross-cultural comparison between Australian and Chinese salespeople. The final section investigates the cross-cultural research in psychology related to motivation. Australia and China are compared using Western and Eastern cultural orientations, respectively.

2.2 Sales Motivation

2.2.1 Interpretation of Sales Motivation

Motivation may be regarded as referring to: (1) a state of the organism that energizes action; (2) that which facilitates responses; (3) that which gives direction to action; and (4) that which gives intensity and persistence to the directed action (Appley and Cofer, 1967, P.7). It is defined as the organized pattern of a person’s goals, beliefs and emotions that the person is striving for (Ford, 1992). Psychologists may define motivation as the drive and effort put in to satisfy a goal that spurs an individual into action. It is a force to arouse, give direction to, continue and choose a particular behavior (Wlodkowski, 1985). Motivation is always hard to measure but people can interpret it by their own meanings and determine the direction of particular behavior to follow or act.

Expectancy theory by Vroom (1964) is the most general theory of motivation. It is the most common basis for sales motivation’s studies (c.f. Johnston and Kim, 1994). The theory models motivation as a function of people’s expectation that a given action will result in a certain performance, along with the perceived instrumentality of that performance for achieving various outcomes and the valence of those outcomes. When the theory of motivation is applied in the business world, actions of sales managements create a positive balance with salespersons’ expectations that acts to boost the sales outcome. Organizations are continually motivating their salespeople. Creating a positive motivational climate demands continuous consideration and action by the sales management. Sales managers always see motivation as a key with proper actions for continuous improvement of the best performance. By integrating the expectancy theory,
Churchill et al. (1977) of salespersons’ motivation reviewed most of the business literature that are focusing on four sets of predictor variables to determine sales motivation and performance. Two of the variables are (1) financial compensation and incentives and (2) organizational and managerial factors. Building on previous works, this research classifies these two variables into external category. This is because compensation and incentives as well as organizational and managerial actions are all tangible. They are always generated by actions from external situations and people can reach toward them as solutions (Greenberg et al., 2001).

Motivating behavior is complicated by the fact that individuals have their own unique value system developed by previous experiences and subjective interpretations shaped by past events (Ponton, 2002). There are no two salespeople living in the same environment. Because of different interpretations, salespeople establish their own goals that lead to their respective valued outcomes. The well-motivated salespeople produce a real edge and continuously maximize performance by themselves. This kind of motivation can be self produced and it seems so difficult to understand. Two other predictor variables reviewed by Churchill et al. (1977) are (3) the aptitude or ability of the salesperson and (4) psychological incentives. These two variables are similar in nature and this research classifies them into internal category because they relate to what drives one from within to act and delve below the surface. Ellemers, Gilder and Haslam (2004) also defined motivation as external and internal forces. Considering the range of variables involved in these two categories, determining the priority is essential because it indicates salespeople’s success.

2.2.2 External Motivation

External motivation, similar to extrinsic motivation, is regarded as the influence on an individual by external forces or drives. Self-determination theory has been applied and addressed how external factors such as reward, competition and feedback predicted the motivational outcome (Frederick and Ryan, 1995). At the external level, an individual’s behavior is directly and externally controlled or coerced. The external control has been internalized to the extent that individual’s desire to gain social approval and avoid disapproval motivates behavior (Frederick and Schuster, 2003). When individuals are working together, they tend to interact and motivate each other’s success (Johnson and Johnson, 1989). These kinds of outside forces are easily seen as the external forces. Extrinsic motivation is similar and refers to behavior where the reason is something other than an interest in the activity itself. Extrinsic motivation involves an activity with reward contingency or some external control, for example, through external evaluation or appraisal of one’s performance (Deci and Ryan, 1985).

In previous research findings (Amabile, 1983; Chonko et al., 1997; Deci et al., 2003; Huff, 2006), more attention was paid to issues dealing with external motivation for analysis of salespeople’s abilities. The conclusion for the strength of the external motivation is that organizations are looking for ways to motivate their salespeople with external forces rather than internal ones because external forces are more tangible, visible, and easier to measure. The weakness is that the findings cannot tell exactly whether
external motivation is more important than internal motivation. If the organizations emphasize external motivation above all else, performance may not be what is expected. Also, there is a question as to whether external motivation has the same impact when applied in different countries. The review of past research reveals a consistent finding that some external factors are consistently shown to be important to enhance sales performance but hard to tell which external factor is the best if salespeople are working in different countries.

2.2.3 Internal Motivation

Internal motivation, similar to intrinsic motivation, refers to what drives an individual from within to act. It refers to components that direct and energize an individual’s activity such as goals, emotions and personal beliefs (Ford, 1992). These components essentially regulate an individual’s behavior and influence the developing self-system (Laakkonen, Lepola and Niemi and Poskiparta, 2005). Self-motivation has commonly been defined by the researchers and has a similar meaning. This kind of motivation does not come from outside of the individual. It is hard to understand and measure but the inner forces and needs drive the individual’s heart and mind. If someone wants to improve their self-motivation, changes must begin from within (Deci and Vansteenkiste, 2003). The importance of improvement and change is in recognizing the motivational factors affecting the individual. Internal motivation is much harder to deal with because it has to delve below the surface to uncover (Greenberg et al., 2001).

Previous research findings (Bandura, 1986; Jones, 1996; Ponton and Carr, 1999; Lyons, 2004) have found internal motivation more difficult to understand because it is invisible sometimes and not easier to measure and apply. It is hard to tell whether internal motivation is more important than external motivation. However, the findings have suggested that internal motivation is essential for an individual’s success because the motivation is always generated from the depth of a person’s heart. The key message implies that motivational forces whether external or internal should not be a single element. This study gives a better idea that there is always a mixture of the external and internal when considering salespersons’ motivation. Without one, the achievement cannot be consistent. Another question from past research findings is whether the same internal motivation can be generalized across different business cultures.

2.2.4 Section Summary

In summary, this section interprets motivation by using the previous research definitions and further explains sales motivation. Motivation is generally defined as a function of people’s expectation that a given action will result in a certain performance. Based on this definition, this work tries to identify what kinds of sales actions affect salespeople’s motivation such that better performance can achieve. The review also looks at the classification of external and internal motivation with critiques of past research findings. It makes cases of the strengths and weaknesses for comparison. The classification provides a platform for identification of a comprehensive set of motivational factors within these two categories.
2.3 Conceptual Background and Previous Research

2.3.1 Conceptual Model based on the Important Previous Research

The research model with the important variables developed in this study is primarily based on Churchill et al. (1977)’s conceptual model that mentioned in Section 2.2.1 and 2.2.2. During 1970s to 1980s, this conceptual model was applied in real business situations and it stimulated more ideas related to salespeople’s motivation in different industries’ selling. It provided an initial framework for the research direction in sales management. The purpose of the salespersons’ motivation theory in the model is derived and integrated into components of salespeople’s motivation from the expectancy theory together with other previous literature on motivation published in 1960s to 1970s. The theory looks at the process of the salesperson’s motivation as the efforts that the salesperson expends on sales activities and other sales related tasks. As a result, it is able to measure the impact on the salesperson’s performance. The theory tries to apply the deductive approach during the hypothesis process. It underpins by the expectancy theory and other streams of research on salespersons’ motivation. The theoretical model looks more comprehensive because the predictor variables of salesperson’s factors and performance indicators are integrated from the four sets of predictor variables and the various determinants of sales performance. By integrating the expectancy theory of the three-component motivational conceptualization of valence, expectancy and instrumentality, Churchill et al. (1977) reviewed four sets of predictor variables mentioned in Section 2.2.1 and 2.2.2 that are classified into external and internal categories in this study. Motivation, aptitude and role perception, which associate with other predictor variables, are identified as the factors that impact measure salespersons’ performance. The model further develops the effects of the controllable variables on sales performance. The controllable variables are rewards, satisfaction and the role perceptions components. By identification of the role perceptions component, aptitude component and salespersons’ motivational component, a total of thirty-seven hypotheses are finally developed by Churchill et al. (1977). These hypotheses provided the future direction and new ideas of salespersons’ motivation. In the new era of international business and sales management, improving salesperson performance is really a key research topic.

Churchill et al. (1977) also argued that the existing knowledge of the identified motivational factors and measures of outcome performance in the industrial selling was inadequate. The weakness of the theory is that it is based on the broad industrial selling and cannot exactly cover all kinds of businesses. New research may investigate salespeople’s motivation in greater depth by selecting a specified business or comparing salespeople from more than one business or industry segments. The limitation of the theory is that it has looked at salespeople in Western countries but it cannot represent the global view for all countries’ salespeople. Therefore, the idea of the research model developed in this study is to compare salespeople from two different countries of Australia and China in only one specified business, the moulding industry.
2.3.2 Sales Performance

Salesperson performance has long been a topic of research interest to academicians and practitioners (Lamont and Lundstrom, 1977; Churchill et al., 1977, 1979, 1985; Boles, Krishnan and Netemeyer, 2002; Evans and Miao, 2007). Determining what leads to superior performance is an important aspect of a sales manager’s job and may be critical to the survival of the firm (Gable and Muczyk, 1987). Sales performance has been defined and measured by a variety of methods (e.g. sales volume, self-rating scales or supervisor-based performance appraisals). It can also be evaluated with the functions of salespeople’s characteristics, salespeople’s skills, customers’ feedbacks, sales managerial ratings and sales force automation technologies (Schuh, 1973; Lamont and Lundstrom, 1977; Baldauf and Cravens, 1999; Dubinsky et al., 2009). Sales managers have concentrated much effort on identifying characteristics considered as important for success. Salespeople are often the major link between organizations and customers. As such, a customer’s perceptions of the quality of products being sold are directly affected by contacts from salespeople and how well salespeople perform. Although many studies have pointed out the key elements and specific characteristics that help improve salesperson performance (Barling et al., 1996; Blair, Jones and Smith, 2000; Amyx and Alford, 2005), questions still remain as to the best individual characteristic improving the highest performance. Previous works have only suggested that certain characteristics do increase performance and chances of success. Moreover, the need for reliable and valid predictors of sales performance has prompted a number of recent attempts to identify the personal factors of successful salespeople (Kopelman et al., 1999; Tyagi, 2002; Bon and Merunka, 2006; Jaramillo et al., 2007).

Several studies have divided salesperson performance into a behavioral performance dimension and an outcome performance dimension. Behavioral performance is an evaluation of activities and strategies of salespeople in carrying out their sales assignments and responsibilities. The focus is on what salespeople do rather than the outcomes. Since salespeople can more directly be controlled by what they are doing with respect to individual behavioral factors, behavioral performance measures have been proposed and used in a number of studies (Cravens et al., 1993; Jaworski and Kohli, 1991; Fetter et al., 1993). Evans and Miao (2007) demonstrated the impact of salesperson motivation on role perceptions and job performance. The study captured both dimensions of the performance measure, behavioral and outcome performance with theoretical and managerial implications.

In summary, the review interprets sales performance in more specific terms. Previous studies have used different sales performance approaches and have tried hard to identify different elements to determine the best performance but no single element has been found to be unique. Key findings have shown that some elements, like the predictor variables can really increase the performance outcome. This research extends some of the previous works to concentrate more depth on salespersons’ motivation. By applying different kinds of motivational factors, better sales performance can be achieved. Next section looks at how sales motivation directly impacts sales performance.
2.3.3 Linking Sales Motivation to Sales Performance

The linking between motivation and sales performance has been well defined in Churchill et al. (1977) model. The model classified motivation as one of several variables that have dominated and influenced research in the sales performance area. Expectancy theory also modeled motivation as a function of the people’s expectation that a given action will result in a certain performance for achieving various outcomes and valence of those outcomes (Vroom, 1964; Campbell and Pritchard, 1976). Based on Churchill et al. (1977) model of determinants of sales performance and Churchill et al. (1985) meta-analysis, a valid measure of motivation has a positive correlation with sales performance. The observed correlation, using motivation to predict performance, ranged from 0.005 ≤ p ≤ 0.363. Lamont et al. (1977) examined the relationship between salespeople’s personality variables and performance. The key findings indicated that the dominance, endurance and social recognition had consistently positive regression coefficients while the empathy and ego strength had negative regression coefficients across every measure of sales performance. Other key research conducted in the past has also showed that sales motivation has a direct effect on sales performance. Berry and Abrahamsen (1981) identified the direct conditions of salespeople’s motivation that can positively enhance sales performance. Barling et al. (1996) showed that under the conditions of high motivation, sales performance is higher when coupled with time management and achievement striving. Baldauf and Cravens (1999) recognized that both intrinsic motivation and recognition motivation are important characteristics for high performance. The forms of salespeople’s motivation are positively assigned to more effective sales units and thus motivational factors should receive more attention for determining better performance. Blair, Jones and Smith (2000) applied the expectancy theory and tested whether external motivational factors can influence motivation and performance. The key findings suggested that with proper managerial actions, salespersons’ motivation and performance positively increase during the implementation of territory realignment. The results also implied the need for more multiple justice-related actions to improve their sales performance. Weinstein and Sweeney (2001) demonstrated that even through simply measuring different kinds of motivational factors, successful sales performance could be predicted and justified. A job-matching approach showed that if the salespeople have the right motivations and attitudes for their job, a high percentage from 76% to 85% of jobs matched and could positively increase sales performance. Amyx and Alford (2005) examined the need for achievement factor of salesperson motivation. The key finding showed that the factor had a positive significant path coefficient of 0.21 linking with sales performance.

In summary, the review gives ideas for the worth of looking at sales motivation from different perspectives and examining how sales performance can possibly be predicted. The key findings indicated how different kinds of factors and predictor variables positively or negatively associate with sales performance. Despite the fact that Churchill, Ford and Walker’s and other researchers’ studies have highlighted the importance of motivation as a determinant of sales performance, attentions has always been concentrated in the area of sales motivation with other determinants involved. Few
studies have discussed sales motivation individually to prove what kind of factors can determine the importance of sales motivation. This research devotes to gain a deeper understanding of sales motivation by identifying the important motivational factors rather than just looking at the actual empirical performance. The results generate a deeper explanation of sales motivation by reshaping what are inside and how better performance can be achieved. Although motivation is only one of several variables that may influence performance, based on Churchill et al. (1977) model and Churchill et al. (1985) meta-analysis, sales motivation obviously has a positive relationship with sales performance and previous studies have proved this point in different cases.

2.3.4 Previous Research and Methodologies on Sales Motivation

Different approaches were found in the past on motivation’s research topics. The major works by Churchill et al. (1975, 1977, 1979 and 1985) developed the model of determinants of sales performance. The studies grouped salespersons’ performance into different categories and one of the determinants was motivation. The meta-analysis techniques were used to treat the findings of individual studies as dependent variables and examined those findings as the function of one or more independent variables to account for the variation in results across the studies. The independent variables investigated include both the substantive and methodological factors that can influence results. One of the results indicated that the strength of the relationship between the major determinants and salespeople’s performance is affected when the salespeople are selling different types of products. However, it could not explain any single determinant of a large proportion of the variation in sales performance and this indicates that performance is influenced by multiple factors.

Other key research studies related to sales motivation have used different methodologies in the twentieth century. Badovick, Hadaway and Kaminski (1992) investigated the effects of emotional reactions on salespersons’ motivation. The results of path analysis suggested that emotional reactions have both direct and indirect influence on subsequent salesperson motivation. Dubinsky, Kotabe, Lim and Michaels (1994) empirically examined the differences of the motivational perceptions among American, Japanese and Korean salespeople. The results showed distinctive differences between sales motivations in different countries. Babakus et al. (1996) developed a conceptual model and empirically tested the relationships between sales management control, sales territory design, salespeople’s behavior and outcome performance. The results provided strong support for sales organization effectiveness through salespeople’s behavior and outcome performance. Barling, Cheung and Kelloway (1996) measured time management behaviors interacting with achievement striving to predict sales performance with salespersons’ motivation involvement. The results showed how time management is related to job performance under conditions of high sales motivation. Dubinsky, Kotabe, Lim and Wagner (1998) examined the impact of values on three critical job responses of job performance, organizational commitment and sales motivation. The findings indicated that different factors influence on three critical job responses but they are different for American and Japanese salespeople.
In more recent years, Blair et al. (2000) tested whether managerial actions influence sales motivation and performance during the implementation of territory realignment. The results showed managerial actions can influence sales motivation in connection with the territory realignment. Pullins (2001) conducted exploratory research to get sales managers’ views on the effect of salespeople’s rewards and compensation on intrinsic motivation. The key finding suggested salespeople can be highly motivated by the well structuring salary and commission systems. Tyagi (2002) examined the effects of perceived inequities in organizational rewards and favoritism on salesperson motivation and job satisfaction. The findings indicated that salespersons’ perceptions of various inequities produce a strong negative influence on their motivation to perform and on job satisfaction. Leach et al. (2005) empirically investigated salespeople’s training with the development of self-motivation and self-regulation. The results suggested that self-regulatory training enhances self-motivation capabilities along with selling capabilities and sales performance. Segalla et al. (2006) specified a model by examining the influence of cultural factors on sales compensation decisions of managers across six European countries and the results illustrated the importance of considering national culture when designing salespeople’s compensation policies. Evans and Miao (2007) investigated the impact of sales motivation on role perceptions and job performance from a cognitive and affective perspective. The empirical test indicated that, compared to the global motivation constructs, the cognitive and affective representation of intrinsic and extrinsic motivation provides a more robust description of sales motivation, role perception and job performance relationship. Jaramillo et al. (2007) explored why salespeople with equal intrinsic motivation might achieve different levels of performance and indicated that salesperson’s initiative strengthens the relationship between intrinsic motivation and adaptive selling. Evans, Lund and Miao (2009) examined the influence of different stages of career on salespersons’ motivation and found that salespeople are highly motivated in the challenge and compensation schemes. Nawab et al. (2011) investigated motivation, reward system, organizational environment and appraisal system and showed that motivation is the most essential component of employees’ overall performance. The results can be observed in salespeople’s working activities to identify best rewards to enhance performance.

2.3.5 Conclusion of the Key Previous Research and Development

To draw conclusions from the fourteen’s key research studies mentioned in Section 2.3.4, key findings of sales motivation are summarized in Table 2.1. The overview of the studies involves different salespeople in different business natures, the key factors for testing the hypothesis, different methodologies applied and the specific measures of the results. In those studies of sales motivation, a wide range of methodologies has been applied. The key findings are that quantitative research methods have been the most common approach for predicting performance outcome. Most of the key factors have a positive relationship to performance. There is a knowledge gap in that each previous study has showed only a small range of factors for comparing specific measures. Therefore, this research can examine a bigger range of factors and the research objective is to compare a comprehensive set of factors and investigate the relationship between this bigger range of factors and performance.
The other key findings suggest that one future research direction could be specific measures of salespeople’s performance in different cultures and industries. Dubinsky, Kotabe, Lim and Michaels (1994) investigated salespeople from the countries of the United States and Japan and Korea in the electronics industry while Dubinsky, Kotabe, Lim and Wagner (1998) investigated salespeople from the countries of the United States and Japan in the electronics industry. The advantage of both studies is that greater depth and focus is possible when the concentration is on two to three different cultures within the scope of one industry. The results can be more consistent and reliable. A similar method is applied in this study by investigating salespeople from Australia and China from one industry only, the moulding industry.

### 2.1 Summary of Key Research Studies on Salespeople’s Motivation

<table>
<thead>
<tr>
<th>Key Research Studies conducted in the Past</th>
<th>Countries and Industries conducted for the Research</th>
<th>Key Factors applied for Salespeople’s Motivation</th>
<th>Research Methods Applied for the Testing</th>
<th>Research Findings and Research Indication for the Direction of the Results/Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>Badovick, Hadaway and Kaminski (1992)</td>
<td>US salespeople in national business companies</td>
<td>Salespeople’s emotional reactions</td>
<td>LISREL testing and Chi-square testing</td>
<td>1. Emotional reactions for the expectation and feeling competent resulted in positive effects on success performance outcomes. 2. Results were proved to be consistent with Badovick (1988, 1990).</td>
</tr>
<tr>
<td>Dubinsky, Kotabe, Lim and Michaels (1994)</td>
<td>Korean, Japanese, US salespeople in electronics industry</td>
<td>Expectancy, valence and instrumentality</td>
<td>ANCOVA testing and Scheffe examining</td>
<td>1. US, Japanese and Korean salespeople have distinctive differences between motivational factors. 2. Results indicated that the future research should consider the cultural differences.</td>
</tr>
<tr>
<td>Babakus et al. (1996)</td>
<td>Australian salespeople in various industries</td>
<td>Managerial controls for salespeople</td>
<td>LISREL testing</td>
<td>1. Proper sales controls and territory design positively improve sales performance. 2. Future research might look at other design factors in the role of sales management.</td>
</tr>
<tr>
<td>Barling, Cheung and Kelloway (1996)</td>
<td>US salespeople in motor-cars industry</td>
<td>Time management and achievement</td>
<td>Regression analysis</td>
<td>1. Higher salesperson’s motivation positively increases sales performance. 2. Results were similar to previous findings on salespeople’s behavior and performance.</td>
</tr>
<tr>
<td>Dubinsky, Kotabe, Lim and Wagner (1998)</td>
<td>Japanese and US salespeople in electronics industry</td>
<td>Achievement, self-direction, enjoyment, security and recognition</td>
<td>Multiple regression analysis</td>
<td>1. Achievement and self-direction for US salespeople were found positively related to job performance outcomes. 2. Future direction should look at other industries and countries for generalization.</td>
</tr>
<tr>
<td>Blair, Jones and Smith (2000)</td>
<td>US salespeople in various industries</td>
<td>Managerial factors apply in different territories</td>
<td>SEM model &amp; scenario-based experiment</td>
<td>1. With proper managerial actions, sales motivation and performance can positively increase with the right territory realignment. 2. Results indicated further investigation of the motivational effects of implementation.</td>
</tr>
<tr>
<td>Pullins (2001)</td>
<td>US salespeople in various industries</td>
<td>Motivational rewards types</td>
<td>Qualitative method with exploratory</td>
<td>1. Different types of rewards had positive and negative impacts on intrinsic motivation. 2. Results indicated that future research should look at more types of motivation.</td>
</tr>
<tr>
<td>Tyagi (2002)</td>
<td>US salespeople in an insurance company</td>
<td>Rewards, task assignment and recognition</td>
<td>Correlation test and regression analysis</td>
<td>1. Salespersons’ perceptions have negative influence on motivation for performance. 2. Future research may consider other factors affecting salespersons’ motivation.</td>
</tr>
<tr>
<td>Source: Developed for this thesis</td>
<td></td>
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</tbody>
</table>

| Leach, Liu and Johnston (2005) | US salespeople in life underwriting industry | Emotion, motivation control and role ambiguity | SEM modeling and CFA analysis | 1. Self-regulatory training for emotion and motivation control can positively enhance salespersons’ capabilities and performances. 2. Future research may look at other important factors such as self-enhancement. |
| Segalla et al. (2006) | European salespeople in banking industry | Incentive compensation factors | Logistic regression & Chi-square testing | 1. Compensation scheme for salespeople can positively increase performance. 2. Findings indicated the importance of considering cultural differences in countries. |
| Evans and Miao (2007) | US salespeople in various industries | Recognition, enjoyment, compensation and challenge | CFA analysis and Chi-square testing | 1. Reducing role conflict and role ambiguity positively improve performance. 2. Results provided an expansive view of the role of salespeople’s intrinsic and extrinsic motivation as future research direction. |
| Jaramillo et al. (2007) | Ecuadorian salespeople in banking industry | Intrinsic motivational factors and initiative factors | CFA analysis and T-values testing | 1. Salespeople’s initiative has positive and direct effects on objective performance. 2. Findings indicated that equal intrinsic motivation might achieve different levels of performance if other factors are involved. |
| Evans, Lund and Miao (2009) | US salespeople in various industries such as automotive, construction, manufacturing and services | Motivation of challenge seeking, task enjoyment, compensation and recognition seeking | MANOVA multivariate analysis of variance and F-values comparison | 1. Salespeople in the establishment stage have a higher motivation for challenge seeking than other factors in the exploration, maintenance or disengagement stages. 2. The results showed that salespeople differ with respect to recognition seeking across the four career stages. |
| Nawab, Bhatti and Shafi (2011) | Pakistan employees and salespeople in various industries | Motivation, reward system, organization environment and appraisal system factors | SPSS analysis, regression and correlation testing | 1. Motivation is most essential component of employees’ overall performance. 2. Results can be applied by any organization and observe employees’ job working activities and find out the best rewards’ to enhance performance. |

### 2.3.6 Classifications of Motivational Factors Based on Previous Research Settings

The research design is primarily based on the conceptual model of Churchill, Ford and Walker (1977) with some other marketing and sales management literature (Ghiselli, 1966; Smyth; 1968; Pruden, 1969; Schwartz, 1975; Goldstein, 1984; Eisenberger, 1998; Roberts and Stankov, 2002; Chang, 2004; Kelley; 2004). Most of the extant literature has focused on four sets of predictor variables: (1) the aptitude or ability of the salesman; (2) financial compensation and incentives; (3) psychological incentives; and (4) organizational and managerial factors. There have been very few empirical works that have investigated the relative importance of those predictor variables with interactions between different variables, and Churchill, Ford and Walker’s works generally did not incorporate measures of the predictor variables in their attempts to predict effort and performance. However, Churchill, Ford and Walker’s model has generated a set of research hypotheses that specifically addressed questions of sales motivation and provided a framework for future research in sales management. This provided direction of the association between the impacts of predictor variables and predictions of the job, sales or other performance measures. Previous sections have already stated that researchers have tried hard to find a different set of predictor variables to determine the best performance. However, no single predictor was found to be unique and could only explain a portion of variance on one or more dimensions of performance indicators.
In the past, little attention has been paid to identification of a reasonably exhaustive set of motivational factors affecting sales motivation and the interactions among those factors. This research attempts to look at sales motivation by breaking down four sets of predictor variables into external and internal categories. The financial compensation and incentives and organizational and managerial factors are classified into external category because of external forces and drives. External forces are more tangible, visible, and easier to measure and reach a solution. On the other hand, the aptitude or ability of the salesman and psychological incentives factors are classified into internal category because the drive is from within the individual and individual fulfillment may come from the internal drive to achieve. Salespeople need to draw strength and motivation from within to achieve their targets.

The next chapter explains the classification of sales motivation into these two categories. Within these two categories, different motivational factors are identified and reviewed to meet the purpose of the study. The research focuses on salespeople’s motivation by empirically testing the relationship between the motivational factors and sales performance. This research recognizes that salespeople should look at the importance of motivational factors and how those factors can act as the predictors to enhance sales performance.

2.3.7 Section Summary

Extant literature looks at the important previous conceptual models and shows that sales motivation has a direct link to sales performance. Some factors can increase the probability of success. To summarize the key research studies on sales motivation, Table 2.1 compares fourteen research studies conducted in the past that have tested salespeople’s motivations in different countries and in businesses of different natures. The results have shown that there are significant relationships between sales motivation and key factors that impact sales performance outcomes. However, only a few factors are commonly found in the past studies that cannot provide a very strong explanation of a bigger range of key factors and how they affect sales motivation. Moreover, the summary of the key research studies indicates that the future research should look at different cultures and industries for research generalization. Dubinsky, Kotabe, Lim and Michaels (1994) and Dubinsky, Kotabe, Lim and Wagner (1998) provided the ideas of this research development on how to look at different cultures and industrial organizations. The present investigation extends part of the previous research settings and Churchill, Ford and Walker (1977)’s conceptual model to provide an initial framework. This research design tries to have a clear classification of the predictor variables for sales motivation by breaking them into external and internal categories. A wide range of methodologies has been applied in previous research and it is obvious that quantitative analysis can be easily applied to sales motivation’s research. This research applies a similar quantitative approach and generates a set of research hypotheses in Chapter Three of Quantitative Method that specifically address the research questions and the research objectives mentioned in Chapter One, Section 1.2 and Section 1.3.
2.4 Identification for the Comprehensive Set of Factors

2.4.1 Criterion for the Identification of the Motivational Factors

Motivation is a collective term for processes and effects with common parameters in a particular situation where a person chooses a certain behavior for its expected results (Gnoth, 1997). Many researchers have conducted their own factor analyses on motivational inventories and have reported dimensions of motivations that are unique to their particular studies (Ditton et al., 1981). This means that the important motivational factors in two particular situations may be different. The analysis of motivation has shown that people often differ in terms of the factors that motivate them to participate (Prentice, 1993). In the business world, many studies have found that monetary rewards are not the primary motivator of a job effort. Some researchers have recognized that psychological motives, non-monetary incentives such as recognition and opportunities for personal growth are important in motivating salespeople (Burton, 1960; Leahy, 1973). Other researchers have showed that variables such as selection policies, training procedures, supervisory policies and other managerial factors affect the level of conflict and the uncertainty of salespeople’s experiences (Pruden, 1969; Churchill, Ford and Walker, 1975). Considering the range of factors involved, previous studies have found it hard to specify the factors consistently shown to be the most important within a standard.

A criterion is necessary for identifying the important factors affecting salespeople’s motivation. Firstly, the identified factors should be inherent and potentially influential in the given business and marketing situations. They have been contributed and shown to be the key factors from the previous business and marketing literature. Alternately, the factors should be significant for different research objectives from the previous motivation and psychology literature. The literature provides the perspectives on how the important factors are established. Secondly, the identified factors should have direct impacts and act as predictors of sales performance. This criterion is well supported by key research studies in the past (Churchill et al., 1977, 1979; Gable and Muczyk, 1987; Kopelman et al., 1999; Boles et al., 2002). The next two sections identify the external and internal motivational factors to meet the research purpose. The review begins with definitions and evidence for the four external and internal motivational factors within these two categories. Then, the review looks at the key research conducted in the past to ascertain if their results showed the relationship of the factors and the direction of impact on performance. Other research studies in the past have also recognized that the factors should have been found to be significant for different research objectives.
2.4.2 External Motivational Factors

Four external motivational factors are first identified and explained for the research purpose. They are competition, monetary reward, leadership and recognition.

Competition is defined as a situation in which negative interdependence among participating individuals exists so that the probability of one individual attaining a goal or receiving a reward is reduced by the presence of more capable individuals (Ames, 1984). Due to the various effects that competition can have and an individual’s achievement striving, the construct has held a prominent position in numerous frameworks of motivation (Ames, 1981; Deci and Ryan, 1985; Duda et al., 2005). When individuals participate in activities without the presence of external pressures, they are fulfilling the need for autonomy and maintain intrinsic motivation (Deci and Vansteenkiste, 2003). On the other hand, when individuals are motivated by competition, the marketing efforts stressing competition will be more successful (Backman et al., 2007).

Monetary reward is the most recognized reward in human resource management and pay for performance is closely equated with a reward system (Rupp and Smith, 2003). Armeli et al. (1998) demonstrated that under most conditions rewards do serve as incentives for behavior and observed better performance in participant groups. The literature on sales motivation has examined the design and administration of various compensations and incentive plans such as monetary rewards (Churchill, Ford and Walker, 1977). Japanese studies have suggested that small monetary incentives generate rather large increases in motivation and effort because of more conformist social norms, greater dependence of Japanese families upon a single earner’s pay check, and the lower inequality of income among families. By contrast, the Chinese have far greater need for monetary reward than Western people (Redding, 1980). Sujan et al. (1994) suggested that monetary reward directly increases salespeople’s selling effort, whereas Anderson and Oliver (1987) and Dubinsky and Skinner (2001) identified reward after discretionary effort that can motivate people to improve their outcome performance.

Leadership is one of the managerial factors that affect salespeople’s incentives. It has been assumed for a long time that leadership serves the important purpose of desirably shaping subordinates’ attitudes and performance (Kerr, 1977; Kerr and Jermier, 1978). The guidance provided by supervisors motivates employees to attain goals and ultimately rewards performance (House and Mitchell, 1974). Leadership can be an inspirational motivation when leaders develop a capacity to generate meaning and challenge followers to envision an agreed future state. Such leaders display enthusiasm and optimism in arousing a group to move to a communicated goal (Avolio and Bass, 1994). Researchers have become more active in advancing new leadership concepts and models. Some research has proposed that managerial actions influence salespeople’s motivation and performance in connection with territory realignment (Blair, Jones and Kirk, 2000). The results showed that sales motivation increases significantly if the leader is undertaking more external actions by guiding the members to the right tracks and the outcome might be even more positive.
Recognition is similar to work motivation in that people are motivated to behave in ways that express or support a social identity shared with others in a work situation (Tyler, 2002). Work motivation focuses mainly on individual need and outcome while recognition focuses more on personal and social identity. Researchers have identified recognition as an important factor for salespeople’s job satisfaction (Leahy, 1973). They have suggested that recognition can motivate salespeople who want to be recognized and this is as much about pride and honor as anything else. Kelley (2004) stated that recognition provides a sense of accomplishment. Sometimes, there is nothing tangible given when the sales achievement is recognized.

Table 2.2 summarizes the four external motivational factors with the key research studies conducted in the past. The results show that the factors have different impacts on individuals or groups in terms of performance. Other studies investigating the external factors with different research objectives are summarized in the last column.

### 2.2 Summary of Four External Motivational Factors with their Key Research Studies

<table>
<thead>
<tr>
<th>Four External factors</th>
<th>Key previous studies conducted with research objectives to investigate the relationship between external factors and performance</th>
<th>Impact on individuals or groups (research in second column)</th>
<th>Results (research in second column) found that external factors act as predictors and show the direction of impact on performance</th>
<th>Other key research studies conducted in the past with other research objectives to investigate the external factors (but not the impact on performance)</th>
</tr>
</thead>
</table>

Source: Developed for this thesis
2.4.3 Internal Motivational Factors

Four internal motivational factors are then identified and explained for the research purpose. They are confidence, individual goal-setting, ego-strength and self-enhancement.

Confidence is defined as a belief in one’s own abilities to do something in a specific situation. This belief includes feeling accepted and on equal terms with others in that situation (Dutton, Eldred, Snowdon and Ward, 2005). Confidence is a feeling with a positive attitude that consists of positive expectations of favorable outcomes. Previous research has established that high expectancies are usually beneficial and confidence is the bridge that connects expectations, performance and results (Kanter, 2004). Self-confidence is the confidence from within an individual. It is an important concept in personality psychology, and refers to people's self-judgment of their capabilities and skills, or their perceived competence to deal successfully with the demands of a variety of situations (McCormick, 2001). Self-motivation always needs confidence along with the right attitude to be driven from inside. People with more confidence are sure that they will be succeed and their performance will be better on intellectual and physical tasks (Bandura, 1986; Bandura and Locke, 2003; Bouffard-Bouchard, 1989; Cervone, 1989; Cervone and Peake, 1986). Salespeople with confidence are better prepared to learn and have a stronger desire to succeed in the business world (Rupp and Smith, 2003). Salespeople with higher motivation and more positive self-concepts are more likely to be high performers because they are willing to exert the necessary effort and bring greater self-confidence to the selling task (Bagozzi, 1980).

Individual goal-setting provides insights into different motivational techniques in which individuals can be driven with optimistic expectations. When setting up a goal, it is always with high expectation to achieve. High expectancies of success are widely assumed to have positive effects on performance and achievement (Marshall and Brown, 2004). Previous research has established that goal-setting with high expectations is usually beneficial (Olson, Roese and Zanna 1996). Given the important role of veridical expectancies, it is plausible to assume that they are crucial for appropriate goal-setting and efficient goal pursuit (Schwartz, 1994). When goals are established, they are specific and challenging them provides the maximum level of motivation (Bandura, 1997). Motivation is the level of physical and mental energy that one is willing to apply to one’s activities. The motives come from within and this is the reason why the individual goal-setting is classified into the internal category. This research tries to separate between the common goal and individual goal where groups can work together toward a common goal but not on individual goals. Individual goal-setting refers to the internal motivational factor and a driving force that provokes actions even though the individual may not always be cognizant of their precise nature (Kopelman et al., 1999). Individuals are motivated to accomplish the goal because of a perception that the goal and the outcome have a high positive correlation. Individual goal-setting is always a major tool in sales motivation which gives direction, purpose and a feeling of satisfaction when accomplished.
Ego-strength is defined as a preoccupation with truth as well as energy, commitment and expressed loyalty to ideologies and institutions. It is an inherently active quality that brings various forms of energy and vibrancy to people across their life spans. It reflects a strong inner core and ultimately builds solid commitment to ideals, beliefs, significant others and the broader society (Erikson, 1964, 1965). An ego-involved approach is found to be an essential factor contributing to the quality of performance (Baker and Wigfield, 1999; Elliot and McGregor, 1999). Results suggest a measure of ego-strength that can be predicted from knowledge of performance (Harrison and Ittenbach, 1990). When someone is exposed to an ego-involving climate, one’s sense of self is more likely to hinge on the demonstration of superior performance (Duda and Reinboth, 2004; Ryan, 1982). Because of ego being involved in terms of social comparison, individuals focus on their abilities as this relates to their peers rather than centering on the quality of their relationships with others. In an ego-involving climate, intra-individual rivalry is emphasized and differential treatment for high and low ability individuals is perceived (Duda, Newton and Yin, 2000; Papaioannou, 1995). Adding to the constructs and capacities as self-concept, self-control, inner need and drive by Goldstein (1984) and Greenberg & Greenberg (1983)’s works. There is evidence that shows ego-strength is an internal factor and can enhance performance.

Self-enhancement is defined as the tendency to overly dwell on, elaborate, and exaggerate positive aspects of the self relative to one’s weaknesses (Heine, 1997). Other researchers have defined self-enhancement as the tendency to maintain positive self-regard under all circumstances and considered it a basic motivation of the self (Sedikides and Strube, 1997; Dunning, 1999). Self-enhancement is classified as an internal factor since the mechanism involves attribution of failures to external factors and successes to internal factors (Miller and Ross, 1975). It is reflected in low self-relevance of attributions for unsatisfactory outcomes and high self-relevance for satisfactory outcomes. Low self-relevance is manifested by external, unstable and specific attributions. Self-enhancement favors high self-relevance that is manifested by internal, stable and global attributions (Kurman, 2004). Recently, researchers have suggested that self-enhancement is positively related to performance within the context of approach goals (Asher et al., 2003). Kurman (2006) mentioned that overall self-enhancement is positively related to improved performance. Klein (1997) said that normal people feel better if their ability or performance is better than average and if they simply know their own standing without having a comparative standard. Some people may tend to be self-enhancing when judging their abilities and performance in comparison with others (Klein, Monin and Steers-Wentzell, 2006). Some people are always trying to improve, reaching beyond, looking for something more, or even better. They tend to be self-enhancing because they are not satisfied by just viewing themselves positively but rather tend to view themselves in unrealistically positive terms.

Table 2.3 summarizes findings on the four internal motivational factors along with the key previous research studies. The results show that the factors have different impacts on individual and group performance. Other studies that have investigated external factors with different research objectives are summarized in the last column.
2.3 Summary of Four Internal Motivational Factors with their Key Research Studies

<table>
<thead>
<tr>
<th>Four Internal factors</th>
<th>Key previous studies conducted with research objective to investigate relationship between internal factors and performance</th>
<th>Impact on individuals or groups (research in second column)</th>
<th>Results (research in second column) found that the internal factors acted as the predictors and showed the direction of impact on performance</th>
<th>Other key research studies conducted in the past with other research objectives to investigate the internal factors (but not the impact on performance)</th>
</tr>
</thead>
</table>
| Confidence            | Banduara et al., 1986; Cervone et al., 1986; Bouffard-Bouchard, 1989.                                          | Individual                                                 | Salespersons with more confidence can positively increase performance on intellectual and physical tasks. | - Bagozzi, 1980.  
- Banduara et al., 2003.  
- Pulford et al., 1996.  
- Stanovich and West, 1998.  
- Pallier et al., 2002.  
- Dutton et al., 2005. |
|                       | Krishnan, Netemeyer and Boles, 2002.                                                                         | Individual                                                 | Self-efficacy and confidence are positively related to the effort and performance relationship. | -   |
|                       | Kanter, 2004.                                                                                                | Individual                                                 | Individuals having high expectations with confidence can positively increase sales performance and results. | -   |
- Locke et al., 1990.  
|                       | Ponton and Carr, 1999.                                                                                        | Individual                                                 | Individual outcomes differ from expected performance and goals need revaluation. | -   |
|                       | Marshall and Brown, 2004.                                                                                    | Individual                                                 | Individuals’ goal-settings and high expectancies have positive effects on performance. | -   |
- Lamont et al., 1977.  
- Elliot et al., 1999  
|                       | Duda, Newton and Yin, 2000.                                                                                  | Individual                                                 | Self-concept and self-control in terms of ego-strength can positively enhance performance. | -   |
|                       | Duda, Pensgaard and Standage, 2005.                                                                          | Individual                                                 | Individual with more internal control produces higher ego-strength’s performance. | -   |
- Bloom et al., 1985.  
- Jones, 1996.  
- Dunning, 1999.  
- Klein et al., 2006. |
|                       | Asher, Elliot, Gramzow and McGregor, 2003.                                                                    | Individual                                                 | Self-enhancement is positively related to performance within the context of approach goals. | -   |
|                       | Kurman, 2004, 2006.                                                                                           | Individual                                                 | Self-enhancement along with other factors can positively improve performance outcomes. | -   |

Source: Developed for this thesis

2.4.4 Section Summary

This section explains the identification of the comprehensive set of motivational factors within external and internal categories. The review gives a general description, definition and the relationship between each motivational factor and performance. A criterion is established for the purpose of identifying the motivational factors. Tables 2.2 and 2.3 summarize four internal and four external motivational factors, respectively. The results show that each motivational factor has different impact on performance but it is difficult to give a bigger picture of how the factors interact with each other and this conclusion leads to the development of new research hypotheses in this study.
2.5 Purpose in Comparing the Moulding Industry between Australia and China

2.5.1 Purpose in Comparing the Moulding Industry between Countries

Cross-cultural comparison is always important for industrial organizations when they have operations overseas. It enables organizations to identify overseas subsidiaries that demand more attention and to provide a thorough basis on which to judge managerial or the industrial markets. Previous works have emphasized that cultural differences affect the results from all aspects of business such as marketing and management (Hofstede, 1984; Hall, 1990; Adler, 1991; Usunier, 1993; Gilbert and Tsao, 2000). More competitive advantages between industrial organizations have come from observing the specific characteristics of industries, such as strategic interactions, sales managements and sales forces (Bell and Lukas, 2000; Pullins, 2001). In the global world, industrial organizations have expanded their businesses by investing overseas and the importance of cross-cultural aspects of sales managements imply that different kinds of skills and methods to increase performance has grown.

Recent works have studied different manufacturing industries with international business operations (Bell and Lukas, 2000; DeRuyter, VanBirgelen and Wetzels, 2000; Czinkota and Johnston, 2002). The cross-cultural comparison in the manufacturing industry gives rise to new ideas and developments regarding the way in which cultural differences can be taken into account in international business research. Dubinsky, Kotabe, Lim and Michaels (1994) and Dubinsky, Kotabe, Lim and Wagner (1998) concentrated on salespeople in two to three countries but within the electronics industry. The current study is also not meant to be exhaustive of various industries for comparison, but only to look at two countries of Australia and China within one specified industry, the moulding industry. Information from Australian Manufacturing Technology (AMT) and Hong Kong Moulding Product Technology Association (HKMPTA) has shown that Australia is one of the important moulding producers and China is the biggest moulding producer in the world (Bastian, 2012; Chiang, 2013). Both countries have similar manufactured goods such as automotive, aircraft, vessel, plastic and metal products. The “moulding” represents the semi-product used in primary process for mass production of manufactured goods. Australian producers mainly serve domestic markets and try to sustain the industry by building scale, capacity, technology research and cooperation with Chinese producers (Bastian, 2012) while Chinese producers serve both domestic and worldwide export markets with the biggest capacities and lower manufacturing costs (Chiang, 2013). No published research has yet explored the business relationships between these two countries in the moulding industry. According to Hofstede (1991), if the first level of culture is the national culture, other lower levels of culture may exist in different industries and imply more variations in the study. It is worthwhile to compare salespeople’s motivation in the moulding industry rather than in various manufacturing industries so that the results can be consistent and reliable.
2.5.2 Purpose in Comparing Australia and China

One of the objectives of this study is to compare and determine if there are any differences between sales motivation in Australian and Chinese salespeople in terms of performance. In the past, there have been only a few empirical studies that have examined the differences in sales motivation in different countries (Dubinsky et al., 1994) and no previous work was found to compare sales motivation between Australia and China. This research comparing the countries of Australia and China has some reasons. First, there are many indications that the rapidly changing international business environment requires continual modification of sales management practices and sales territory designs in order to be competitive (Craven et al., 1992; Corcoran et al., 1995; Babakus et al., 1996). Salespeople have to adjust their mentality and become motivated since the world market is always changing and competitive. The competitor relationship may exhibit elements of cooperation. There are a vast variety of forms to be cooperative and the least obvious is that these extend to relationships among competitors in different regions (Easton et al., 1992).

Second, there has been an increase in empirical research on sales management in Australia but sometimes, the research does not recognize any overseas management if the organization has operations in other countries. Pecotich and Crockett (1988) made a cross-sectional survey of 84 organizational sales management’s succession in Australia but the research took no concern for any overseas management. Sales management teams always fail to recognize their own predisposition to view not only their entire home countries, but view the whole world in an ethnocentric context (Still, 1981). The neglect of the cross-cultural considerations often leads to ineffective sales management and sales performance overseas. Richins and Verhage (1985) suggested that organizations involved in multinational business need to tailor elements to the cultures involved.

Third, there is a significant association between Australia and China. They are prominent players in international business and have become more cooperative as long-term business partners. Particularly, cooperation in the field of natural resources between these two countries is an important factor in recent years for economic growth. Australian resource exports accounted for 18 percentage points of the 23 per cent annual average rise in total exports to China over the past few years. In 2005, the value of Australian resource exports to China rose by 62 per cent (data provided by the Reserve Bank of Australia). Statistics show that Australia’s international trade has been driven by a 23 percent annual increase in exports to China, which overtook America to become Australia’s largest export destination in 2007. Thus, Australia has benefited from the rapid growth of its trade with China in the 2000s. As Chinese management reforms progress and more sales activities occur between these two countries, it would be helpful to look at how sales managements can improve if Australian companies invest in China or vice versa. Salespeople who move between these two countries play an important role in their business successes. Researchers should examine the business differences between Australia and China. Until now, few works have addressed differences between sales managements and marketing in these two countries.
Fourth, Australia and China possess some distinctively Western and Eastern characteristics. Whereas salespeople share some similar motivations in their sales activities, they may differ in terms of their cultural backgrounds, business environments, and level of economic and legal development. Sometimes, there is a problem with explaining the behavior of Eastern psychology in a generalized Western way. Previous cross-cultural studies have demonstrated that Western countries and China are starkly different in various cultural dimensions (Hofstede, 1984; Au, Fock and Hui, 2003). However, the Western countries used to compare with China are most significantly America and other European countries, not Australia.

No studies for the cross-cultural comparison of salespeople’s motivation have been found between Australia and China. Dubinsky et al. (1994) examined motivational perceptions and showed the distinctive differences among salespeople from America and Asia. However, the study excluded any comparison of Australian or Chinese salespeople. Babakus et al. (1996) provided strong support for sales relationships and the sales management control system has a positive impact on sales organization effectiveness through salespeople’s behavior and outcome performance. The weakness in the study did not consider all aspects of territory in Australia or with other countries. Welch et al. (1996) examined a new Australian export group scheme in terms of its role and impact on industries by comparing to Japan, not China. Segalla et al. (2006) illustrated the importance of considering national culture when designing the salespeople’s compensation policies applied across multiple countries. However, the multiple countries’ comparison had neglected Australia and China and the implication only applied in Europe. Behind these related studies, it is not easy to find other research conducted in the past when comparing Australia and China in the area of sales management or sales motivation. Thus, there is a gap to fill with respect to the comparison of salespersons’ motivation in Australia and China. The limited findings in cross-cultural comparison between Australia and China indicate that this study can introduce a new area to achieve the research objectives.

2.5.3 Section Summary

To summarize this section, the review shows the research purpose is to look at the cross-cultural relationship between Australia and China and a specified manufacturing industry, the moulding industry is considered in this research. The globalization of world economy has created various opportunities for global collaboration among different countries. The relationship between Australia and China provides the chance in this research when looking at salespeople’s motivation in these two countries. The key findings provide arguments and show that there is a significant association between these two countries to support the proposed comparison. The review also proves different points that there is a gap to look at Australia and China because there was no work done for any comparison. This research area may offer new insights into sales motivation with particular relevance to the cross-cultural comparison. The next section tries to review with more details on the cross-cultural comparison.
2.6 Cross-Cultural Research Comparison

2.6.1 Cross-Cultural Research in Psychology

Cross-cultural research in psychology has been found to be important in the comparison of different countries and business practices (Hofstede, 1980, 1983; Hofstede and Bond, 1988; Dubinsky et al., 1992; Money et al., 1998; Steenkamp et al., 1999; Homburg et al., 2005). There is always the question whether the phenomena found to be valid for samples from Western cultures would be valid for the rest of the world (Eisenberg, 1999). Actually, people from various cultures differ significantly in how they view themselves, the world, and the relationship between the two. These fundamental differences may, and do, lead to differing in the psychology such as cognitive, emotional, motivational, and behavioral systems (Markus and Kitayama, 1991; Ross and Schwartz, 1995; Triandis, 1996). Markus and Kitayama (1991) claimed that culture shapes the most fundamental aspects of “self”. Characteristics and perceptions of the “self” have been found to be significantly different between Eastern (e.g. China, Japan, Korea and India) and Western (e.g. Australia, Britain, Germany and US) cultures. Studies have showed that there are principle differences between people’s motivations in these cultures. Cultural research has highlighted the need to enhance the cultural inclusiveness of psychological theories and to achieve a cultural broadening of the constructs assessed in psychological investigations (Miller, 2003). The examination of motivations in cross-cultural psychology and the need for reliable knowledge for managing multi-national organizations in different cultures has been found to be very limited. Therefore, there is a need for in-depth research in this respect.

2.6.2 Culture Definition and Theoretical Framework

“Culture” has been defined in many different ways by researchers. In an attempt to bridge the gap between academic and business perspectives on culture, Terpstra and David (1985, p.5) defined culture as a learned, shared, compelling, interrelated set of symbols whose meanings provide a set of orientations for members of a society. These orientations, taken together, provide solutions to problems that all societies must solve if they are to remain viable. Culture can be viewed as a collective phenomenon in cultural research. According to Hofstede’s works, culture can be regarded as “mental programs” or “mental software,” indicating that people from individual nations carry patterns of thinking, feeling and potential acting that are learned throughout their lifetime. Hofstede (1984) defined culture as a kind of collective programming of the mind, which distinguishes the members of one category from people from another. Different cultures imply different mental programs that govern activities, motivation and values. Anthropologists generally view culture as the way of life of people and the whole complex of their learned behavior patterns, attitudes and material things. People learn different patterns of thinking, feeling and potential ways of acting from living within a defined social environment, normally typified by country. As such, culture represents mental programming that partially predetermines a person’s behavior (Chau, Cole, Massey, Weiss and O’Keefe, 2002).
From a theoretical perspective, understanding culture is important to develop conceptual frameworks that are valid across cultures. Unfortunately, many current theoretical frameworks are yet to be validated in other cultures. The theoretical frameworks need to capture unique cultural insights from other cultures. The lack of frameworks that are robust across cultures has severely limited the development of theory-based empirical work (Maheswaran and Shavitt, 2000, p.62). Several indigenous scholars living abroad have been studying other cultures and have developed frameworks that may add to the understanding of those cultures. Collaborations with them on the conceptualizations underlying cultural research may be important. The main issue of theoretical approach within cross-cultural setting is the researcher’s self-reference, which might endanger the construct equivalence of a study (Jahoda, 1980). Another issue refers to the interaction between cultural and research-specific aspects, which might represent a threat to measurement equivalence. It addresses the issue, whether certain research designs and measures can be used in cross-cultural research and if they really identify cross-cultural differences (Angelmar and Pras, 1978).

2.6.3 Cross-Cultural Motivation Psychology

A strong demand for recognizing the cross-cultural differences at the organizational and group levels when comparing cultures has been raised (Bempechat and Elliott, 2002). Researchers have begun to examine the influence of culture on various aspects of motivation psychology. Markus and Kitayama (1991) demonstrated cultural differences in regard to self-perceptions and individual competence by comparing Western and Eastern people. In 1989, the theme of Nebraska Symposium on motivation was cross-cultural psychology (Berman, 1990). It was observed that most of the scientific psychology has been developed in Western cultures and only small portion has considered in Eastern cultures. It was the strong influence of Western thought on motivational psychology by simply reviewing journal articles and various media over the past 20 years. There are problems to explain the behavior of Asian psychology in a generalized way and topics relating to motivation psychology are still influenced by Western ways of looking at the world. Despite some progress in recent years, people may ask whether Eastern views are ideally parallel to the Western models.

Based on numerous studies in psychology, a percentage of differences in attitudes, characteristics and perceived needs can be linked to nationality. Hofstede (1980) pioneered work on cross-cultural differences between Eastern and the Western and enabled researchers to develop the foundational of the psychology prediction. Identification of the four dimensions was important and the work also found that national culture explains 50 percent of the differences in individual attitudes and behaviors. Other studies have held that giving individual choice leads to development of higher levels of intrinsic motivation, greater task satisfaction and increased task persistence and performance (Deci and Ryan, 1985). However, the ideas may not be culturally bound and other cultures may place different values on having a free choice. The evidence concludes that motivation psychology is not fully parallel in different cultures and countries.
2.6.4 Western: Australian Culture and Comparison

Among Western countries, Australia is not frequently investigated in cross-cultural research, partly because of its economic power and world location. Australia is always considered as representative of the so-called “Western culture,” and it spawned from a historically Western culture (DeCarlo et al., 1999). Australia is not as big as America in terms of population and economic power, but shares a history of common migration from Great Britain with America, which suggests that the two cultures should converge toward a common model. From the business perspective, other countries consider Australia as an important strategic partner. For example, China sees Australia as a long-term partner in the field of natural resources. Over the past two decades, increasing number of organizations have committed to global markets (Beamish, 1993; Gray and Yan, 1997). Joint ventures are the main form of entry for multinational organizations in developing countries (Barkema and Vermeulen, 1997; Pan and Vanhonacker, 1997). Australian organizations continue to partner in global business ventures and share management teams. The rapid growth of the Chinese economy can provide good opportunities for Australian organizations. Despite the advantages of overseas investments, problems and contradictory results have been observed in empirical testing of joint venture models (Gray and Yan, 1994), but comparison of these studies is difficult because of differences in variables. A valid comparison requires metric equivalence across countries. Researchers have to develop ways of direct comparison of theoretical frameworks in different countries to advance the understanding of joint ventures or private investment.

Although more studies on cultural differences compared America to other countries, some indicated that Australia and America generally have similar cultural values and orientations (Harris and Moran, 1987; Limerick, 1990). However, other researchers have suggested that Australian and American workers may not have similar preferences for manager behaviors (Jenner, 1982; Gibson 1995). Some research studies have compared sales management techniques in Australia and America. DeCarlo, McElroy and Teas (1997) examined the cross-cultural differences between Australian and American salespeople and found that the cultural value of individual confidence had become much more deeply ingrained in Australian salespeople. The findings indicated that, relative to American salespeople, Australian salespeople’s perceptions of externally mediated rewards such as satisfaction and achievement with organizational support are less affected by considerations of leadership behavior. And providing an extreme amount of directive-type leadership, behaviors affect Australian salespeople more negatively than American salespeople. On the other hand, Australian salespeople sometimes prefer an open, direct manner and working more on their own. This indicates a very clear pattern that Australia is primarily a Western culture because of the emphasis on individuality (Noesjirwan, 1978). These results were unexpected by the researchers. Despite the fact that there are some comparisons between Western cultures, salespeople’s behaviors may not be similar in all Western countries. A comparison of Western and Eastern cultures using Australian and Chinese salespeople would be a first.
2.6.5 Eastern: Chinese Culture and Comparison

With the increasing importance of the China market in world business, many international organizations have rushed and planned to enter China to explore business opportunities in the past few years. There are problems because of cross-cultural management used by the Western firms. For example, it would be difficult to find salespeople who have been identified by their superiors as successful in the application of Western business mentalities and operating techniques in China. To know exactly how to motivate Chinese salespeople is important for foreign companies because they have different motivational systems and those may be different to Western ways of thinking. Sometimes, the Western approach to problem solving is extremely difficult to transfer to the Eastern cultures. Only a few comparative management studies have focused on Eastern countries other than Japan (Adler, Doktor and Redding, 1986). Research studies that have attempted to look at the traits of sales management in China in order to assess their capacity to accept and carry out Western business principles in the Chinese environment have been few and far between. Pan and Zhang (2004) investigated the impact of Chinese cultural differences on management practices from one of the aspects of motivation systems. It has been accepted that cultural differences greatly affect human thinking and behavior and thus business organizations in which people interact on the basis of shared values.

Eastern culture is quite difficult to understand for Westerners, especially with respect to people’s motivation. Knowing about the cultural differences will allow us to consider the psychological mechanisms and the motivational differences. Tsang (1998) suggested that cultural differences are an important influence on successful outcomes of Chinese business. The traditional Chinese culture stresses the importance of human interaction that goes beyond what the Western concepts require (Gilbert and Tsao, 2000). Chad and Ho (1996) provided an exploratory examination of marketing practices by Western firms with China operations. It demonstrated that the long-term perspective of doing business in China stems in part from the continuity orientation of the Chinese culture. Cross-cultural researchers have reported that the Chinese attach different values to achievement tasks and that achievement behaviors do not conform to the Western prototype (Maehr, 1978). Salili (1994) also found that the meaning of achievement differed among the Chinese and the Western British.

2.6.6 Section Summary

This section looks at cross-cultural research in psychology and its application to salespeople’s motivation. A review of cross-cultural psychology is important because it makes the researchers aware of cultural limitations of the existing theories. The review points out that cultures are always coherent in meaningful ways, and this research tries to explain why by examining sales motivation at the individual level in Australia and China. The review also looks at the Western culture of Australia and the Eastern culture of China to provide further evidence of the worth of comparison between these two countries.
2.7 Chapter Summary

This chapter has reviewed the relevant literature that includes the important previous research studies and the theories regarding motivation, salespersons’ motivation, sales motivational factors, sales performance, cross-cultural research in motivation psychology and cultural differences between Australia and China.

First, the literature review looks at interpretation of motivation and classification into external and internal motivation. There is a clear explanation on sales motivation with a further interpretation of salespersons’ motivation. Second, building on the previous research conceptual model of Churchill et al. (1977) and the study of Dubinsky et al. (1994, 1998), the review shows that there is a linkage between sales motivation and sales performance. Sales motivation is found to have a significant relationship with sales performance for cross-cultural salespeople. Third, the review investigates a comprehensive set of motivational factors and identifies the eight motivational factors from the past research studies. The classification of external and internal motivation provides a platform to identify the eight motivational factors within these two categories. The eight motivational factors include four external factors of competition, monetary reward, leadership and recognition and four internal factors of confidence, individual goal-setting, ego-strength and self-enhancement. Tables 2.1, 2.2 and 2.3 summarize the important past research studies and their methodologies with the key settings related to the topics of sales motivation and the eight motivational factors. The review also criticizes the strengths and weaknesses on some of the key research studies and their findings.

The final few sections in this chapter review the institutional and environmental contexts and investigate the cross-cultural research in psychology related to motivation. It achieves several meaningful findings, particularly from the theoretical perspectives. The review points out some cross-cultural differences between Australian and Chinese salespeople and the research purpose in comparing those salespeople who working in the moulding industry in Australia and China. The present research selects only these two countries for comparison within the context of sales motivation. With these two countries having different cultures, the review shows that comparing salespeople’s motivation can strengthen the generalization of the study’s findings. The cultural differences between Australia and China are significant.

The literature review provides a useful foundation for investigating sales motivation. Modeling the investigation of Australian and Chinese salespeople is useful when their sales managements in multinational businesses need to tailor elements for their salespeople to the different cultures involved. The methodology used to investigate the research problem is detailed in the next chapter.
Chapter 3: Research Methodology

3.1 Introduction

The literature review in Chapter Two examined the previous conceptual studies on salespeople’s motivation, the linkage between sales motivation and sales performance. The eight motivational factors within external and internal categories were identified, whereas the essential meanings of sales motivation inside salespeople’s world in the cross-cultural studies were interpreted.

Chapter Three outlines the research objectives, research hypotheses and research methodology. A quantitative (surveying) methodology is appropriately used in this research study because it gives a clear and empirical result of Australian and Chinese salespeople’s motivation. It strengthens the research context from Chapter Two and provides better understanding and structure of salespeople’s motivation. Quantitative methodology is used to examine the precedence order of importance of the eight motivational factors, the relationship between the motivational factors and sales performance in the moulding industry. The quantitative analysis attempts to predict sales performance when the motivational factors are applied to Australian and Chinese salespeople. The final aim is to find out the importance of the eight motivational factors within external and internal categories among Australian and Chinese salespeople. To conclude, the four specific research objectives are outlined as below that mentioned in Chapter One, Section 1.3 as well:

1. To investigate and empirically examine the precedence order of importance of the motivational factors to Australian and Chinese salespeople in the moulding industry.

2. To investigate and empirically examine the relationships between the motivational factors and Australian and Chinese salespeople’s performance in the moulding industry.

3. To identify the degree to which the motivational factors influence Australian and Chinese salespeople’s performance in the moulding industry.

4. To discover whether there are any differences between the importance of external and internal motivational factors when they are applied to Australian and Chinese salespeople.

In this research, the methodology is based on individual comparison only and the group effects of motivational behaviors are excluded. Results of data analysis are then presented in Chapter Four.
3.2 Quantitative Method

3.2.1 Research Model and the Five Hypotheses

The four specific research objectives in this study are outlined in Section 3.1. The literature review in Chapter Two has identified eight motivational factors within external and internal categories using previous research findings. The first research objective in this quantitative methodology is to examine the precedence order of importance of the eight motivational factors for Australian and Chinese salespeople in the moulding industry. Despite the fact that there are some similarities between Chinese and Western cultures (e.g. Australia and the United States), behaviors of salespeople in Australia may not be similar to salespeople in China. Some researchers have found that confidence and self-enhancement are important for motivating Western salespeople (Burton, 1960; Leahy, 1973). Other researchers have shown that competition and leadership are assigned different levels of importance depending on the salesperson. Certain studies have found that monetary rewards may be the most important factor for Chinese salespeople. The existing studies, however, have not specified which factor is consistently shown to be the most important for sales in different industries. The current research is thus aware of this existing limitation and attempts to rectify it by comparing the importance of eight motivational factors for Australian and Chinese salespeople. The second research objective is to examine the relationship between the eight motivational factors and Australian and Chinese sales performance. Building on the conceptual model of Churchill et al. (1977) and the study of Dubinsky et al. (1994, 1998), sales motivation has a significant relationship with sales performance for cross-cultural salespeople. The hypotheses in this study suggest that different motivational factors can positively or negatively affect sales performance of Australian and Chinese salespeople. Sales performance is defined as the degree to which salespeople execute their job tasks, assignments, and responsibilities effectively for the sales organization (Dubinsky and Hartley, 1986; Dubinsky et al., 1994). However, previous research has not demonstrated whether there is a direct association between the comprehensive set of motivational factors and sales performance. The relationship between the motivational factors and sales performance may not be entirely direct, but this current study attempts to identify the degree to which the various motivational factors influence the performance success of Australian and Chinese salespeople who are working at the moulding firms.

There are problems with the cross-cultural management used by the Western conceptual model and it would be incorrect to argue that Western mentalities are superior to Eastern (e.g. Chinese and Japanese). Few comparative management studies have focused on any Eastern countries other than Japan (Adler, Doktor and Redding, 1986). To date, no concrete evidence has been presented to prove whether the same motivational factor as applied to Australian salespeople will generate the same outcome performance for Chinese salespeople. To know exactly how to motivate salespeople in different cultures is important for determining which motivational systems will improve their sales performance. As such, the third research objective in this study is to find out whether there are any differences between Australian and Chinese sales performance when each of the eight motivational factors is applied to salespeople. The previous conceptual
studies have classified the eight motivational factors within external and internal categories in Chapter Two. To look at this classification in more depth, the final research objective is to find out whether there are any differences in the importance between the external and internal motivational factors when applied to Australian and Chinese salespeople. According to the discussed research objectives, the research model is constructed and shown below in Figure 3.1.

Australian and Chinese Salespeople in the Moulding Industry

The research model shows how the five main research hypotheses (H1 to H5) are constructed and broken into sub-hypotheses (H1a-H1h, H2a-H2h, H3a-H3h, H4a-H4h and H5a-H5b). The sequence of items “a-h” from the hypotheses (H1 to H4) represents the motivational factors of competition, monetary reward, leadership, recognition, confidence, individual goal-setting, ego-strength and self-enhancement. In Hypothesis H5, item “a” represents the external motivation, whereas item “b” represents the internal motivation. The hypotheses are developed and provide important theoretical evidence for the motivational factors, salespeople’s managerial implications and experiences in the moulding industry. The hypotheses are logically derived as follows:
**Competition**

Competition is a central aspect of many organizations because winning is enjoyable and exciting for salespeople (Deci and Vansteenkiste, 2003). Due to various effects that competition can have and an individual’s desire for achievement, the construct has held a prominent position in numerous frameworks of motivation (Ames, 1981; Deci and Ryan, 1985). In moulding firms, sales managements always try to find this external motivation by developing sales competition among salespeople or competitors (e.g. monthly sales, achievement of sales targets and market shares to competitors). Salespeople want to beat their colleagues or the competitors’ salespeople. They are competitive by nature due to the organizational and industrial environment of survival. Competition provides sales motivation and it is important to both Australian and Chinese salespeople that the proper competitive challenges exist. Miao and Evans (2007) found that competition positively affects behavioral and outcome performances. A high level of challenge orientation in addition to external motivation tends to be the best predictors in terms of selling behaviors and outcome performance. It is expected that competition amongst Australian and Chinese salespeople will have a positive impact on sales performance. Therefore, the following hypotheses are formulated:

H1a: Competition is equally important to Australian salespeople and Chinese salespeople.

H2a: Competition is positively associated with Australian sales performance.

H3a: Competition is positively associated with Chinese sales performance.

**Monetary Reward**

Monetary reward encourages salespeople to achieve their goals and ensure their longevity with their organizations, as long as the organizations offer acceptable pay. However, this external motivation may not inspire all salespeople to achieve their best performance. Although some studies have suggested that small monetary incentives generate rather large increases in motivation, this may not apply to the modern Chinese society because Chinese people tend to equate security with better monetary reward (Leming, 1977; Nevis, 1983) and see money as a very important incentive. Despite China’s rapid growth in recent years, the average Chinese salesperson’s annual salary in moulding firms from 2009 to 2011 was between US$6,000 and US$7,000. The salary of Australian salespeople working in the same industry is more than five times the salary of Chinese salespeople (Annual reports of HK moulding association). Chinese salespeople, however seem to be more concerned with salary and thus have a far greater need for monetary reward than Australian salespeople (Redding, 1980). Sujan et al. (1994) suggested that monetary reward directly increases salespeople’s selling effort, whereas Anderson and Oliver (1987) identified monetary reward that can motivate salespeople to improve their outcome performance. Both Australian and Chinese salespeople expect that greater efforts enhance sales performance. This argument leads to the following hypotheses:
H1b: Monetary Reward is more important to Chinese salespeople than to Australian salespeople.

H2b: Monetary Reward is positively associated with Australian sales performance.

H3b: Monetary Reward is positively associated with Chinese sales performance.

**Leadership**

Leadership helps to foster more cooperation and motivation among salespeople. Given proper leadership skills, salespeople often possess substantial power to facilitate career success (Busch, 1980). Barker (2001) found that high performing salespeople are more directly and externally motivated when they closely supervised by their leaders. Alford and Amyx (2005) pointed out that positive leadership behavior motivates and impacts how salespeople view themselves and their organizations. In moulding firms, Australian salespeople seem to be more independent from their leaders than Chinese salespeople because Australian salespeople are self-motivated. They prefer a more open, direct sales approach and to work on their own. In contrast, leadership is more important for Chinese salespeople owing to their relative lack of self-motivation. Chinese organizations’ top management can increase sales through various motivation programs and improved communication between sales managers and individual salespeople. Cravens, Morgan and Piercy (1999) demonstrated that leadership plays an important role in influencing sales performance. Sales managers can thus implement program changes designed to improve sales performance (Chonko, Lapidus and Roberts, 1997) and sales performance can positively increase in different territories with proper managerial actions (Blair, Jones and Smith, 2000). This research study believes that leadership can positively improve Australian and Chinese sales performances and advances the following hypotheses:

H1c: Leadership is more important to Chinese salespeople than Australian salespeople.

H2c: Leadership is positively associated with Australian sales performance.

H3c: Leadership is positively associated with Chinese sales performance.

**Recognition**

Recognition refers to salespeople’s desire to receive favorable evaluation from their supervisors by conforming to company culture (Flaherty et al., 1999). Recognition is important to most salespeople because they are externally motivated by their social identity and personal reputation in the community. Kelley (2004) stated that although money is important, it is not as critical as recognition for generating a sense of accomplishment. Sometimes, no accolades are given for recognizing sales achievement. There is some Asian literature supporting the idea that being a member of a successful team and receiving social recognition, rather than financial rewards, is what drives some
people to excel (Ross, 1997). Chinese people are extremely sensitive to the words “mien-tsui” (face), the meaning of which is similar to that of recognition in the Western world. They may work as hard as their Western counterparts to receive recognition of their position in society. In the moulding industry, recognition is an important motivator for both Australian and Chinese salespeople. It is necessary to identify the right kind of recognition that will encourage and motivate salespeople to thrive at their sales jobs. Recognizing sales achievement can be as simple as sales managements giving some form of credits to their salespeople, taking their sales teams to dinner or for drinks, or even posting performance charts in their offices. Successful moulding firms have instituted various kinds of recognition programs for their salespeople to impact sales performance. Recognition has found to be positively related to sales performance (Swenson and Herche, 1994) and outcome performance (Miao and Evan, 2007). It makes sense that recognition can improve both Australian and Chinese sales performance. Therefore, it is hypothesized that:

H1d: Recognition is equally important to Australian salespeople and Chinese salespeople.

H2d: Recognition is positively associated with Australian sales performance.

H3d: Recognition is positively associated with Chinese sales performance.

Confidence

Confidence refers to an individual’s belief in own ability to do something in a specific situation (Kanter, 2004). There is always a cycle of confidence. Salespeople have to know how to shift the dynamics of a cycle of decline to one of success. On the way up, success always creates positive momentum. Salespeople who are confident and believe that they can achieve are also likely to put in extra efforts at difficult moments. On the way down, when confidence is low and momentum is diminishing, salespeople experience a sense of failure when losing sales deals or not meeting sales targets. Salespeople have to control and adjust their level of self-confidence and resilience helps them bounce back. This internal motivation means that salespeople learn to develop the powers of continuity and self-determination (Deci and Ryan, 2000). Confidence believed to be more deeply ingrained in Australian than in Chinese (DeCarlo et al., 1997). Australian salespeople have more confidence to engage in appointments with customers and close sales deals. In recent years, China has surpassed Japan as the world’s second-largest economy and economic growth has inevitably increased the confidence of Chinese people. However, in the moulding industry, Australian salespeople still exhibit greater confidence to speak up, especially with new customers. This does not mean that Chinese salespeople cannot do their sales jobs but that they simply operate and present themselves in a different manner. Salespeople who possess confidence also perform better on intellectual and physical tasks (Bandura et al., 1986; Cervone et al., 1986; Bouffard-Bouchard, 1989). Based on the above argument, the following hypotheses are posited:
H1e: Confidence is more important to Australian salespeople than to Chinese salespeople.

H2e: Confidence is positively associated with Australian sales performance.

H3e: Confidence is positively associated with Chinese sales performance.

**Individual Goal-Setting**

Goal-setting can provide the maximum level of motivation when the established goals are challenging (Bandura, 1997). The specificity of goals enhances motivation because it enables people to better assess the discrepancy between their current and future desired status. Individual goal-setting increases internal motivation because of the anticipated self-satisfaction when the goal is accomplished. In moulding firms, individual salespeople have their own ideas about how to set reasonable goals for achieving different sales tasks. Individual goal-setting is important to both Australian and Chinese salespeople because individual targets can make increasing the number of new customers and achieving higher sales turnovers realistic. When salespeople reach their own goals, they may repeat the processes and set higher targets. Olson et al. (1996) found that motivation accompanying high goal-setting can positively predict and improve performance. Likewise, Marshall and Brown (2004) found that individual goal-setting with high expectancies has a positive effect on performance. It makes sense that individual goal-setting is positively associated with Australian and Chinese sales performance. Therefore, it is hypothesized that:

H1f: Individual goal-setting is equally important to Australian salespeople and Chinese salespeople.

H2f: Individual goal-setting is positively associated with Australian sales performance.

H3f: Individual goal-setting is positively associated with Chinese sales performance.

**Ego-Strength**

Ego-strength refers to the internal psychological capacities that individuals bring to their interactions with others and the social environment. Individuals who score high on ego-strength also show a strong motivation for professional status (Lamont and Lundstrom, 1977). They demonstrate superior ability by outperforming others, thus utilizing a norm-based perception of ability (Duda, 1992; Jagacinski, 1992). In the moulding industry, ego-strength may be more important to Australian salespeople than to Chinese salespeople. Australian salespeople seek victory in an intensely personal way because they need achievement, not only for the mental satisfaction it provides but also for the feeling of satisfaction that comes with outperforming others. Chinese salespeople with high ego-strength possess some distinctive characteristics. Sometimes, their arrogance makes them lose sight of reality and they are no longer grounded in the normal working situation. Their performance may not be as good as that of other salespeople
who are more humble, follow sales instructions and dedicate themselves to the service of their moulding firms. In Western culture of Australian salespeople, Harrison and Ittenbach (1990) found that their performance could be positively predicted by measuring ego-strength. In Chinese culture, salespeople without self-concept and self-control have ego-strength that relates negatively to outcome performance. Based on the above discussion, it is hypothesized that:

H1g: Ego-strength is more important to Australian salespeople than to Chinese salespeople.

H2g: Ego-strength is positively associated with Australian sales performance.

H3g: Ego-strength is negatively associated with Chinese sales performance.

**Self-Enhancement**

Self-enhancement refers to the tendency to maintain positive self-regard and personal growth. Klein (1997) said that normal people feel better when their ability or performance is better than average and when they know their internal standing without applying a comparative standard. Motivation with self-enhancement can build character (Jones, 1996). Successful salespeople always keep trying to improve, reaching beyond, and looking for something more or better. They tend to be self-enhancing because they actually tend to view themselves in unrealistically positive terms. In the moulding industry, self-enhancement is more important for Chinese salespeople than Australian salespeople because Australian salespeople have enjoyed better educational backgrounds, products and technical knowledge than Chinese salespeople for the last ten years in this industry. Chinese salespeople in local moulding firms have to improve their products and technical knowledge so that they can convince customers to buy certain products based on the products’ qualities rather than on cheaper prices. Individual Chinese salespeople can set their internal standards higher to accomplish what seems impossible. Continuous improvement can motivate them toward better sales performance. Self-enhancement is positively related to performance within the context of approaching goals (Asher, Elliot, Gramzow and McGregor, 2003). Kurman (2006) also suggested that overall self-enhancement is positively related to improved performance. We believe that individual goal-setting is positively associated with Australian and Chinese sales performance. Based on the above analysis, the following hypotheses are posited:

H1h: Self-enhancement is more important to Chinese salespeople than to Australian salespeople.

H2h: Self-enhancement is positively associated with Australian sales performance.

H3h: Self-enhancement is positively associated with Chinese sales performance.
The Relationship between the Eight Motivational Factors and (Australian + Chinese) Overall Sales Performance

In terms of Hypothesis H4, the conceptual perspective that is valid across cultures must be understood. As mentioned in Section 3.3.1, some existing conceptual models have suggested that Western cultural values are yet to be adopted by other Asian cultures. Therefore, the conceptual framework needs to incorporate unique insights from both Asian and Western cultures. This research has already mentioned that Australian and Chinese salespeople share some similar motivations, but they may or may not have distinctive differences in terms of overall performance. There have been distinctive differences between sales motivations in different countries. Dubinsky et al. (1994) empirically examined differences of motivational perceptions among salespeople in different countries but the study could not show the effect if the salespeople in different countries are working together. Until now, no evidence has been presented to prove whether the same motivational factor as applied to Australian salespeople or Chinese salespeople will generate the same performance when all Australian and Chinese salespeople are working as a single unit. The comparison between Australian sales performance, Chinese sales performance and (Australian + Chinese) overall sales performance is the first. The initial assumption based on Churchill et al. (1977) model and Churchill et al. (1985) meta-analysis, sales motivation has a positive relationship with sales performance such that the eight motivational factors can be positively associated with (Australian + Chinese) overall sales performance. Based on this discussion, Hypotheses H4 is formulated as follows:

Hypothesis H4 (H4a-H4h):

H4a-H4h: Competition, monetary reward, leadership, recognition, confidence, individual goal-setting, ego-strength and self-enhancement are all positively associated with (Australian + Chinese) overall sales performance.

The Relationship between Importance of Internal and External Motivational Factors among Australian and Chinese Salespeople

The literature review in Chapter Two has already proved and identified that the eight motivational factors can be classified into external and internal categories. In this research study, competition, monetary rewards, leadership and recognition are classified as external motivational factors, whereas confidence, individual goal-setting, ego-strength and self-enhancement are classified as internal motivational factors. According to past research findings, there is no evidence to show whether Australian and Chinese salespeople react differently to internal and external motivational factors. To find out whether there are any differences between the application of external and internal motivational factors among Australian and Chinese salespeople. Hypotheses H5a-H5b concerning Australian and Chinese salespeople are formulated as follows:
Hypothesis H5a-H5b:

H5a: Internal motivational factors are more important than external motivational factors when they are applied to Australian and Chinese salespeople.

H5b: External motivational factors are more important than internal motivational factors when they are applied to Australian salespeople and Chinese salespeople.

To draw conclusions from all the tested hypotheses, the initial hypothesized relationships are summarized in Table 3.2 and Table 3.3.

Table 3.2 Hypothesized Relationships of H1a-H1h, H2a-H2h, H3a-H3h and H4a-H4h

<table>
<thead>
<tr>
<th>H1 (H1a-H1h): The Importance of Motivational Factors between Australian and Chinese Salespeople</th>
<th>H2 (H2a-H2h): Association with Australian Sales Performance</th>
<th>H3 (H3a-H3h): Association with Chinese Sales Performance</th>
<th>H4 (H4a-H4h): Association with (Australian + Chinese) Overall Sales Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Competition: equally important</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>b. Monetary Reward: more important for Chinese than Australian</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>c. Leadership: more important for Chinese than Australian</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>d. Recognition: equally important</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>e. Confidence: more important for Australian than Chinese</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>f. Individual goal-setting: equally important</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>g. Ego-strength: more important for Australian than Chinese</td>
<td>+</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>h. Self-enhancement: more important for Chinese than Australian</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
</tbody>
</table>

Table 3.3 Hypothesized Relationships of H5a-H5b

<table>
<thead>
<tr>
<th>Hypotheses H5:</th>
<th>Hypothesis H5a</th>
<th>Hypothesis H5b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of Internal and External Motivational Factors among Australian and Chinese Salespeople</td>
<td>Internal Factors &gt;= External Factors when they are applied to Australian and Chinese Salespeople</td>
<td>External Factors &gt;= Internal Factors when they are applied to Australian and Chinese Salespeople</td>
</tr>
</tbody>
</table>
3.2.2 Measurements

First, control variables of salespeople’s gender, age, educational background and work experience are measured as descriptive information. Then, a five-point, Likert-type scale is used to measure the importance of each of the eight motivational factors obtained from the viewpoint of salespeople in the moulding industry. In ensure validity, the format of this measure is similar to that used in prior research to measure the importance of values of salespeople in the electronics industry (Dublinsky et al., 1998). Salespeople’s values serve as motivational function and they are influenced by motivational factors with which salespeople choose to engage (Weeks and Kahle, 1990). The importance of each salesperson’s values is measured according to a rating scale (from very unimportant to very important). The validity of this approach from Dublinsky et al. (1998) has been proved in the previous measuring appropriate means (Feather, 1973; Munson and McIntyre, 1978). In this research, a similar scale is applied and the importance of each motivational factor is also measured according to a rating scale (from mostly unimportant to mostly important). For the results of this measure, an appropriate mean ranking between each of the factors is obtained.

To identify the degree to which the eight motivational factors influence the performance success, the model is developed such that the independent variables, the eight motivational factors, act as predictors to determine the dependent variable, sales performance. Some issues arise in considering how to measure the effect of motivational factors on sales performance. The literature review in Section 3.2.2 has shown that there are significant relationships between the motivational factors and sales performance. However, Ingram, Lee and Skinner (1989) found that there is no directly measurable relationship between motivation and sales performance. Leach, Liu and Johnston (2005) reported some mixed results. The inconsistent findings suggest that the relationship between motivational factors and sales performance may be measured indirectly rather directly. Dublinsky, Kotabe, Lim and Wagner (1998) addressed this validity issue in their research by suggesting that job performance (e.g. sales development effort) could be directly measured and that actual sales performance (e.g. market shares, sales turnover or profitability of sales) could be indirectly measured. In addition, the subjective sales performance can be measured that combining with the multi-items scale (e.g. Behrman and Perreault, 1982, 1984; Cravens et al., 1993, 1999) and modifying it to a more appropriate performance measure. The previous studies established a set of references to establish the indirect measures with the link between motivation and performance success. Therefore, in this study, salespeople expect consistent thinking on how each of the eight motivational factors can affect their sales performance. Research has shown that one to two years’ effort can significantly change the number of customer accounts and sales turnover in moulding firms. This implies that the eight motivational factors motivate successful salespeople to open more customer accounts and produce a higher sales turnover. Therefore, a five-point, Likert-type scale is used to indirectly measure the significant influence of the motivational factors on sales performance (1 = low and 5 = high). The performance success can be measured by change in number of customers and by percentage change in turnover during the past two years.
For the final measure of internal and external motivational factors, a two-choice scale is used to assess whether salespeople think internal or external motivational factors are more important. Two mean values between internal and external factors can be obtained. To prove the validity of this measure, early results of mean values of the importance of the eight motivational factors are divided into four external motivational factors and four internal motivational factors so that two composite scores can be calculated. These scores are compared with the final measure of two mean values to determine their correlation and consistency in the pre-test process.

3.2.3 Participants for Survey

A survey research technique is used in this quantitative research methodology. It is well suited to cases where generalizing of results from a sample to a population is important (Gutek, 1991). In this survey, the selected participants are working in the moulding industry within Australia and China. Salespeople working in moulding firms are knowledgeable about different sales activities and competitive market conditions. The age of the participants is not restricted. The participants can be either male or female, but there is higher percentage of males working in the moulding industry. A total of 600 questionnaires are sent to the participants for survey. The participants are the salespeople working in the Australian and Chinese moulding firms that are randomly selected to increase generalizability of the study’s findings.

When the participants are selected from moulding firms in China, different Chinese territories should be considered including Hong Kong, Macau and Mainland China if such firms are operating in those territories. Although those territories may have distinct historical backgrounds, similar cultural systems could apply to these so-called “Chinese Commonwealth” countries (Luo, 1997). Researchers of Chinese cultural values have found that even where changes have occurred, Chinese values have nonetheless formed a clear and consistent system for generations (Yau, 1988; King, 1996). Based on this evidence, the participants chosen for this research can constitute a combination of salespeople from those territories, so that the data collected accurately represents Chinese culture. Obtaining survey consent is also important and approval should be granted from the University of Newcastle. The ethical aspects of this study must approve by the University Ethics Review Committee. A participant information statement, an organization consent form, and organization information statement in English and Chinese versions are included in the University’s submission.
3.2.4 Questionnaire Design and Refinement Procedures

The survey questionnaire is easily understood and interpreted so that it stimulates the participants’ interest. The questions are structured in a clear and consistent manner so that the survey’s answers reflect only differences between the participants and not those arising from the instrument itself (Fowler, 2002). It is fundamental that the questions are precise, interpreted as intended, and can be answered with minimal effort. The participant has to first include the descriptive information by putting one tick in the appropriate box. Some explanations are then displayed regarding sales motivation and how the motivational factors are applied to improve sales performance. There are 19 questions divided into 4 sets: Questions (1) to (8), Questions (9) to (16) and Questions (17) to (18) and Question (19). All the questions are closed ended and the participant should give the answer that most closely reflects his or her opinions based on their sales experience and thinking. There is no right or wrong answer. Questions (1) to (8) and Questions (9) to (16) are answered on a rating scale by putting only one tick in the box. The advantage of a rating scale is that it permits a participant to respond on a continuum rather than completely endorsing something (Thomas, 2004). For Questions (17) and (18), the participant has to answer by providing the change in number of customers and the percentage change in turnover, respectively. For the final Question (19), the participant has to consider the relationship between the internal and external motivational factors in his or her own country. The original questionnaire for this research study was in English. The questionnaire has translated into Chinese and translated back into English by a Chinese national, to maintain consistency in meaning and content (Adler, 1983; Sekaran, 1983). There are English and Chinese versions of the questionnaire presented to Australian and Chinese participants in the moulding firms.

For the purposes of refinement and validity, the questionnaire was pre-tested to check the instructions and constructs, the meanings of the motivational factors and the layout, all of which were found to be workable. Fourteen to twenty participants were selected for the pre-test (Churchill and Lacobucci, 2002), which resulted in the survey questionnaire being restructured and rewritten. The pre-tested participants were salespeople in the moulding industry from Australia and China. They were asked to fill out and critique the questionnaire. This critique aided the development and improvement of each question. In survey questionnaires, properly designed questions are important for generating answers that are meaningful for the research. Custom-designed questionnaires require substantial groundwork in terms of design layout and testing so that questions can be established, measured and validated (Preskill, 1991). To check the validity during the pilot testing, the participants were asked to rate the completed questions. The results generated from the statistics software program can prove the importance of the motivational factors from Questions (1) to (8), the relationship between the eight motivational and sales performance from Questions (9) to (18), the relative importance of internal and external motivational factors from Question (19) and whether they are logical and consistent during the data analysis process.
3.2.5 Data Collection

In conducting cross-cultural research, difficulties in data collection such as access to certain segments of salespeople or differences in infrastructure among countries often dictate the use of data gathering procedures (Jeannet and Hennessey, 1988). The survey technique is most suitable for data collection in this research. Salespeople working in Australian and Chinese moulding firms are randomly selected to increase the generalizability of the study’s findings. To obtain approval, the organization consent form and information statement were first sent to each firm to obtain permission for the survey. After consent, salespeople within the firms received participant information statements, questionnaires and postage-paid return envelopes or online emails. They were asked to complete the mailed questionnaires or anonymous online questionnaires. The organization information statement and participant information statement explained the objectives of the research and included the university approval documents and requested completion of the survey. During the survey, the number of salespeople selected constituted a sample size that was suitable for the research requirements. When determining the appropriate sample size, effective response rate, variance of the population, magnitude of acceptable error and confidence level all must be taken into account (Grill and Johnson, 1991; Brewerton and Millward, 2001). A total of 600 questionnaires were sent to the randomly selected salespeople. A targeted effective response rate of 33% was sought to achieve so that at least 200 usable results from Australia and China were returned for data analysis.

3.2.6 Data Analysis about the Five Hypotheses

Data is analyzed by using the program PASW Statistics 18. Control variables of salespeople’s gender, age, educational background and work experience are examined. The results generate a summary of demographic characteristics of salespeople. Firstly, to interpret the precedence order of importance of the eight motivational factors, a Mann-Whitney Test was used for deriving the mean rankings of the eight motivational factors and how salespeople think individual motivational factors affect sales motivation in the moulding industry. To test Hypotheses H1a-H1h, an independent t-test was applied to compare each of the motivational factors for Australian and Chinese salespeople (e.g. any particular motivational factor is equally important to Australian and Chinese salespeople if the p-value > 0.05; any particular motivational factor is more important to Australian than to Chinese salespeople if the p-value < 0.05 and Australian salespeople’s mean score > Chinese salespeople’s mean score; any particular motivational factor is more important to Chinese than to Australian salespeople if p-value < 0.05 and Chinese salespeople’s mean score > Australian salespeople’s mean score).

To test Hypotheses H2a-H2h, H3a-H3h and H4a-H4h, three regression models were built to test the independent variables of the eight motivational factors and the country’s influence. The dependent variables, Australian and Chinese sales performances were regressed across the eight motivational factors and the country’s influence. The data analysis to test Hypotheses H2a-H2h, H3a-H3h and H4a-H4h are (1) regression analysis.
for Australian salespeople for Hypotheses H2a-H2h; (2) regression analysis for Chinese salespeople for Hypothesis H3a-H3h; and (3) regression analysis for all data with the country’s influence as one of independent variables for Hypothesis H4a-H4h. By building the regression models, the regression analysis includes results of Australian and Chinese sales performances, standardized beta coefficients, F-values and the coefficient of determination, $R^2$ (Dubinsky et al., 1998). The coefficient of determination, $R^2$ indicates the model acceptance (e.g. $R^2 > 0.8$) and displays whether there is a high correlation between the motivational factors and sales performance. The standardized beta coefficients indicate the significant associations between each of the motivational factors and sales performance (e.g. any particular motivational factor is positively associated and has a significant influence on sales performance if the p-value is a positive value and the p-value < 0.05; any particular motivational factor is negatively associated and has a significant influence on sales performance if the p-value is a negative value and the p-value < -0.05). A higher beta coefficient of the factor indicates that the factor is more significant to sales performance. Results of the regression analysis indicate whether there is a difference between Australian and Chinese salespeople’s performance when applying a particular factor to the salespeople (e.g. there is a difference if Australian sales performance p-value > 0.05 and Chinese sales performance p-value < 0.05 or if Australian sales performance p-value < 0.05 and Chinese sales performance p-value > 0.05).

To test Hypotheses H5a-H5b, Chi-square Test was applied for comparing the importance of external and internal motivational factors and the results of the regression analysis indicate whether there are differences between external and internal motivational factors applied to Australian and Chinese salespeople (e.g. there is a difference between the importance of external and internal motivational factors among Australian and Chinese salespeople if p-value < 0.05 or there is no difference in the importance of external and internal motivational factors if p-value > 0.05).

### 3.2.7 Section Summary

In summary, the quantitative method is selected to decipher the integration of sales motivational factors for Australian and Chinese salespeople. The methodology first established the research model and developed five sets of testable hypotheses by providing important theoretical evidence of the motivational factors, salespeople’s managerial implications and experiences in the industry. The measures include the precedence order of importance of the eight motivational factors, the associational relationships between classification of the factors and Australian and Chinese salespeople’s performance. The cross-cultural differences between the two countries are taken into consideration. The surveys were administered in one of two ways: by mails or online emails. The questionnaires were in English as well as Chinese versions for the Australian or Chinese salespeople to fill in their answers. Data is analyzed by using the program PASW Statistics 18. The multiple regressions are used to examine the hypothesized relationships. Analysis of results is presented in the next chapter.
3.3 Validation

3.3.1 Reliability Validation

Reliability refers to how the instrument consistently measures and produces dependable or consistent results under constant conditions on all occasions (Yin, 1994) regardless of it being employed by different people (Simon and Burstein, 1985). Peter (1979) defined reliability as ‘the degree to which measures are free of errors and therefore yield consistent results.’ He also showed that ‘behavioral measures are seldom if ever totally reliable and valid but the degree of their validity and reliability must be assessed if research is to be truly scientific.’ Moreover, Nunnally and Berstein (1994) pointed out that measurement reliability is a classical issue in scientific generalizing. The key barrier to applying the use and publication of qualitative research outputs in management sciences is the application of inappropriate criteria to assess their validity (Symon, Cassell and Dickson, 2000).

3.3.2 Reliability Measurement

Based on Peter (1979)’s seminal paper on reliability measurement, there are three basic methods for assessing the reliability of a measurement scale, usage of which depends on different validation purposes.

1. When the reliability validation purpose is to evaluate the stability of performance of measures over time, a test-retest method should be used whereby identical sets of measures are administered to the same subjects at two different times and the obtained scores are then correlated.

2. If the result under investigation is expected to vary over relatively short periods of time, the alterative form method should be a better mechanism for gauging the reliability of the measures. In this method, two similar sets of items contained in two alternative forms are applied to the same subjects at two different times and the scores obtained from the two administrations of the alterative forms are then correlated.

3. If the validation objective is to assess the homogeneity of a set of items, an internal consistency method should be the most appropriate, in which a measurement scale is applied to subjects at one point in time and subsets of items within the same scale are then correlated to compile a coefficient that serves as an estimate of the reliability level of the set of items.
3.3.3 Procedures for Testing Reliability and Verification

The concept of reliability has been explained. Verification also has been conceptualized as an “incitement to discourse”. Lather (1991) commented that the current paradigmatic uncertainty in human sciences is leading to re-conceptualizing of validity and calls for new techniques and concepts of obtaining and defining trustworthy data which it avoids the pitfalls of orthodox notions of validity. To test the results, the procedures of reliability and verification in this research included:

1. Distinct procedures exist for verification and include perspective of both the researcher and outsider reviewers (Dukes, 1984). The outside readers such as the sales managers in various organizations can recognize the logic of the results and how they match their own experiences when looking at sales motivation.

2. Further verification is through “rational analysis of spontaneous recognition” (Dukes, 1984) where the researcher can test whether the patterns of similarities or differences between the motivational factors of Australian and Chinese salespeople fit together logically and whether the same elements can be arranged to constitute an entirely different pattern.

3. To improve reliability of quantitative methodologies, ongoing communications with other researchers about methodological decisions are necessary (Le Compte and Goetz, 1982). Comments on the methods were solicited from the supervisor throughout the data collection and analysis process.

4. To improve reliability of quantitative data analysis, a well-structured database can be developed at the end of the data collection phase to analyze and document the results (Guba and Lincoln, 1985).

5. Different evaluation criteria need to be used in different epistemological approaches (Guba and Lincoln, 1989; Paker, 1994; Johnson and Duberley, 2000) and it is important that the researcher in this study has developed the skills required to verify the quality of the research by using the appropriate criteria in a reflexive manner.
3.4 Chapter Summary

To summarize this chapter, the purpose of the research methodology is to analyze by revealing and comparing the essential motivational factors, the eight motivational factors within external and internal categories that affect salespeople’s motivation in Australia and China so that better sales performance can be obtained. To examine this relationship between Australian and Chinese salespeople, application of a quantitative method (survey technique) for data collection and analysis has been demonstrated to be valid and reliable for achieving the four main research objectives of this study.

The quantitative approach is applied to determine any correlations or differences between motivational factors applicable to Australian and Chinese salespeople. Sales performance is measured when applying the motivational factors to Australian and Chinese salespeople at the randomly selected moulding firms. The quantitative survey technique is most suitable to achieve the objectives of this research. By using the quantitative approach, the research can contribute and highlight how salespeople can be motivated successfully with better sales performance in different organizations and countries.

Finally, the results’ summary can be a coherent full description of sales motivation after all the data have been analyzed and interpreted thoroughly. Interpretation always involves making sense of the data, the “lesson learned” as described by Guba and Lincoln (1985). It means that the phenomena should answer the research objectives and the interpretation should have enough depth through the whole process of the quantitative data analysis. Research design is the ‘science and art of planning procedures for conducting studies so as to get the most valid findings’ (Vogt, 1993). Well-designed data collection and analysis methods used in this chapter can increase reliability and validity of the research results. The standard of the results’ quality and verification are important to make sure the research study is believable, accurate and contain true matter.

The next chapter addresses application of the research methodology to derive the research results.
Chapter 4: Presentation and Analysis of Results

4.1 Introduction

Chapter Three introduced the quantitative (surveying) methodology, described the proposed data collection and outlined the methodology employed for data analysis. The five main hypotheses were logically developed and provided with important theoretical evidence of impact of the eight motivational factors, and the implications for Australian and Chinese salespeople’s performances.

Before data collection, the survey design was constructed by using a well-structured questionnaire (including English and Chinese versions) to collect the required data from Australia and China. The constructed variables and design scales (measures) used in the survey questionnaire are shown in a linking table, Table 4.1.1 as below:

<table>
<thead>
<tr>
<th>Questions</th>
<th>Hypotheses</th>
<th>Constructed Variables</th>
<th>Rating Scale/Required Data to be Collected</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) - (8)</td>
<td>H1a-h</td>
<td>Motivational Factors:</td>
<td>1 = Mostly Unimportant 1 = Mostly Unimportant</td>
<td>Leahy (1973)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competition</td>
<td>2 = Unimportant</td>
<td>Weeks and Kahle (1990)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monetary Reward</td>
<td>3 = Important</td>
<td>Dublinsky et al. (1994)</td>
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<tr>
<td></td>
<td></td>
<td>Leadership</td>
<td>4 = Very Important</td>
<td>Dublinsky et al. (1998)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognition</td>
<td>5 = Mostly Important</td>
<td></td>
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<td></td>
<td></td>
<td>Confidence</td>
<td></td>
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<td></td>
<td></td>
<td>Individual Goal-Setting</td>
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<td></td>
<td></td>
<td>Ego-Strength</td>
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<td></td>
<td></td>
<td>Self-Enhancement</td>
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</tr>
<tr>
<td>(9) - (16)</td>
<td>H2a-h</td>
<td>Motivational Factors:</td>
<td>1 = Low</td>
<td>Leahy (1973)</td>
</tr>
<tr>
<td></td>
<td>H3a-h</td>
<td>Competition</td>
<td>2 = Below Average</td>
<td>Ingram et al. (1989)</td>
</tr>
<tr>
<td></td>
<td>H4a-h</td>
<td>Monetary Reward</td>
<td>3 = Average</td>
<td>Dublinsky et al. (1994)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leadership</td>
<td>4 = Above Average</td>
<td>Dublinsky et al. (1998)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recognition</td>
<td>5 = High</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Confidence</td>
<td></td>
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<td>Individual Goal-Setting</td>
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<td></td>
<td>Self-Enhancement</td>
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<tr>
<td>(17) - (18)</td>
<td></td>
<td>Sales Performance:</td>
<td>Sales Performance;</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Australian Sales</td>
<td>Number of Changes in Customers Account</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Performance</td>
<td>Percentage Changes in Sales</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chinese Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(19)</td>
<td>H5a-b</td>
<td>External Motivational</td>
<td>The relationship between the Importance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Factors</td>
<td>of External and Internal Motivational</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internal Motivational</td>
<td>Factors</td>
<td></td>
</tr>
</tbody>
</table>

In the survey, a total of 600 questionnaires were sent to Australian and Chinese moulding firms. In order to get approval from each firm, an organizational consent form was sent to start with. After permission was obtained from each firm, all participants received the documents, including participant information statements and survey questionnaires by mails or e-mails. The participants were provided the participant
information statements explaining the objective of the research, the university approval information, the purpose of the research project and other relevant details of the survey. The participants were randomly selected salespeople in each moulding firm to increase the generalizability of the study’s findings.

The participants filled in the questionnaires and submitted the completed documents either by mails or emails. Out of 600 questionnaires, 221 responses were successfully collected from the Australian and Chinese moulding firms for data analysis, representing an effective response rate of 36.8% (more details provided in the section on demographic characteristics of salespeople). This high response rate was achieved with great support from the selected Australian and Chinese moulding and manufacturing associations of Australian Manufacturing Technology (AMT), Australian Advanced Manufacturing CRC (AMCRC), Hong Kong Moulding and Product Technology Association (HKMPTA), Hong Kong Productivity Council, China and Hong Kong Die-Casting Association. Hard copies are stored in a locked cabinet of the researcher after data analysis. All soft copies and the aggregated data have been kept in the password protected computers accessible only to the researcher.

Chapter Four now presents the strategy, details and results of data analysis of relevance to the research hypotheses. Summary tables and figures of statistical data are developed to identify the patterns in this quantitative research. This chapter is divided into seven main sections to assess the results of the data analysis. Section 4.2 starts with data analysis strategy so that a clear idea is presented of how to analyze the data collected. Section 4.3 presents demographic characteristics of the salespeople who participated in this survey. Section 4.4 presents the results in terms of precedence order of importance of the eight motivational factors for Australian and Chinese salespeople. Section 4.5 presents the results of testing of Hypotheses H1a-H1h, the relationship of the eight motivational factors with performance of Australian and Chinese salespeople. Section 4.6 presents the results of testing of Hypotheses H2a-H2h, the relationship between the eight motivational factors and the Australian sales performance. Section 4.7 presents the results of testing of Hypotheses H3a-H3h, the relationship between the eight motivational factors and the Chinese sales performance. Section 4.8 presents the results of testing of Hypotheses H4a-H4h, the relationship between the eight motivational factors and (Australian + Chinese) the overall sales performance. Section 4.9 presents the results of testing of Hypotheses H5a-H5b, the importance of the eight motivational factors within external and internal categories among Australian and Chinese salespeople.

The Chapter Summary, Section 4.10 then reviews and summarizes the hypotheses’ key findings. The tables compare the initially formulated hypotheses to the actual findings with coverage of specific measures in the previous main sections. Results of the data analysis and the hypotheses findings are further discussed and concluded in Chapter Five.
4.2 Data Analysis Strategy

This section further describes the data analysis objectives and discusses the appropriate procedures for data analysis. Sekaran (1992) mentioned that data analysis serves in three main objectives:

1. Acquiring a feel for the sample data by using descriptive statistics;
2. Assessing the goodness of the data by assessing the measurement model; and
3. Testing the hypotheses developed by structural model testing.

Following this logic, data collected in the survey was converted into the PASW statistics data set with string and numeric types. The program PASW Statistics 18 is applied to assess all data sets. With different data analysis objectives mentioned in Section 4.1, the developed hypotheses are tested and the results are extracted by using the testing methods provided in the program. Table 4.2.1 shows the summary and articulates the data analysis strategy that guides the data analysis processes, including the testing hypotheses, data analysis objectives, data extraction methods and results’ presentation in different tables.

Table 4.2.1, Summary of the Data Analysis Procedures from Sections 4.3 to 4.9

<table>
<thead>
<tr>
<th>Seven Main Sections</th>
<th>Testing Formulated Hypotheses</th>
<th>Data Analysis Objectives In the Seven Main Sections</th>
<th>Data Extraction Methods from PASW Software</th>
<th>Present Results Tables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 4.3</td>
<td></td>
<td>Demographic Details of All Survey Participants and Respondents</td>
<td>Descriptive/ Summary Statistics, Chi-Square Test</td>
<td>Table 4.3.1 to Table 4.3.7</td>
</tr>
<tr>
<td>Section 4.4</td>
<td></td>
<td>Mean Ranking of the Importance of the Eight Motivational Factors</td>
<td>Descriptive/ Summary Statistics, Mann-Whitney U Test</td>
<td>Table 4.4.1</td>
</tr>
<tr>
<td>Section 4.5</td>
<td>H1a-H1h</td>
<td>The Important of the Eight Motivational Factors impacting Australian and Chinese Salespeople</td>
<td>Independent-Samples T-Test</td>
<td>Table 4.5.1</td>
</tr>
<tr>
<td>Section 4.6</td>
<td>H2a-H2h</td>
<td>The Relationship between the Eight Motivational Factors and Australian Sales Performance</td>
<td>Independent-Samples T-Test, Correlation Analysis, Linear Regression Analysis</td>
<td>Table 4.6.1 Table 4.6.2</td>
</tr>
<tr>
<td>Section 4.7</td>
<td>H3a-H3h</td>
<td>The Relationship between the Eight Motivational Factors and Chinese Sales Performance</td>
<td>Independent-Samples T-Test, Correlation Analysis, Linear Regression Analysis</td>
<td>Table 4.7.1 Table 4.7.2</td>
</tr>
<tr>
<td>Section 4.8</td>
<td>H4a-H4h</td>
<td>The Relationship between the Eight Motivational Factors, Australian and Chinese Sales Performance</td>
<td>Independent-Samples T-Test, Correlation Analysis, Linear Regression Analysis</td>
<td>Table 4.8.1 Table 4.8.2</td>
</tr>
<tr>
<td>Section 4.9</td>
<td>H5a-H5b</td>
<td>The Relationship of Internal and External Motivational Factors between Australian and Chinese Salespeople</td>
<td>Chi-Square Test, Independent-Samples T-Test, Correlation Analysis</td>
<td>Table 4.9.1 Table 4.9.2 Table 4.9.3</td>
</tr>
</tbody>
</table>
4.3 Details of Demographic Characteristics of Salespeople

Before the main focus on the five hypotheses, data of salespeople’s gender, age, educational background and work experience are first examined. It is important to know the demographic characteristics of participants before formal construct validation and hypothesis testing (Sekaran, 1992). Results of demographic characteristics are generated from Tables 4.3.1 to 4.3.7. A total of 600 questionnaires were sent and 221 completed questionnaires were received, implying an effective response rate of 36.8%. The main reason for this high response rate is that the moulding industry associations helped a great deal in contacting and inviting the moulding firms to encourage their salespeople to participate. Table 4.3.1 shows a total of 221 participants including 72 Australian and 149 Chinese salespeople. There are more Chinese salespeople because the Chinese moulding industry is much bigger than its Australian counterpart. Table 4.3.2 shows that although there are a higher percentage of 185 male participants (83.7%) than of 36 female participants (16.3%), it is not fully clear whether male salespeople have better abilities in the moulding industry. The age of the participants is not restricted and participants are from different age’s groups. There are no significant differences between Australian and Chinese salespeople with different age. Table 4.3.3 shows that there are 93 participants in 30-39 age’s group and is the biggest group. There are 59 participants in 18-29 age’s group, 44 participants in 40-49 age’s group and 21 participants in 50-59 age’s group. There are only 4 participants in 60 or above age’s group.

<table>
<thead>
<tr>
<th>Table 4.3.1, Country for the Salespeople Working at Moulding Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Australia</td>
</tr>
<tr>
<td>China</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4.3.2, Gender for the Salespeople</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4.3.3, Age’s Groups for the Salespeople</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>18-29 Age’s Group</td>
</tr>
<tr>
<td>30-39 Age’s Group</td>
</tr>
<tr>
<td>40-49 Age’s Group</td>
</tr>
<tr>
<td>50-59 Age’s Group</td>
</tr>
<tr>
<td>60 or Above Age’s Group</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>
Table 4.3.4 shows the distribution of Australian and Chinese salespeople’s educational backgrounds. The results indicate that Australian salespeople have a higher percentage, 30.6% in the highly educated University category than Chinese salespeople who have 21.5% in the same category. However, Chinese salespeople have the respectively higher percentages of 20.1%, 29.5% and 28.2% and they show a balance across in the High School, Technical School and College categories than Australian salespeople who have 13.9%, 25% and 27.8% in the same categories. Although Australian salespeople have a higher percentage of 2.8% in the Primary School category than Chinese salespeople who have only 0.7% in the same category, the total count in this category is only three participants. Moreover, Table 4.3.5 shows the results of Chi-Square test by comparing the educational backgrounds of Australian and Chinese salespeople. It indicates that there is no significant difference between educational backgrounds of Australian and Chinese salespeople because the p-value = 0.328 > 0.05.

<table>
<thead>
<tr>
<th>Education Backgrounds Categories</th>
<th>Australian Salespeople</th>
<th>Chinese Salespeople</th>
<th>Total Salespeople</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary School</td>
<td>Count: 2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>% within Country:</td>
<td>2.8%</td>
<td>0.7%</td>
<td>1.4%</td>
</tr>
<tr>
<td>High School</td>
<td>Count: 10</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>% within Country:</td>
<td>13.9%</td>
<td>20.1%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Technical School</td>
<td>Count: 18</td>
<td>44</td>
<td>62</td>
</tr>
<tr>
<td>% within Country:</td>
<td>25.0%</td>
<td>29.5%</td>
<td>28.1%</td>
</tr>
<tr>
<td>College</td>
<td>Count: 20</td>
<td>42</td>
<td>62</td>
</tr>
<tr>
<td>% within Country:</td>
<td>27.8%</td>
<td>28.2%</td>
<td>28.1%</td>
</tr>
<tr>
<td>University</td>
<td>Count: 22</td>
<td>32</td>
<td>54</td>
</tr>
<tr>
<td>% within Country:</td>
<td>30.6%</td>
<td>21.5%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Total</td>
<td>Count: 72</td>
<td>149</td>
<td>221</td>
</tr>
<tr>
<td>% within Country:</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.3.5, Chi-Square Test, Comparison in the Educational Backgrounds between Australian and Chinese Salespeople

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>p-value = Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>4.629*</td>
<td>4</td>
<td>.328</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>4.495</td>
<td>4</td>
<td>.343</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>1.604</td>
<td>1</td>
<td>.205</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td></td>
<td></td>
<td>221</td>
</tr>
</tbody>
</table>
Table 4.3.6 shows the distribution of Australian and Chinese salespeople’s work experience. The results indicate that on average, Australian salespeople have longer work experience than Chinese salespeople in the moulding industry because Australian salespeople have the respectively higher percentages of 30.6%, 16.7% and 16.7% in the “11-15 years”, “16-20 years” and “over 20 years” work experience’s categories. Chinese salespeople have the respectively lower percentages of 18.1%, 9.4% and 7.4% in the same categories. Australian salespeople have respectively lower percentages of 15.3% and 20.8% in the “0-5 years” and “6-10 years” work experience’s categories. Chinese salespeople have the respectively higher percentages of 30.9% and 34.2% in the same categories. Moreover, Table 4.2.7 shows the results of Chi-Square test by comparing the work experience of Australian and Chinese salespeople. There is a significant difference between the work experience of Australian and Chinese salespeople because the p-value = 0.002 < 0.05. The findings suggest that work experience is an important factor for managers in the context of recruiting the right salespeople, especially in the Chinese moulding firms since salespeople apparently hired in the Chinese moulding firms tend to have less work experience (0-10 years) and should aim for more experienced salespeople.

Table 4.3.6, Work Experience of the Australian and Chinese Salespeople

<table>
<thead>
<tr>
<th>Work Experience Categories</th>
<th>Australian Salespeople</th>
<th>Chinese Salespeople</th>
<th>Total Salespeople</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count:</td>
<td>% within Country:</td>
<td></td>
</tr>
<tr>
<td>0-5 Years Work Experience</td>
<td>11</td>
<td>15.3%</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>46</td>
<td>30.9%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>57</td>
<td>25.8%</td>
<td></td>
</tr>
<tr>
<td>6-10 Years Work Experience</td>
<td>15</td>
<td>20.8%</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>51</td>
<td>34.2%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>66</td>
<td>29.9%</td>
<td></td>
</tr>
<tr>
<td>11-15 Years Work Experience</td>
<td>22</td>
<td>30.6%</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>18.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>49</td>
<td>22.2%</td>
<td></td>
</tr>
<tr>
<td>16-20 Years Work Experience</td>
<td>12</td>
<td>16.7%</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>9.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>11.8%</td>
<td></td>
</tr>
<tr>
<td>Above 20 Years Work Experience</td>
<td>12</td>
<td>16.7%</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>7.4%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>10.4%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>72</td>
<td>100%</td>
<td>221</td>
</tr>
<tr>
<td></td>
<td>149</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>221</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.3.7, Chi-Square Test, Comparison of Differences between Work Experience of Australian and Chinese Salespeople

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>p-value = Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>17.081</td>
<td>4</td>
<td>.002</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>17.158</td>
<td>4</td>
<td>.002</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>14.744</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>221</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4 Precedence Order of Importance of the Eight Motivational Factors

Prior to the hypotheses testing, the objective in this section is to examine the precedence order of importance of the eight motivational factors from Australian and Chinese salespeople’s point of view. There is no previous research to show the motivational factors’ rankings in the moulding industry. The Mann-Whitney Test is conducted and Table 4.4.1 shows the results of the Australian, Chinese and overall salespeople’s mean rankings. The ranking for Australian salespeople in sequence is: 1. Leadership, 1. Individual goal-setting, 2. Self-enhancement, 3. Confidence, 4. Competition, 5. Recognition, 6. Monetary reward and 7. Ego-strength. On the other hand, the ranking for Chinese salespeople in sequence is 1. Monetary rewards, 2. Confidence, 3. Competition, 4. Individual goal-setting, 5. Self-enhancement, 6. Recognition, 7. Leadership and 8. Ego-strength. The results indicate that the importance levels of the motivational factors for Australian salespeople are not exactly the same as Chinese salespeople. Australian salespeople think that leadership and individual goal-setting are the most important because they both have the highest mean scores and there is no previous research showing these results. Chinese salespeople think that monetary reward is the most important and this is supported in previous studies of Leming (1977) and Nevis (1983); Chinese salespeople see money as the most important incentive. However, ego-strength is assigned the least importance for both Australian and Chinese salespeople. Moreover, the ranking for overall salespeople is: 1. Individual goal-setting, 2. Confidence, 3. Ego-strength, 4. Self-enhancement, 5. Competition, 6. Leadership, 6. Monetary reward and 7. Recognition. The overall salespeople think that individual goal-setting is the most important while recognition is the least important and the results are different when looking at Australian and Chinese salespeople separately.

Table 4.4.1, Mean Rankings (Mean Scores) of the Importance of the Eight Motivational Factors

<table>
<thead>
<tr>
<th></th>
<th>Australian Salespeople Ranking (Mean)</th>
<th>Chinese Salespeople Ranking (Mean)</th>
<th>Overall Salespeople Ranking (Mean)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance Level of Competition</td>
<td>4 (3.667)</td>
<td>3 (3.718)</td>
<td>4 (3.701)</td>
</tr>
<tr>
<td>Importance Level of Monetary Reward</td>
<td>6 (3.111)</td>
<td>1 (3.933)</td>
<td>6 (3.665)</td>
</tr>
<tr>
<td>Importance Level of Leadership</td>
<td>1 (4.181)</td>
<td>7 (3.430)</td>
<td>5 (3.674)</td>
</tr>
<tr>
<td>Importance Level of Recognition</td>
<td>5 (3.375)</td>
<td>6 (3.443)</td>
<td>7 (3.421)</td>
</tr>
<tr>
<td>Importance Level of Confidence</td>
<td>3 (3.681)</td>
<td>2 (3.926)</td>
<td>2 (3.846)</td>
</tr>
<tr>
<td>Importance Level of Individual Goal Setting</td>
<td>1 (4.181)</td>
<td>4 (3.705)</td>
<td>1 (3.860)</td>
</tr>
<tr>
<td>Importance Level of Ego-strength</td>
<td>7 (2.681)</td>
<td>8 (3.322)</td>
<td>3 (3.751)</td>
</tr>
<tr>
<td>Importance Level of Self-enhancement</td>
<td>2 (3.861)</td>
<td>5 (3.698)</td>
<td>3 (3.751)</td>
</tr>
</tbody>
</table>

Number of Australian Salespeople: 72
Number of Chinese Salespeople: 149
Overall Number of Salespeople: 221
4.5 Results of Hypotheses H1a-H1h, the Relationship of Importance of the Eight Motivational Factors

H1a: Competition is equally important to Australian salespeople and Chinese salespeople.
H1b: Monetary Reward is more important to Chinese salespeople than to Australian salespeople.
H1c: Leadership is more important to Chinese salespeople than Australian salespeople.
H1d: Recognition is equally important to Australian salespeople and Chinese salespeople.
H1e: Confidence is more important to Australian salespeople than to Chinese salespeople.
H1f: Individual goal-setting is equally important to Australian salespeople and Chinese salespeople.
H1g: Ego-strength is more important to Australian salespeople than to Chinese salespeople.
H1h: Self-enhancement is more important to Chinese salespeople than to Australian salespeople.

To test Hypotheses H1a-H1h, an independent t-test is conducted and the t-test results are shown in Table 4.5.1. For the importance level of competition, the result is expected as predicted in H1a, that is, competition is equally important to Australian and Chinese salespeople because there is no significant difference (p-value = 0.668 > 0.05 and t = -0.43). For the importance level of monetary reward, the result is expected as predicted in H1b, that is, monetary reward is more important to Chinese salespeople than to Australian salespeople because there is a significant difference (p-value = 0 < 0.05 and t = -6.45). For the importance level of leadership, the result is not as expected in H1c and the actual result suggests that leadership is more important to Australian salespeople than to Chinese salespeople because there is a significant difference (p-value = 0 < 0.05 and t = 7.386). For the importance level of recognition, the result is as expected in H1d, that is, recognition is equally important to Australian and Chinese salespeople because there is no significant difference (p-value = 0.554 > 0.05 and t = -0.59). For the importance level of confidence, the result is not as expected in H1e and the actual result suggests that confidence is more important to Chinese salespeople than to Australian salespeople because there is a significant difference (p-value = 0.026 < 0.05 and t = -2.24). For the important level of individual goal-setting, the result is not as expected in H1f and the actual result suggests that individual goal-setting is more important to Australian salespeople than to Chinese salespeople because there is a significant difference (p-value = 0 < 0.05 and t = 4.819). For the important level of ego-strength, the result is not as expected in H1g and the actual result suggests that ego-strength is more important to Chinese salespeople than to Australian salespeople because there is a significant difference (p-value = 0 < 0.05 and t = -4.98). For the importance level of self-enhancement, the result is not as expected in H1h and the actual result suggests that self-enhancement is equally important to Australian and Chinese salespeople because there is no significant difference (p-value = 0.162 > 0.05 and t = 1.401).

Table 4.5.1 Results of t-test, the Importance of the Eight Motivational Factors

<table>
<thead>
<tr>
<th>Importance Level of Motivational Factors</th>
<th>Australian vs Chinese</th>
<th>95% Confidence Interval of the Difference</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance Level of Competition</td>
<td>-0.43</td>
<td>-0.01 - 0.568</td>
<td>0.668</td>
</tr>
<tr>
<td>Importance Level of Monetary Reward</td>
<td>-6.452</td>
<td>-6.022 - 6.877</td>
<td>0.000</td>
</tr>
<tr>
<td>Importance Level of Leadership</td>
<td>7.386</td>
<td>0.102 - 14.28</td>
<td>0.05</td>
</tr>
<tr>
<td>Importance Level of Recognition</td>
<td>-0.593</td>
<td>-0.968 - 0.294</td>
<td>0.021</td>
</tr>
<tr>
<td>Importance Level of Confidence</td>
<td>-2.24</td>
<td>-2.846 - 0.346</td>
<td>0.17</td>
</tr>
<tr>
<td>Importance Level of Individual Goal Setting</td>
<td>4.819</td>
<td>0.576 - 9.099</td>
<td>0.035</td>
</tr>
<tr>
<td>Importance Level of Ego-strength</td>
<td>-4.984</td>
<td>-5.641 - 4.289</td>
<td>0.008</td>
</tr>
<tr>
<td>Importance Level of Self-enhancement</td>
<td>1.401</td>
<td>0.161 - 0.666</td>
<td>0.116</td>
</tr>
</tbody>
</table>
4.6 Results of Hypotheses H2a-H2h, the Relationship between the Eight Motivational Factors and Australian Sales Performance (Hypotheses H2a-H2h: competition, monetary reward, leadership, recognition, confidence, individual goal-setting, ego-strength, self-enhancement are positively associated with Australian sales performance)

To test Hypotheses H2a-H2h, a regression model is built to test the individual variables of the eight motivational factors and influence on Australian salespeople’s performance. The dependent variable, Australian sales performance is regressed across the independent variables, the eight motivational factors. Results of the association between the eight motivational factors and Australian sales performance are shown in Table 4.6.1. The results only partially support Hypotheses H2a-H2h. The motivational factors of competition, leadership, recognition, individual goal-setting and ego-strength are positively associated and have significant influences on Australian sales performances (change in number of customers) because their p-values are positive values and their p-values < 0.05. The motivational factors of monetary rewards, confidence and self-enhancement have no significant influence on Australian sales performances (change in number of customers) because their p-values > 0.05. On the other hand, the motivational factors of confidence and individual goal-setting are positively associated and have significant influences on Australian sales performances (percentage change in turnover) because their p-values are positive values and their p-values < 0.05. Other motivational factors have no significant influence on Australian sales performances (percentage change in turnover) because their p-values > 0.05. All motivational factors are positively associated with Australian sales performances because there is no negative p-value appearing in the results’ analysis.

Table 4.6.1 Association between the Eight Motivation Factors and Australian Sales Performance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition</td>
<td>0.527**</td>
<td>0.005</td>
<td>0.324**</td>
<td>0.019</td>
<td>0.254*</td>
<td>0.020</td>
<td>0.233</td>
<td>0.013</td>
<td>0.273*</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.506</td>
<td>0.006</td>
<td>0.324**</td>
<td>0.006</td>
<td>0.237*</td>
<td>0.022</td>
<td>0.496</td>
<td>0.036</td>
<td>0.672</td>
</tr>
<tr>
<td>Recognition</td>
<td>0.301</td>
<td>0.007</td>
<td>0.232**</td>
<td>0.013</td>
<td>0.144</td>
<td>0.009</td>
<td>0.133</td>
<td>0.030</td>
<td>0.254</td>
</tr>
<tr>
<td>Individual Goal Setting</td>
<td>0.276</td>
<td>0.007</td>
<td>0.264**</td>
<td>0.017</td>
<td>0.147</td>
<td>0.009</td>
<td>0.198</td>
<td>0.011</td>
<td>0.201</td>
</tr>
<tr>
<td>Ego Strength</td>
<td>0.096</td>
<td>0.004</td>
<td>0.263**</td>
<td>0.015</td>
<td>0.072</td>
<td>0.025</td>
<td>0.063</td>
<td>0.015</td>
<td>0.219</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.05 level (2-tailed).
* Correlation is significant at the 0.10 level (2-tailed).
Country for the Salespeople Working at the Modelling Firms - Australia
Results of the regression model are shown in Table 4.6.2. The coefficient of determination, $R^2$ indicates model acceptance ($R^2 = 0.671 < 0.8$) and that there is no high correlation (not acceptance) between the eight motivational factors and Australian sales performance but the model still partially explains some of the effects. In the t-test, the standardized beta coefficients indicate the significant associations between each of the motivational factors and Australian overall sales performance. A higher beta coefficient of the factor indicates that the factor is more significant to Australian overall sales performance. The result shows that the motivational factors of competition, monetary reward, recognition, confidence, individual goal-setting, ego-strength and self-enhancement have positive significant influences on Australian overall sales performances (their values < 0.05). Only leadership has no positive significant influence on Australian overall sales performance (p-value = 0.583 > 0.05) and there is no negative influence occurring in the results.

Table 4.6.2 Regression Model (Eight Motivational Factors and Australian Overall Sales Performance)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>p-value</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Summary(b)</td>
<td>R</td>
<td>R2 (R-Square)</td>
<td>Adjusted R Square</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.894</td>
<td>0.267</td>
<td>3.351</td>
<td>0.001</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance Level of Competition</td>
<td>0.128</td>
<td>0.035</td>
<td>0.300</td>
<td>3.675</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Monetary Rewards</td>
<td>0.061</td>
<td>0.029</td>
<td>0.166</td>
<td>2.124</td>
<td>0.034</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Leadership</td>
<td>0.027</td>
<td>0.006</td>
<td>0.046</td>
<td>0.563</td>
<td>0.583</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Recognition</td>
<td>0.077</td>
<td>0.034</td>
<td>0.194</td>
<td>2.183</td>
<td>0.034</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Confidence</td>
<td>0.159</td>
<td>0.041</td>
<td>0.241</td>
<td>2.702</td>
<td>0.009</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Individual Goal Setting</td>
<td>0.136</td>
<td>0.046</td>
<td>0.236</td>
<td>3.054</td>
<td>0.003</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Ego-strength</td>
<td>0.093</td>
<td>0.033</td>
<td>0.232</td>
<td>2.806</td>
<td>0.007</td>
<td></td>
</tr>
<tr>
<td>Importance Level of Self-enhancement</td>
<td>0.093</td>
<td>0.035</td>
<td>0.228</td>
<td>2.636</td>
<td>0.010</td>
<td></td>
</tr>
</tbody>
</table>
4.7 Results of Hypotheses H3a-H3h, the Relationship between the Eight Motivational Factors and Chinese Sales Performance (Hypotheses H3a, H3b, H3c, H3d, H3e, H3f, H3g, H3h: competition, monetary reward, leadership, recognition, confidence, individual goal-setting, self-enhancement are positively associated with Chinese sales performance; Hypothesis H3g: ego-strength is negatively associated with Chinese Sales Performance)

To test Hypotheses H3a-H3h, a second regression model is built to test individual variables of the eight motivational factors and influence on Chinese salespeople’s performance. The dependent variable, Chinese sales performance is regressed across the independent variables, the eight motivational factors. Results of the association between the eight motivational factors and Chinese sales performance are shown in Table 4.7.1. The results only partially support Hypotheses H3a-H3h. The motivational factors of monetary reward, leadership, confidence, individual goal-setting and self-enhancement are positively associated and have significant influences on Chinese sales performances (number of customer change) because their p-values are positive values and their p-values < 0.05. The motivational factors of competition, recognition and ego-strength have no significant influence on Chinese sales performances (number of customer change) because their p-values > 0.05. On the other hand, the motivational factors of monetary reward, leadership, confidence, individual goal-setting and self-enhancement are positively associated and have significant influences on Chinese sales performances (percentage change in turnover) because their p-values are positive values and their p-values < 0.05. The motivational factors of competition, recognition and ego-strength have no significant influence on Chinese sales performances (percentage change in turnover) because their p-values > 0.05. All motivational factors are positively associated on Chinese sales performances because there is no negative p-value appearing in the results’ analysis.

Table 4.7.1 Association between the Eight Motivation Factors and Chinese Sales Performance

<table>
<thead>
<tr>
<th>Number of Customer Change</th>
<th>Association Between Motivational Factors and Chinese Sales Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Changes Between 2009 and 2010</td>
</tr>
<tr>
<td></td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Changes Between 2009 and 2010</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Percentage Change in Sales Revenue Between 2012</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Competition</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Leadership</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Recognition</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Confidence</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Individual Goal-setting</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Sales Performance of Self-enhancement</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
Results of the regression model are shown in Table 4.7.2. The coefficient of determination, $R^2$ indicates model acceptance ($R^2 = 0.229 < 0.8$) and that there is no correlation (not acceptance) between the motivational factors and Chinese overall sales performance but the model still partially explains some of the effects. In the t-test, the standardized beta coefficients indicate significant associations between each of the motivational factors and Chinese overall sales performance. A higher beta coefficient of the factor indicates that the factor is more significant to Chinese overall sales performance. The result shows that the motivational factors of individual goal-setting ($p$-value = 0.004 < 0.05) and ego-strength ($p$-value = 0.032 < 0.05) have significant positive influences on Chinese overall sales performances. Other motivational factors of competition, monetary reward, leadership, recognition, confidence and self-enhancement have no positive significant influences on Chinese overall sales performances (their values > 0.05) and there is no negative influence occurring in the results.

Table 4.7.2 Regression Model (Eight Motivational Factors and Chinese Overall Sales Performance)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>p-value</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>2.231</td>
<td>0.298</td>
<td>7.493</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Importance Level of Competition</td>
<td>-0.026</td>
<td>0.044</td>
<td>-0.647</td>
<td>0.556</td>
<td>0.625</td>
<td>1.296</td>
</tr>
<tr>
<td>Importance Level of Monetary Rewards</td>
<td>0.052</td>
<td>0.047</td>
<td>0.899</td>
<td>0.375</td>
<td>0.719</td>
<td>1.199</td>
</tr>
<tr>
<td>Importance Level of Leadership</td>
<td>0.036</td>
<td>0.063</td>
<td>0.534</td>
<td>0.597</td>
<td>0.699</td>
<td>1.301</td>
</tr>
<tr>
<td>Importance Level of Confidence</td>
<td>0.043</td>
<td>0.064</td>
<td>0.867</td>
<td>0.035</td>
<td>0.726</td>
<td>1.317</td>
</tr>
<tr>
<td>Importance Level of Individual Goal Setting</td>
<td>0.023</td>
<td>0.061</td>
<td>0.443</td>
<td>0.654</td>
<td>0.759</td>
<td>1.317</td>
</tr>
<tr>
<td>Importance Level of Ego-strength</td>
<td>0.161</td>
<td>0.055</td>
<td>0.358</td>
<td>0.725</td>
<td>0.611</td>
<td>1.454</td>
</tr>
<tr>
<td>Importance Level of Self-enhancement</td>
<td>0.097</td>
<td>0.061</td>
<td>0.160</td>
<td>0.060</td>
<td>0.729</td>
<td>1.372</td>
</tr>
</tbody>
</table>
4.8 Results of Hypotheses H4a-H4h, the Relationship between Australian and Chinese Sales Performance (Hypotheses H4a-H4h: competition, monetary reward, leadership, recognition, confidence, individual goal-setting, ego-strength, self-enhancement are positively associated with (Australian + Chinese) the overall sales performance)

To test Hypotheses H4a-H4h, a third regression model is built to test the individual variables of the eight motivational factors and their impact on aggregate performance of salespeople in the two countries, Australia and China. The dependent variable, Australian and Chinese sales performance is regressed across the independent variables, the eight motivational factors. Results of the association between the eight motivational factors and (Australian + Chinese) the overall sales performance are shown in Table 4.8.1.

The results only partially support Hypotheses H4a-H4h. Only one motivational factor of leadership is positively associated and has a significant influence on the overall sales performance in the two countries (change in number of customers) because the p-value is positive value and the p-value = 0.011 < 0.05. The other seven motivational factors have no significant influence on the overall sales performance (change in number of customers) because their p-values > 0.05. On the other hand, only one motivational factor of monetary reward is positively associated and has a significant influence on the overall sales performance (percentage change in turnover) because the p-value is positive value and the p-value = 0.018 < 0.05. The other seven motivational factors have no significant influence on the overall sales performances (percentage change in turnover) because their p-values > 0.05. The results consistently show that these two motivational factors of leadership and monetary reward are positively associated on the overall sales performance (change in number of customers and percentage change in turnover) because there is no negative p-value appearing in the results’ analysis.

### 4.8.1 Association between Eight Motivational Factors and Australian and Chinese Sales Performance

| Differences between Motivational Factors and Australian and Chinese Sales Performance |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Number of Customers Change     | Australian     | Chinese        | Australian     | Chinese        | Australian     | Chinese        | Australian     | Chinese        |
| Changes in sales performance   | Sales Performance Level of Competition | Sales Performance Level of Leadership | Sales Performance Level of Recognition | Sales Performance Level of Confidense | Sales Performance Level of Individual Goal Setting | Sales Performance Level of Ego-strength | Sales Performance Level of Self-enhancement |
| Sales Performance of competition | 2.78     | 2.79       | 2.77       | 2.75       | 2.74       | 2.75       | 2.74       | 2.75       |
| Sales Performance of recognition | 0       | 0.01       | 0.02       | 0.03       | 0.04       | 0.05       | 0.06       | 0.07       |
| Sales Performance of leadership | 1.01     | 1.02       | 1.01       | 1.00       | 1.00       | 1.01       | 1.00       | 1.01       |
| Sales Performance of monetary reward | 0.08     | 0.09       | 0.08       | 0.07       | 0.07       | 0.08       | 0.07       | 0.08       |

**Notes:**
- *p*-value is significant at the 0.05 level (2-tailed).
- **p**-value is significant at the 0.01 level (2-tailed).
Results of this regression model are shown in Table 4.8.2. The coefficient of determination, $R^2$ indicates model acceptance ($R^2 = 0.306 < 0.8$) and that there is no correlation (not acceptance) between the motivational factors and (Australian + Chinese) overall sales performance but the model only partially explains some of the effects. In the t-test, the standardized beta coefficients indicate the significant associations between each of the motivational factors and (Australian + Chinese) overall sales performance. A higher beta coefficient of the factor indicates that the factor is more significant to (Australian + Chinese) overall sales performance. The result shows that the motivational factors of monetary reward (p-value = 0.027 < 0.05), individual goal-setting (p-value = 0 < 0.05), ego-strength (p-value = 0.003 < 0.05) and self-enhancement (p-value = 0.031 < 0.05) have significant positive influences on (Australian + Chinese) overall sales performance. Other motivational factors of competition, leadership, recognition and confidence have no positive significant influence on (Australian + Chinese) overall sales performance (their values > 0.05) and there is no negative influence occurring in the results.

Table 4.8.2 Regression Model (Eight Motivational Factors and (Australian + Chinese) Overall Sales Performance)

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients</th>
<th>Beta</th>
<th>t-value</th>
<th>p-value</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.000</td>
<td>0.208</td>
<td>0.033</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Competition</td>
<td>0.054</td>
<td>0.032</td>
<td>0.146</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Monetary Rewards</td>
<td>0.004</td>
<td>0.029</td>
<td>0.092</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Leadership</td>
<td>0.003</td>
<td>0.019</td>
<td>0.092</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Recognition</td>
<td>0.014</td>
<td>0.035</td>
<td>0.092</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Confidence</td>
<td>0.060</td>
<td>0.036</td>
<td>0.109</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Individual Goal Setting</td>
<td>0.146</td>
<td>0.039</td>
<td>0.247</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Ego-strength</td>
<td>0.001</td>
<td>0.030</td>
<td>0.092</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Importance of Self-enhancement</td>
<td>0.004</td>
<td>0.034</td>
<td>0.092</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
<tr>
<td>Country for the Salespeople Working at</td>
<td>0.013</td>
<td>0.070</td>
<td>0.127</td>
<td>0.000</td>
<td>0.833</td>
<td>1.001</td>
</tr>
</tbody>
</table>
4.9 Results of Hypotheses H5a-H5b, the Relationship of Internal and External Motivational Factors (Hypothesis H5a-H5b: H5a: Internal motivational factors are more important than external motivational factors when they are applied to Australian and Chinese salespeople; H5b: External motivational factors are more important than internal motivational factors when they are applied to Australian salespeople and Chinese salespeople.

To test Hypotheses H5a-H5b, Chi-square test is conducted to compare the importance of the eight motivational factors within external and internal categories among the Australian and Chinese salespeople. The motivational factors of competition, monetary rewards, leadership and recognition are classified as external motivational factors, whereas confidence, individual goal-setting, ego-strength and self-enhancement are classified as internal motivational factors.

The results of Chi-square test are shown in Table 4.9.1. These results indicate that 59.7% of Australian salespeople think internal motivational factors are more important than external motivational factors while 40.3% of Australian salespeople think external motivational factors are more important than internal motivational factors. On the other hand, the results show that 38.9% of Chinese salespeople think internal motivational factors are more important than external motivational factors while 61.1% of Chinese salespeople think external motivational factors are more important than internal motivational factors. However, results of the association between Australian and Chinese sales performance show that external and internal motivational factors are equally important. Chi-Square test shows that the importance of external and internal motivational factors in Australian and Chinese salespeople has a significant association because the p-value = 0.004 < 0.05.

Table 4.9.1, Chi-Square Test between External and Internal Motivational Factors

<table>
<thead>
<tr>
<th>Importance between external and internal motivational factors</th>
<th>Australia</th>
<th>China</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>External more important</td>
<td>29</td>
<td>91</td>
<td>120</td>
</tr>
<tr>
<td>Internal more important</td>
<td>41</td>
<td>98</td>
<td>139</td>
</tr>
<tr>
<td>% within Salespeople’s Country</td>
<td>63.0%</td>
<td>64.1%</td>
<td>63.9%</td>
</tr>
<tr>
<td>% within Salespeople’s Country</td>
<td>39.5%</td>
<td>35.9%</td>
<td>42.7%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>190</td>
<td>260</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chi-Square Tests</th>
<th>Value</th>
<th>df</th>
<th>p value</th>
<th>Expected [1/20]</th>
<th>Exact Sig. (2-tailed)</th>
<th>Exact Sig. (1-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>0.04</td>
<td>1</td>
<td>0.834</td>
<td>0.834</td>
<td>0.834</td>
<td></td>
</tr>
<tr>
<td>Continuity Correction</td>
<td>0.043</td>
<td>1</td>
<td>0.808</td>
<td>0.808</td>
<td>0.808</td>
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</tr>
<tr>
<td>Maslow's Hierarchy</td>
<td>0.0</td>
<td>1</td>
<td>0.999</td>
<td>0.999</td>
<td>0.999</td>
<td></td>
</tr>
<tr>
<td>Fisher's Exact Test</td>
<td>0.004</td>
<td>0.004</td>
<td>0.003</td>
<td>0.003</td>
<td>0.003</td>
<td></td>
</tr>
<tr>
<td>Linear by Linear Association</td>
<td>0.042</td>
<td>1</td>
<td>0.804</td>
<td>0.804</td>
<td>0.804</td>
<td></td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>229</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 2 cells (65%) have expected count less than 5. The minimum expected count is 3.90.
b. Computed only for a 2x2 table.
To check the reliability validation, a mean score comparison is applied to compare the sum score of the importance of external and internal motivational factors from the data sets of Section 4.5. Table 4.9.2 shows that mean scores for the importance of internal and external motivational factors among Australian and Chinese salespeople has no significant difference (mean scores = 14.4028, 14.6510, 14.3333 and 14.5235). To further prove this, an independent t-test in Table 4.9.3 shows that the importance of internal motivational factors among Australian and Chinese salespeople has no significant difference because the p-value = 0.416 > 0.05. Moreover, there is no significant difference between the importance of external motivational factors for Australian and Chinese salespeople; the p-value = 0.416 > 0.05. There is a contradiction in the Chi-Square test and further discussion is provided in the next chapter.

Table 4.9.2, Mean Score Comparison between External and Internal Motivational Factors

<table>
<thead>
<tr>
<th>Group Statistics</th>
<th>Salespeople’s Country</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Motivational Factors</td>
<td>Australia</td>
<td>72</td>
<td>14.4028</td>
<td>2.14407</td>
<td>0.24915</td>
</tr>
<tr>
<td>China</td>
<td>145</td>
<td>14.6510</td>
<td>2.13437</td>
<td>0.17403</td>
<td></td>
</tr>
<tr>
<td>External Motivational Factors</td>
<td>Australia</td>
<td>72</td>
<td>14.3333</td>
<td>2.20292</td>
<td>0.20803</td>
</tr>
<tr>
<td>China</td>
<td>145</td>
<td>14.5235</td>
<td>1.92778</td>
<td>0.15752</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.3, Independent t-test with Mean Score Comparison between External and Internal Motivational Factors

<table>
<thead>
<tr>
<th>Independent t-test</th>
<th>Levene’s test for equality of variances</th>
<th>t-test for equality of means</th>
<th>95% confidence interval of the difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig</td>
<td>t</td>
</tr>
<tr>
<td>Internal Motivational Factors</td>
<td>Equal variances assumed</td>
<td>0.012</td>
<td>0.912</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>-0.81</td>
<td>0.141</td>
</tr>
<tr>
<td>External Motivational Factors</td>
<td>Equal variances assumed</td>
<td>0.334</td>
<td>0.539</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>0.61</td>
<td>0.012</td>
</tr>
</tbody>
</table>
4.10 Chapter Summary of Findings about the Five Research Hypotheses

In summary, demographic characteristics of the participants described in the first section are displayed from Table 4.3.1 to Table 4.3.6. The second section presents the results for the precedence order of importance of the eight motivational factors in Table 4.4.1. It appears that Australian salespeople view the eight motivational factors quite differently from Chinese salespeople. The third section further justifies the importance of the eight motivational factors for Australian and Chinese salespeople. The t-test results in Table 4.5.1 show the main differences and lead to analysis of the data separately for each motivational factor in terms of effects on performance of Australian and Chinese salespeople. From the fourth to seventh sections, the hypotheses’ results show only partial support. There are significant differences in the relationship between the eight motivational factors, Australian, Chinese and overall sales performance. To clarify the data results for Hypotheses H1a-H1b, H2a-H2b, H3a-H3h and H4a-H4h, the key findings are summarized in Tables 4.10.1, 4.10.2, 4.10.3 and 4.10.4, respectively. The tables show the differences between the hypotheses and the actual findings. Effects of the eight motivational factors on sales performance show significant differences between Australian and Chinese salespeople. In Table 4.10.5, results of testing of Hypotheses H5a-H5b from the Chi-Square test and mean score comparison are interesting because of their contradiction. Further discussion and the final conclusions are presented in Chapter Five.

Table 4.10.1 Summary of the Formulated Hypotheses versus Actual Results’ Findings of H1a-H1h

<table>
<thead>
<tr>
<th>Formulated Hypotheses H1a-H1h</th>
<th>The Importance of Motivational Factors between Australian and Chinese Salespeople</th>
<th>Actual Results Findings H1a-H1h</th>
<th>The Importance of Motivational Factors between Australian and Chinese Salespeople</th>
<th>Results Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a: Competition: equally important</td>
<td>Competition: equally important</td>
<td>Expected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1b: Monetary Reward: more important for Chinese than Australian Salespeople</td>
<td>Monetary Reward: more important for Chinese than Australian Salespeople</td>
<td>Expected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1c: Leadership: more important for Chinese than Australian Salespeople</td>
<td>Leadership: more important for Australian than Chinese Salespeople</td>
<td>Unexpected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1d: Recognition: equally important</td>
<td>Recognition: equally important</td>
<td>Expected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1e: Confidence: more important for Australian than Chinese Salespeople</td>
<td>Confidence: more important for Chinese than Australian Salespeople</td>
<td>Unexpected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1f: Individual goal-setting: equally important</td>
<td>Individual goal-setting: more important for Australian than Chinese Salespeople</td>
<td>Unexpected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1g: Ego-strength: more important for Australian than Chinese Salespeople</td>
<td>Ego-strength: more important for Chinese than Australian Salespeople</td>
<td>Unexpected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1h: Self-enhancement: more important for Chinese than Australian</td>
<td>Self-enhancement: equally important</td>
<td>Unexpected</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 4.10.2 Summary of Hypotheses H2a-H2h, Actual Results’ Findings
(The “+” sign in the table means that there is a positive influence in the hypothesis relationship)

<table>
<thead>
<tr>
<th>Hypotheses H2a-H2h Relationship between the Eight Motivational Factors and Australian Performance</th>
<th>Actual Results Association with Australian Sales Performance (Change in Number of Customers)</th>
<th>Actual Results Association with Australian Sales Performance (Percentage Change in Turnover)</th>
<th>Regression Analysis Association with Australian Sales Performance (Overall Sales Performance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2a: Competition</td>
<td>+</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H2b: Monetary Reward</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H2c: Leadership</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H2d: Recognition</td>
<td>+</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H2e: Confidence</td>
<td>No significant influence</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>H2f: Individual goal-setting</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>H2g: Ego-strength</td>
<td>+</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H2h: Self-enhancement</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
</tbody>
</table>

### Table 4.10.3 Summary of Hypotheses H3a-H3h, Actual Results’ Findings
(The “+” sign in the table means that there is a positive influence in the hypothesis relationship)

<table>
<thead>
<tr>
<th>Hypotheses H3a-H3h Relationship between the Eight Motivational Factors and Chinese Performance</th>
<th>Actual Results Association with Chinese Sales Performance (Change in Number of Customers)</th>
<th>Actual Results Association with Chinese Sales Performance (Percentage Change in Turnover)</th>
<th>Regression Analysis Association with Chinese Sales Performance (Overall Sales Performance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H3a: Competition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H3b: Monetary Reward</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H3c: Leadership</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H3d: Recognition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H3e: Confidence</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H3f: Individual goal-setting</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>H3g: Ego-strength</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H3h: Self-enhancement</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
</tbody>
</table>
### Table 4.10.4 Summary of Hypotheses H4a-H4h, Actual Results’ Findings
(The “+” sign in the table means that there is a positive influence in the hypothesis relationship)

<table>
<thead>
<tr>
<th>Hypotheses H4a-H4h</th>
<th>Actual Results Association with Australian + Chinese Sales Performance (Change in Number of Customers)</th>
<th>Actual Results Association with Australian + Chinese Sales Performance (Percentage Change in Turnover)</th>
<th>Regression Analysis Association with Australian + Chinese Sales Performance (Overall Sales Performance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H4a: Competition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H4b: Monetary Reward</td>
<td>No significant influence</td>
<td></td>
<td>+</td>
</tr>
<tr>
<td>H4c: Leadership</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H4d: Recognition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H4e: Confidence</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>H4f: Individual goal-setting</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H4g: Ego-strength</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>H4h: Self-enhancement</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>+</td>
</tr>
</tbody>
</table>

### Table 4.10.5 Summary of Hypotheses H5a-H5h, Actual Results’ Findings

<table>
<thead>
<tr>
<th>Hypotheses H5a-H5h</th>
<th>Result of Chi-Square Test</th>
<th>Result of Mean Scores Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Relationship between Internal and External Motivational Factors of Australian and Chinese Salespeople</td>
<td>Significant influence</td>
<td>No significant influence</td>
</tr>
</tbody>
</table>
5 Conclusions and Implications

5.1 Introduction

This thesis has modeled the investigation of Australian and Chinese salespeople when their sales managements in multinational businesses need to tailor motivation strategies for their salespeople to the different cultures involved. Chapter One set out the specific research objectives to investigate and empirically examine the important relationship and discover if there are any differences between the motivational factors and sales performances to Australian and Chinese salespeople in the moulding industry.

The literature review conducted in Chapter Two shows that the investigation was needed because there was a knowledge gap in past research studies and the theories regarding motivation, salespersons’ motivation, external and internal motivational factors, sales performance, cross-cultural research in motivation psychology, Western (Australia) and Eastern (China) cross-cultural differences. The present thesis selected Western and Eastern countries of Australia and China for comparison within the context of sales motivation. With these two countries having different cultures, the review showed that the comparison of salespeople’s motivation strengthens the generalizability of the study’s findings. To discover the cultural differences between Australia and China was significant in this research.

The methodology used in this research is explained in Chapter Three and the research model is established. Five sets of research hypotheses are developed and provided important theoretical evidence for the motivational factors, salespeople’s managerial implications and experiences in the industry. The measures include the precedence order of importance of the eight motivational factors, the associated relationships between the factors and Australian and Chinese salespeople’s performance.

Chapter Four presents the details and results of data and analysis relevance to the research hypotheses and the required measures. The Chapter Summary also develops the results’ tables for comparison so that it is easy to see different patterns between the formulated hypotheses and the actual results’ findings.

This Chapter, Chapter Five concludes with what the research has achieved and explicitly demonstrates how the research findings answered the research questions developed out of the previous chapters and what those answers mean or contribute to both theory and practice. Therefore, this chapter reviews the purposes of Chapter One to Chapter Three, summarizing the main findings about the five hypotheses, interpreting and explaining the findings, comparing the new and old findings in the theoretical sense, suggests the implications of the eight motivational factors to the managers in a more practical sense, showing the main contribution on salespeople’s motivation, addressing the limitations of the research and highlighting the directions for future studies.
Chapter Five is divided into eight sections. The first four sections conclude the results of the five hypotheses generating from Chapter Four. Section 5.2.1 discusses the results of the importance of the eight motivational factors for Hypotheses H1a-H1h. It demonstrates in a practical sense how to apply the eight motivational factors for Australian and Chinese salespeople in the moulding industry. Section 5.2.2 concludes and gathers different sales performance results and demonstrates in theoretical and practical sense of Hypotheses H2a-H2h, H3a-H3h and H4a-H4h results of the relationship between the eight motivational factors and Australian, Chinese and the overall (Australian + Chinese) sales performance. Section 5.2.3 concludes the differences between Hypotheses H5a-H5b results and the Chi-Square test and mean scores comparison when looking at the internal and external motivational factors between the Australian and Chinese salespeople. Section 5.2.4 summarizes and concludes the results of the five hypotheses to the answers of the research questions.

The final four sections include Contributions of this Thesis, Limitations of this Thesis, Recommendations for Further Research and Chapter Summary and Conclusion of this Study. Section 5.3 reviews and summarizes the contributions of this research. Section 5.4 and Section 5.5 look at the limitations of this research and discuss the potential issues for the future research studies. Section 5.6 outlines the unique research conclusion that contains full explanation of the results’ measurement and interprets the real meanings of salespeople’s motivation from the main findings. This study constructs an overall report of those meanings, the essence of the salespeople’s experiences in a theoretical and practical sense, and the effort required for using the eight motivational factors to improve salespeople’s performance.
5.2 Conclusions of Research Findings about the Five Hypotheses

5.2.1 Conclusions of Hypotheses H1a-H1h, Precedence Order of Importance of the Eight Motivational Factors

To conclude the findings of Hypotheses H1a-H1h, the literature review in Chapter Two provides the existing body of knowledge for the importance of the motivational factors and realized the first research question in this study, namely whether concrete evidence could be discovered to demonstrate the ranking in terms of importance of the motivational factors in the moulding industry. Previous researchers have found that no single factor could be the most important and only some factors could substantially improve performance outcome to their particular study. This research has applied a new method by performing two-factor analysis to obtain two sets of findings. It has demonstrated that the mean rankings for the eight motivational factors seem to be at odds with expectations of the hypotheses while the precedence order of importance of those factors between Australian, Chinese, or overall salespeople in the moulding industry are not consistent. Leadership and individual goal-setting were found to be the most important and also more important for Australian salespeople than for Chinese salespeople, which was not expected in Hypotheses H1c and H1f. The new knowledge suggests that Australian salespeople see leadership and individual goal-setting as the most important practical tools because in recent years, more Australians work in the domain of leadership and so the perception of a common identity with the leader is crucial for the leader to effectively mobilize the efforts of individuals toward their individual goal-setting. On the other hand, competition and recognition were found to be equally important for Australian and Chinese salespeople, as expected in Hypotheses H1a and H1d. Chinese salespeople ranked monetary reward as the most important and this was expected in Hypothesis H1b and is supported by prior research findings. The managers can look at those factors again for applications to their Australian and Chinese salespeople. For other interesting findings, confidence and ego-strength are more important for Chinese than Australian salespeople and this was not expected in Hypotheses H1e and H1g. The main reasons may be that China’s recent economic growth and emergence as a new force in the world inevitably increases the Chinese confidence and ego in different circumstances. Self-enhancement was found to be equally important for Australian and Chinese salespeople and it was unexpected in Hypothesis H1h. The result was not generally predicted by the first assumptions of the formulated hypothesis. Given the economic transformation of Australia and China, one possible reason for the importance of self-enhancement may be the way in which organizations change and the prevailing opinions about the pathways of transition and self-enhancement for the salespeople are now much faster and broader than they once were. Therefore, the Australian and Chinese salespeople as well as their managers should always provide salespeople’s job training, product training and product knowledge learning in order to respond to the rapid change of the competitive business environment.
To investigate the Australian and Chinese salespeople as a whole, the overall ranking shows individual goal setting as the most important while other factors are ranked quite differently. The limitation is acknowledged but it does not detract from the significance of the findings when the Australian and Chinese salespeople are examined separately. Their separated mean rankings provide better implications for the organizations to implement the elements for their Australian and Chinese salespeople. The agreement of new and old findings confirms that there are always cross-cultural differences between countries (Australia and China) and certain distinctive thoughts and behaviors demonstrate a contrast between Australian and Chinese moulding businesses.

The discussions above have outlined the new knowledge added to the existing knowledge, but the two sets of findings have not been able to specify which motivational factor has consistently shown to be the most important for the salespeople. Previous researchers have implied that different factors emerge as the most important in different industries and this has happened with the moulding industry as well. The new findings of this study clearly imply managers have to think differently for their Australian and Chinese salespeople since economic and cultural change in the industry is a far more complicated phenomenon than simply being in different places as this research model’s ordinary hypotheses would have it. The managers should look at each motivational factor carefully when implementing strategies for motivating their Australian or Chinese salespeople and not just the single ranking of each factor itself.
5.2.2 Conclusions of Hypotheses H2a-H2h, H3a-H3h, H4a-H4h, the Eight Motivational Factors and Australian, Chinese and Overall Sales Performance

To demonstrate how the research findings have answered the research questions of Hypotheses H2a-H2h, H3a-H3h and H4a-H4h that were developed out of the literature review in Chapter Two, the previous researchers had found that different motivational factors affect a salesperson’s performance and then give ideas on the value of looking at different motivational factors and examining how sales performance might be predicted. The second to fourth research questions, namely, whether the eight motivational factors can be positively, negatively or not be associated with sales performance. The main objectives to answer the research questions are to investigate and empirically examine the relations between the motivational factors and Australian and Chinese sales performance in the moulding industry as well as to discover whether there are any differences among Australian, Chinese and the overall sales performance when each of the eight motivational factors is applied to Australian and Chinese salespeople.

Although Hypotheses H2a-H2h, H3a-H3h and H4a-H4h are not totally supported by the findings, the results have still provided evidence that the eight motivational factors do influence sales performances. The three regression models have illustrated their abilities to affect sales performance. To conclude, with full pictures of the findings from Section 4.6, Section 4.7 and Section 4.8, the summaries in Table 5.2.1, Table 5.2.2 and Table 5.2.3 further list the contributions of hypotheses and actual results for effects of the eight motivational factors on sales performances.

Tables 5.2.1, Summary of the Contribution of Hypotheses between the Eight Motivational Factors and Sales Performances (Change in Number of Customers)

<table>
<thead>
<tr>
<th>Comparison of Hypotheses</th>
<th>Findings of H2a-H2h Association with Australian Sales Performance (Change in Number of Customers)</th>
<th>Findings of H3a-H3h Association with Chinese Sales Performance (Change in Number of Customers)</th>
<th>Findings of H4a-H4h Association with (Australian + Chinese) Overall Sales Performance (Change in Number of Customers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Competition</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>b. Monetary Reward</td>
<td>No significant influence</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>c. Leadership</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>d. Recognition</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>e. Confidence</td>
<td>No significant influence</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>f. Individual goal-setting</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>g. Ego-strength</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>h. Self-enhancement</td>
<td>No significant influence</td>
<td>+</td>
<td>No significant influence</td>
</tr>
</tbody>
</table>
Table 5.2.1 shows that most of the motivational factors, as applied to Australian or Chinese salespeople have a positive association with sales performance (change in number of customers). Only monetary reward, confidence and self-enhancement for Australian salespeople, and competition and ego-strength for Chinese salespeople, have no significant influence on sales performance (change in number of customers). However, besides leadership, the other seven motivational factors applied to all salespeople (Australian + Chinese salespeople) have no significant influence on sales performance (change in number of customers). Perhaps the motivational factors are unrelated to (Australian + Chinese) overall sales performance and they tend to be relatively weak predictors of sales performance (change in number of customers).

Tables 5.2.2, Summary of the Contribution of Hypotheses between the Eight Motivational Factors to Sales Performances (Percentage Change in Turnover)

<table>
<thead>
<tr>
<th>Comparison of Hypotheses Relationship between the Eight Motivational Factors and Sales Performance (Percentage Change in Turnover)</th>
<th>Findings of H2a-H2h Association with Australian Sales Performance (Percentage Change in Turnover)</th>
<th>Findings of H3a-H3h Association with Chinese Sales Performance (Percentage Change in Turnover)</th>
<th>Findings of H4a-H4h Association with (Australian +Chinese) Overall Sales Performance (Percentage Change in Turnover)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Competition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>b. Monetary Reward</td>
<td>No significant influence</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>c. Leadership</td>
<td>No significant influence</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>d. Recognition</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>e. Confidence</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>f. Individual goal-setting</td>
<td>+</td>
<td>+</td>
<td>No significant influence</td>
</tr>
<tr>
<td>g. Ego-strength</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>h. Self-enhancement</td>
<td>No significant influence</td>
<td>+</td>
<td>No significant influence</td>
</tr>
</tbody>
</table>

Table 5.2.2 shows that only confidence and individual goal-setting, as applied to Australian salespeople have a positive association with sales performance (percentage change in turnover). Monetary reward, leadership, confidence, individual goal-setting and self-enhancement, as applied to Chinese salespeople have a positive significant influence on sales performance (percentage change in turnover). Except monetary reward, however, the other seven motivational factors as applied to all salespeople (Australian + Chinese salespeople) have no significant influence on sales performance (percentage change in turnover). As with the results of Table 5.2.1, the motivational factors seem to be unrelated to (Australian + Chinese) overall sales performance and they tend to be relatively weak predictors thereof (percentage change in turnover).
Table 5.2.3, Summary of the Contribution of Hypotheses between the Eight Motivational Factors and Sales Performances (Overall Sales Performance)

<table>
<thead>
<tr>
<th>Comparison of Hypotheses</th>
<th>Findings of H2a-H2h Association with Australian Sales Performance (Overall Sales Performance)</th>
<th>Findings of H3a-H3h Association with Chinese Sales Performance (Overall Sales Performance)</th>
<th>Findings of H4a-H4h Association with (Australian + Chinese) Overall Sales Performance (Overall Sales Performance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Competition</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>b. Monetary Reward</td>
<td>+</td>
<td>No significant influence</td>
<td>+</td>
</tr>
<tr>
<td>c. Leadership</td>
<td>No significant influence</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>d. Recognition</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>e. Confidence</td>
<td>+</td>
<td>No significant influence</td>
<td>No significant influence</td>
</tr>
<tr>
<td>f. Individual goal-setting</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>g. Ego-strength</td>
<td>+</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>h. Self-enhancement</td>
<td>+</td>
<td>No significant influence</td>
<td>+</td>
</tr>
</tbody>
</table>

Table 5.2.3 shows that besides leadership, the other seven motivational factors, as applied to Australian salespeople have a positive association with sales performance (overall sales performance). For Chinese salespeople, however, only individual goal-setting and ego-strength have a positive significant association with sales performance (overall sales performance). On the other hand, monetary reward, individual goal-setting, ego-strength and self-enhancement, as applied to all salespeople (Australian + Chinese salespeople) have a significant association with sales performance (overall sales performance). Those four factors tend to be relatively stronger predictors of sales performance (overall sales performance).

To conclude, Tables 5.2.1, 5.2.2 and 5.2.3 have provided evidence that it is worth looking at Australian and Chinese salespeople and their sales performances separately rather than combining the two groups together for investigation. When the Australian and Chinese salespeople are combined in the testing of hypotheses, less association between the eight motivational factors and (Australia + China) overall sales performances can be predicted. Therefore, the managers should not implement the motivational factors to Australian and Chinese salespeople together because the impact on sales performance is weakest. The managers in their respective moulding organizations can be easier to anticipate the sales performance when implications of the motivation schemes are considered separately for Australia and China. They can select and apply any specified motivational factors to improve their salespeople’s performance.
Theoretically, the previous conceptual model of Churchill et al. (1977) and the studies of Dubinsky et al. (1994, 1998) have suggested that sales motivation has a significant relationship to sales performance for cross-cultural salespeople. This research hypothesis was initially based on the previously presented evidence that the motivational factors can positively or negatively affect sales performance of Australian and Chinese salespeople. Although not all hypotheses were supported by the findings, the new knowledge still offers new insights on how each of the eight motivational factors individually can be positively or insignificantly associated with sales performance (change in number of customers, percentage change in turnover and overall sales performance), as those factors apply to Australian salespeople, to Chinese salespeople, and to all salespeople (Australia + Chinese salespeople). It is interesting to find no negative association between the eight motivational factors and sales performance. The research model may demonstrate whether there are direct associations between those factors and sales performance for the Australian and Chinese salespeople. Geren (2011) has mentioned that motivation theories cross a boundary of complexity in the individual, the organization and different environments. There is no agreement on an universally accepted theoretical model of motivation and the same situation affects this research model. This research model puts more emphasis on the internal environment affecting individual salespersons. The external environment in the last two years, such as business, economic downturn, political and technological changes are not taken into consideration. A better approach to the moulding organizations will be that they should motivate the Australian salespeople to incorporate more in the rapidly changing business and technical environment, and the Chinese salespeople should incorporate more of the influence of the political and economic environment. Organizations must integrate the visions from the motivational factors and also look at those divergent values.

5.2.3 Conclusions of Hypotheses H5a-H5b, the Relationship between Internal and External Motivational Factors

The final research question asked was whether there are any differences between internal and external motivational factors when they are applied to Australian and Chinese salespeople. Following the Chi-Square results of Hypotheses H5a-H5b in Section 4.9, the importance of internal and external factors, for Australian and Chinese salespeople is different. This is, however, only the salespeople’s point of views because when salespeople think of a single motivational factor, the internal factor may be more important than the external factor, or vice versa. Actually, when the reliability of the results has been further verified by using an independent t-test and correlation analysis, it seems to be more valid to compare the sum of the mean scores of the four internal factors (confidence + goal-setting + ego-strength + self-Enhancement) and sum of the mean scores of the four external factors (competition + monetary reward + leadership + recognition). To conclude, the new knowledge tells the managers that the relative importance of internal and external factors of Australian and Chinese salespeople has no differences. Both internal and external drives may be conductive to success and affect all salespeople’s performance in the moulding industry.
5.2.4 Summary of Conclusions about the Five Hypotheses

To draw conclusions from Section 5.2.1 to Section 5.2.3, Table 5.2.5 below provides the research objectives and the answers from the five hypotheses to each research question with the conclusions and implications of the research findings.

<table>
<thead>
<tr>
<th>Research Questions</th>
<th>Answers from the Five Hypotheses</th>
<th>Conclusions and Implications of the Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Research Question</strong></td>
<td>Answer of Hypothesis H1, H1a-H1h 1. Australian salespeople ranked leadership and individual goal-setting as most important that is different from first assumption. 2. Chinese salespeople ranked monetary reward as most important that is the same as first assumption. 3. Section 4.4, Section 4.5, Table 4.10.1 and Section 5.2.1 answered the research questions to Hypotheses H1a-H1h and concluded the differences between the formulated hypotheses and actual research findings.</td>
<td>1. To conclude, the rankings of importance of the eight factors between Australian, Chinese, or overall salespeople are not consistent. 2. No single factor has been found to be the most important in the moulding industry. 3. The separated mean rankings of the factors provide better implications for the moulding organizations. 4. Managers should implement and take equal concerns of their salespeople in the moulding industry between these two countries.</td>
</tr>
<tr>
<td><strong>Second Research Question</strong></td>
<td>Answer of Hypothesis H2, H2a-H2h 1. Hypotheses H2a-H2h are not totally supported by the findings but the results provide evidence that the eight motivational factors do influence Australian sales performances. 2. The regression model has illustrated their abilities to affect Australian sales performances. 3. Section 4.6, Table 4.6.1, Table 4.6.2, Table 4.10.2, Section 5.2.2, Table 5.2.1, Table 5.2.2 and Table 5.2.3 answered the research questions to Hypotheses H2a-H2h with different associations between the factors and Australian sales performance.</td>
<td>1. The factors of competition, leadership, recognition, individual goal-setting and ego-strength are positively associated with Australian sales performance (Change in number of customers). 2. Only the factors of confidence and individual goal-setting are positively associated with Australian sales performance (Percentage change in turnover). 3. The factors of competition, money reward, recognition, confidence, individual goal-setting, ego-strength and self-enhancement are positively associated with Australian overall sales performance. 4. Managers should select the specified factors to achieve their targeted Australian sales performance.</td>
</tr>
<tr>
<td><strong>Third Research Question</strong></td>
<td>Answer of Hypothesis H3, H3a-H3h 1. Hypotheses H3a-H3h are not totally supported by the findings but the results provide evidence that the eight motivational factors are negatively associated with Chinese sales performances. 2. The regression model has illustrated their abilities to affect Chinese sales performances. 3. Section 4.7, Table 4.7.1, Table 4.7.2, Table 4.10.3, Section 5.2.2, Table 5.2.1, Table 5.2.2 and Table 5.2.3 answered the research questions to Hypotheses H3a-H3h and concluded the associations between those factors and Chinese sales performance.</td>
<td>1. Only one factor of leadership is positively associated with (Australian + Chinese) overall sales performance (Change in number of customers). 2. Only one factor of monetary reward is positively associated with (Australian + Chinese) overall sales performance (Percentage change in turnover). 3. The factors of领导, money reward, leadership, confidence, individual goal-setting, ego-strength and self-enhancement are positively associated with (Australian + Chinese) overall sales performance. 4. To conclude, combining (Australian + Chinese) is the relatively factor predictively when applying to their Australian and Chinese salespeople and their sales performances separately. 5. Managers should consider the specified factors and look at Australia and Chinese salespeople separately.</td>
</tr>
<tr>
<td><strong>Fourth Research Question</strong></td>
<td>Answer of Hypothesis H4, H4a-H4h 1. Hypotheses H4a-H4h are not totally supported by the findings but the results provide evidence that the eight motivational factors influence (Australian + Chinese) overall sales performances. 2. The regression model has illustrated their abilities to affect (Australian + Chinese) overall sales performances. 3. Section 4.8, Table 4.8.1, Table 4.8.2, Table 4.10.4, Section 5.2.2, Table 5.2.1, Table 5.2.2 and Table 5.2.3 answer the research questions to Hypotheses H4a-H4h and concluded in the associations between those factors and (Australian + Chinese) overall sales performance.</td>
<td>1. To conclude, the reliability of the findings should apply an independent t-test and correlation analysis. 2. The relative importance of internal and external factors between Australian and Chinese salespeople has no difference in the moulding industry. 3. Managers should imply and take equal concerns of internal and external motivational factors when they are applied to Australian and Chinese salespeople in the moulding industry.</td>
</tr>
<tr>
<td><strong>Fifth Research Question</strong></td>
<td>Answer of Hypothesis H5, H5a-H5h 1. The Chi-Square results of Hypotheses H5a-H5h in Section 4.9, Table 4.9.1 and Table 4.10.5 suggest the importance of internal and external factors has a difference. 2. The independent t-test and correlation analysis in Section 4.9, Table 4.9.2 and Table 4.10.5 got the real answer that the relative importance of internal and external factors between Australian and Chinese salespeople has no difference.</td>
<td>1. To conclude, the reliability of the findings should apply an independent t-test and correlation analysis. 2. The relative importance of internal and external factors between Australian and Chinese salespeople has no difference in the moulding industry. 3. Managers should imply and take equal concerns of internal and external motivational factors when they are applied to Australian and Chinese salespeople in the moulding industry.</td>
</tr>
</tbody>
</table>
5.3 Contributions of This Thesis

Improved understanding of salespeople’s motivation allows organizations that maintain sales networks in different cultures to adopt different ways to motivate their sales forces in order to achieve better sales outcomes. As the previous organizational research studies across various cultures revealed, organizations globally are growing more similar, while the behavior in the organizations remain culturally distinct. While some studies suggest that the sales management styles of Chinese organizations should change towards Western methods of management, this research suggests that the sales management styles in the Eastern and Western contexts should differ in the industry. This research contributes the perspective that Australian or Chinese sales managements should recognize the know-how to motivate their salespeople by implementing different levels of the motivational types. Therefore, the salespeople working in the moulding industry, in Australia and China, can see if there are improvements in their sales motivation as well as their sales performances. When organizations are operating in two different countries, their sales managements and salespeople can implement more effective plans to improve sales performances by adjusting sales motivational factors and adding new motivational influences. The contribution of this research is not meant to be exhaustive of various countries with multi-business comparisons, but rather to provide a starting point for further investigations in this research area.

The other significance and value of this research is that motivating salespeople is of critical importance for organizations in today’s business environment. To make salespeople work efficiently and give better sales performance for the organizations, sales managements must understand salespersons’ motivation well and implement the motivational factors for the performance success, whether increase in the number of customers or in the actual sales turnover. Those elements are the integral and useful tools for enhancing overall performance. On the other hand, this study provides evidence to the effect that salespeople are capable of visualizing the big picture for internal motivation and the organization must implement the external motivation very well to improve performance. In accordance with past research, the organizations were given to issues dealing with external motivation for analysis of salespeople’s abilities and the internal motivation was found difficult to be understood and applied. However, this research finding suggests that there are no real differences between external and internal motivation. The key message is that organizations and salespeople on their own should work together and find out the best mixture of the external and internal motivation in order to achieve consistently good performance.
5.4 Limitations of this Thesis

The main limitation of this thesis is that its research design covers the nature of one manufacturing business only, the moulding industry. It is not exhaustive of other manufacturing industries or multi-business comparison, but is intended to provide a starting point for further investigation. Because of time constraints, this research study compares only two different countries, Australia and China, which both have considerable sample sizes. The research results may not be representative of a more global and broader view. On the other hand, the literature review in this study has identified eight important motivational factors and more comprehensive investigation can assess and compare an even greater range of factors.

Another limitation is that this research is based on comparison of individual salespeople only. This thesis makes only limited comparison of how sales group effects and teams efforts influence motivation. It concentrates instead on salespeople working individually to achieve an individual goal, but not working together as a sales team to achieve a common goal. Moreover, the research puts more emphasis on the internal elements, such as organization itself and individual salesperson behavior, affecting the sales performance in the Australian and Chinese moulding industries. It does not consider the external elements of the last few years, such as business, economic downturn and political and technological changes. China’s dramatic economic transformation in its economic institutions and policies has deviated greatly from the ordinary expectation.

5.5 Recommendations for Further Research

Beyond this study, it is recommended to broaden the scope to more multi-level cultural contexts including national, ethnic, organizational, sales groups and other individual-level variables. More business types and countries can be covered for further research to support more global analysis. This research study is the first empirical study to look at the eight important motivational factors within external and internal categories to improve salespeople’s performances and it should stimulate further empirical research on using the key factors as strategic tools and motivated skills.

The investigation has not included times when salespeople work together to achieve a common goal, not the individual goals that mentioned in Section 5.4. As the sales tasks in those cases are assigned to different sales groups rather than to individuals, our results are not accurate for those cases. Although each salesperson contributes to the organization’s sales performance, sometimes the end result is different from the whole team’s work performance. The relation between a sales group’s motivational influences and its sales performance can be another research topic in the future.

This study suggests the value of looking at Australian and Chinese sales performances separately, but new knowledge yielded by future research may consider building a new research model to effectually evaluate Eastern and Western sales performances as a whole. Moreover, futures studies can evaluate the sales motivational factors in terms of a greater range of perspectives on sales performance.
Chapter Summary and Conclusion of this Study

This section summarizes the thesis and discusses the research findings, contributions, implications, limitations, future research directions and conclusions of the study.

This thesis has aimed first to study the organizations with their sales managements in multinational businesses that sell industrial products in Australia and China markets who need to understand the determinants of their salespeople’s performance. To investigate how sales motivation can be constructed, the study has identified the importance of eight motivational factors and there has been little research to date comparing salespeople in Australia and China. Second, this study has specifically investigated Australian and Chinese salespeople’s motivation by examining the interactions of the factors and identifying how sales performance can be improved. The literature review showed the important findings of past research and the theories regarding salesperson motivation, sales performance, identification of the eight motivational factors with external and internal categories, cross-cultural research in motivation psychology and cross-cultural relationships between Australia and China.

Churchill et al. (1977) and Dubinsky et al. (1994, 1998) provided the platform for this research by showing that a significant relationship could be found between sales motivation and sales performance. On this basis, the new research model and the hypotheses were developed for testing. The hypotheses were tested by survey collection and quantitative analysis. The collected data yielded new insights once subjected to a range of statistical tests and the data was summarized in various tables for further analysis. The findings in this research suggested that in the moulding industry, Australian salespeople might not be entirely similar to Chinese salespeople in their behaviors. The addition to the existing knowledge from the previous studies was that it could not specify which motivational factor was consistently shown to be the most important for the Australian and Chinese salespeople. On the other hand, sales performances were influenced by multiple factors, and their theories and subsequent research reflected the fact that it was worth looking at Australian and Chinese salespeople and their sales performances separately rather than combining them for investigation. Finally, both external and internal motivational factors might be equally important to Australian and Chinese salespeople in the moulding industry.

The new knowledge provides a useful foundation for investigating salespeople’s motivation by modeling the salespeople in different countries separately in order to predict the sales performance. It is extremely useful when sales managements in multinational business organizations are thinking to tailor motivational elements for their salespeople in different cultures. Sales motivation is one of the most essential components of a salesperson’s overall performance, and it has opened a new strategic window for organizations to tailor their own factor analysis. This research study also implies that some motivational factors are useful to increase salespeople’s performance success in moulding organizations. By using the motivational factors properly, the
organizations can open new windows of perspectives and opportunities for overseas business investments. Several limitations of this study suggest that the effects of the cultural and external environment have to be integrated according to the research findings and the research model this study has developed. Implications for the future study have been provided and the future research topics proposed.
Bibliography


Invitation to participate in Research Project:
An Investigation of the Motivational Differences between Australian and Chinese Salespeople in the Moulding Industry

Document Version 3.0 ; dated 20/7/2013

To: ______________________

Your company has been operating in the moulding industry for a period of time and employs specialist salespeople. With your consent, those salespeople can be invited to participate in this research project by filling in the research questionnaires via mail or on-line.

The purpose of this research project is to better understand the motivational differences between Australian and Chinese Salespeople using the Moulding Industry as a focus. The study is conducted by the researcher, Mr. Karl Fung who can be contacted at E-mail: Karl.Fung@studentmail.newcastle.edu.au. He is the candidate for the Doctor of Business Administration Program at the University of Newcastle Australia. He is supervised by Dr. Peter Graham who can be contacted at E-mail: peterggraham@gmail.com. This is an industry wide study which does not focus on any single company.

Any information gathered in the course of the study is confidential. The data will only be used for academic research purposes. No individual will be identified in any publication of the results. The salespeople will be free to withdraw from the participation in the survey research at any time without consequence.

Confirmed by: ______________________  Date: ______________________
Appendix A: Invitation Letter for the Moulding Firm (Chinese Version)

彼德 Graham 博士
工商管理博士項目監督
紐卡素商學院
紐卡素大學
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研究項目邀請書

調查及比較中國與澳洲模具制造行業，營業員的營業動力差異

文件版本 3.0；日期為 2013 年 7 月 20 日

致：

得悉 貴公司在模具制造行業中已有一段時間，亦擁有模具制造行業的優秀營業員，故特誠邀 貴公司參與這研究項目，允許貴公司之營業部門聯系貴司之在職營業員，及邀請他們參與這項調查研究，完成問卷調查，將電郵回覆或網上回傳。

這項研究的目的是發掘營業員的營業動力及動力元素，如何可以激勵 中國 及 澳洲的銷售營業員。這是馮家亮先生進行研究調查的。任何人也可透過他的電郵和他聯繫，聯繫電郵：Karl.Fung@studentmail.newcastle.edu.au。他是澳洲紐卡素大學，工商管理學系的博士學位攻讀者，而這項研究由 彼德 Graham 博士監督，任何人亦可透過此電郵聯繫：peterggraham@gmail.com。這是一個全行業的研究，不是專注於任何個別一間公司。

在這研究項目過程中所收集的任何信息都是保密，所有數據將只用於學術研究用途，亦沒有任何公開公佈結果。在研究項目期間亦可隨時選擇退出，而不參與任何調查。

確認：__________________________ 日期：__________________________
Organisation Information Statement for the Research Project:
An Investigation of the Motivational Differences between Australian and Chinese Salespeople in the Moulding Industry

Document Version 3.0; dated 20/7/2013

Your company is invited to participate in the abovementioned research project that is being conducted by the DBA researcher, Mr. Karl Fung from the Newcastle Business School at the University of Newcastle, Australia. The research is being carried out as a requirement of Mr. Karl Fung’s Doctor of Business Administration Degree. Dr. Peter Graham is Mr. Karl Fung’s research project supervisor.

Why is the research being done?

The purpose of the research is to better understand motivational differences between Australian and Chinese salespeople using the Moulding Industry as an industry focus.

What is being asked of your company?

We request the consent of your company in the Moulding Industry to:

1. Allow us to survey your company’s full-time salespeople in the Moulding Industry;
2. Permit to distribute the attached Participant Information Statement and Survey Questionnaire to your company’s full-time salespeople;

The consent of your company would be subject to full approval of the research project by the University of Newcastle Human Ethics Committee.
**What choice do you have?**

Participation in this research project is entirely your choice. Only those people who give their informed consent will be included in the project. Whether or not you decide to participate, your decision will not disadvantage you.

**What are the participating risks and benefits?**

Participation in this study entails neither risk nor direct benefit to your company. However, the research findings may assist and improve the salespeople’s performance in your company or other moulding industry companies.

**How will privacy be protected?**

The survey is anonymous so it will not be possible to identify any salespeople in your company. The anonymity is guaranteed because all responses will be aggregated and no one is required to provide any identifying information. All hard copies of the survey will be kept in a locked cabinet of the student researcher. The data will be transferred to a data sheet and the aggregated data will be securely stored on password-protected computers accessible only to the researchers. All data will be retained for at least five years after the acceptance of Mr Fung’s dissertation whereupon the hard copies of surveys will be shredded and the soft copy data deleted.

**How will the information collected be used?**

The results from the research will be published as part of Mr. Karl Fung’s Doctoral dissertation and subsequently may be published in scholarly journals or conference papers. Upon successful completion of the dissertation, a summary of the research results will be sent to requesting companies or participants on e-mail request to Mr. Karl Fung.

**What do you need to do to participate?**

Once this Organisation Information Statement has been read and understood, should your company wish to provide its consent to the research project as stated above, you are requested to sign the attached form, Organization Consent Form for the Research Project on behalf of your company so providing informed written consent and then send back with the returned envelope or by e-mail. The Participant Information Statement for the salespeople and copy of the survey are also attached for information.

**Further information**

If you would like further information, please contact Mr. Karl Fung or Dr. Peter Graham via the contact details given in the letterhead above.

Thank you for considering this invitation.

**Peter G Graham**
Dr. Peter Graham
Tel: 617-32636393
Peter.Graham@newcastle.edu.au

**Karl Fung**
Mr. Karl Fung
Tel: 852-23885048
Karl.Fung@studentmail.newcastle.edu.au
Complaints about this research

This research project has been approved by the University’s Human Research Ethics Committee, Approval No. (H-2013-0216). Should you concern about your right as a participant in this research, or you have a complaint about the manner in which the research is conducted, it may be given to the researcher, or, if an independent person, please contact Mickey Lau, the local Newcastle DBA Secretariat of the Hong Kong Management Association, Fairmont House, 14th Floor, 8 Cotton Tree Drive, Central, Hong Kong, telephone (852) 27748513, email at mickeylau@hkma.org.hk, or to the Human Research Ethics Officer, Research Office, The Chancellery, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email at Human-Ethics@newcastle.edu.au.

If you would like further information, please contact the DBA researcher, Mr. Karl Fung at (852) 23885048 or through e-mail at Karl.Fung@studentmail.newcastle.edu.au or contact the project supervisor, Dr. Peter Graham at (617) 32636393 or through e-mail at Peter.Graham@newcastle.edu.au.
公司研究項目信息聲明

調查及比較中國與澳洲模具制造行業，營業員的營業動力差異

文件版本 3.0；日期為 2013 年 7 月 20 日

貴公司被邀請參與這研究項目是由 馮家亮先生研究，紐卡素大學商學院的 彼得 Graham 博士監督進行，這項研究是馮家亮先生在攻讀工商管理博士上一項研究，

為什麼要求這項研究呢？

此項研究目的為了調查 “調查及比較中國與澳洲模具制造行業，營業員的營業動力差異”，作出定量方法，因此，在此項深入調查研究中，需要在營業動力元素這方面，如何影響營業員的積極性。此項研究適用於中國及澳洲的模具制造行業的營業員。

什麼是貴公司參與這研究調查的要求？

這項研究要求貴公司在模具製造行業批準:
1. 貴公司的全職及在職營業員參與問卷調查.
2. 允許貴公司之營業部門聯系在職營業員，及邀請他們參與這項調查研究，完成問卷調查，將電郵回覆或網上回傳。他們意見將會用在工商管理博士項目的研究中。

此項調查是經貴公司全面批準，紐卡素大學，人類研究道德委員會作研究調查項目。
你有什麼選擇呢？

參與這項研究調查完全是自願，出於個人的選擇。

參與者的風險和利益？

這項研究調查，對貴公司的潛在風險非常小，但有利於貴公司，可協助及改善在職營業員的積極性，令業績得到改善。

如何保護你的私隱？

參與者的性別身份和機構，將會被代碼取代，參與者機構的名稱亦不能識別，每份調查問卷將保存在有安全密碼保護的計算機內，簽署了的同意書亦將保存在鎖櫃內，所有其他的數據和資料，以電子形式及密碼保護儲存於監督人和研究員的電腦內，匿名的數據和資料將保存在紐卡素大學至少 5 年，供大學的教職員和學生進行分析和研究。

收集到的信息將如何使用？

研究結果將作為馮家亮先生論文的一部份，隨後可能發表在學術期刊上，在成功完成研究論文後，總結研究結果將以電郵形式發送給有需要的參與者。

你需要怎樣參與？

請清楚閱讀及理解本聲明，如貴公司要求提供上述的研究項目，請閣下代表貴公司簽署所附上之表格，以便提供書面知情同意，及參與的營業員調查研究副本。

進一步的信息

如果你想了解更多的信息，請聯絡馮家亮先生或研究項目監督彼德 Graham 博士。

感謝你考慮這邀請。

Peter G Graham

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電郵: Karl.Fung@studentmail.newcastle.edu.au
有關本項研究的投訴

這研究項目已獲大學人類研究道德委員會的批准，編號 (H-2012-0216)，如果你對本研究參與者的權利有任何疑問，或對這研究耐進行方式有任何投訴，可直接聯絡本項研究之研究室主任，Chancellery，紐卡素大學，地址：大學路，卡拉漢，新南威爾斯 2308，澳洲。電話：(02) 49216333 電郵：Human-ethics@newcastle.edu.au 或 Mickey Lau，the local Newcastle DBA Secretariat of the Hong Kong Management Association, Fairmont House, 14th Floor, 8 Cotton Tree Drive, Central, Hong Kong, telephone (852) 27748513, email at mickeylau@hkma.org.hk

如果你想了解更多的信息，請聯絡研究員馮家亮先生電話：852 23885048 亦可透過電郵 Karl.Fung@studentmail.newcastle.edu.au 或 研究項目監督 彼德 Graham 博士 電話：617 32636393 電郵：Peter.Graham@newcastle.edu.au
Participant Information Statement for the Research Project:

An Investigation of the Motivational Differences between Australian and Chinese Salespeople in the Moulding Industry

Document Version 4.0; dated 2/9/2013

You are invited to participate in the research project identified above which is being conducted by Mr. Karl Fung and supervised by Dr. Peter Graham from the Newcastle Business School at the University of Newcastle. The research is a requirement of Mr. Karl Fung’s Doctor of Business Administration (DBA) research project. You have been chosen because you meet all or most of the criteria defined in the section of “Who can participate in this research” as below.

Why is the research being done?

The purpose of the research is to better understand motivational differences between Australian and Chinese salespeople using the Moulding Industry as an industry focus. The research is important because there are not many research studies on the factors affecting sales motivation and the interactions among those factors and no comparisons between China and Australia.

Who can participate in the research?

If you are employed as a full-time salesperson by a moulding firm in Australia or China, you are eligible to participate in this research.
What choice do you have?

Participation in this research project is entirely your choice. Whether or not you decide to participate, your decision will not disadvantage you. If you do decide to participate, you may withdraw from the research prior to the return of the completed questionnaire.

What would you be asked to do?

If you agree to participate, you will need to fill in the survey questionnaire and return it using the postage-paid return envelope or can log-on the computer by submitting online.

How much time will it take?

The questionnaire will take between 10-15 minutes to complete.

What are the risks and benefits of participating?

Participation in this study entails neither risk nor benefit to you. However, it may benefit the moulding industry in China and Australia and sales management practices in general.

How will your privacy be protected?

The survey is anonymous so it will not be possible to identify you. The anonymity of your responses is guaranteed because all responses will be aggregated and you are not required to provide any identifying information. All hard copies of the survey will be kept in a locked cabinet of the student researcher. The data will be transferred to a data sheet and the aggregated data will be securely stored on password-protected computers accessible only to the researchers. All data will be retained for at five years after the acceptance of Mr Fung’s dissertation whereupon the hard copies of surveys will be shredded and the soft copy data deleted.

How will the information collected be used?

The results from the research will be published as part of Mr. Karl Fung’s Doctoral dissertation and subsequently may be published in scholarly journals or conference papers. Upon successful completion of the dissertation, a summary of the research results will be sent to requesting participants if he or she e-mails the requestion to Mr. Karl Fung.
What do you need to do to participate?

Please read this Participant Information Statement and be sure you understand all contents before you consent to participate. If there is anything that you do not understand, or you have questions, contact the researcher, Mr. Karl Fung. If you would like to participate, please complete the received survey questionnaire and return it using the postage-paid return envelope or you can log-on the survey URL online: http://www.mysurvey.tw/s/BzhEGn9r and complete the questionnaire and then submit.

Further information

If you would like further information, please contact Mr. Karl Fung or Dr. Peter Graham via the contact details given in the letterhead above.

Thank you for considering this invitation.

Peter G. Graham          Karl Fung
Dr. Peter Graham          Mr. Karl Fung
Tel: 617-32636393        Tel: 852-23885048
Peter.Graham@newcastle.edu.au  Karl.Fung@studentmail.newcastle.edu.au

Complaints about this research

The research project has been approved by the “University’s Human Research Ethics Committee” and the approval number is H-2013-0216. Should you concern about your right as a participant in this research, or you have a complaint about the manner in which the research is conducted, it may be given to the researcher, or, if an independent person, please contact Mickey Lau, the local Newcastle DBA Secretariat of the Hong Kong Management Association, Fairmont House, 14th Floor, 8 Cotton Tree Drive, Central, Hong Kong, telephone (852) 27748513, email at mickeylau@hkma.org.hk, or to the Human Research Ethics Officer, Research Office, The Chancellery, The University of Newcastle, University Drive, Callaghan NSW 2308, Australia, telephone (02) 49216333, email Human-Ethics@newcastle.edu.au.

If you would like further information, please contact Mr. Karl Fung at (852) 23885048 or through e-mail at Karl.Fung@studentmail.newcastle.edu.au or contact the supervisor, Dr. Peter Graham at (617) 32636393 or through e-mail at Peter.Graham@newcastle.edu.au.
研究项目信息声明

调查及比较中国与澳洲模具制造行业，营业员的营业动力差异

文件版本 4.0；日期为 2013 年 9 月 2 日

您被邀请参加这项项目是由 馮家亮先生研究，纽卡素大学商学院的 彼得 Graham 博士监督进行，这项研究是冯家亮先生在攻读工商管理博士上一项研究要求，而阁下因符合了以下全部或大部分 “谁能参与这项研究” 中的要求标准。

为什么要求这项研究呢？

此项研究目的为了调查 “调查及比较中国与澳洲模具制造行业，营业员的营业动力差异”，作出定量方法，在此项深入调查研究中，需要在营业动力元素这方面，如何建立这重要元素，并作出互相融合。本研究旨在展现和比较这些元素，如何影响营业员的积极。此项研究适用于中国及澳洲的模具制造行业的营业员。

谁可参与这项研究调查？

本项研究调查，适用于澳洲及中国的模具制造业在职营业员参与。
你有什麼選擇呢？

參與這項研究調查完全是你個人的選擇，當中亦包含了項目知情同意書，無論你決定是否參與，將不會有什麼不利的影響，如決定參與研究調查期間，你亦有權選擇任何時候退出，及撤回所有你在研究調查中所確認的任何數據。

你會被要求做什麼呢？

當你同意參加，你會被要求填寫調查問卷，調查的答案是只是反映不同背景的調查者。

需要多少時間？

參與這次研究調查，你只需要 10～15 分鐘去完成四個組別的問題，

參與者的利益和風險

這項研究調查對參與者的潛在風險非常小，但有利於在澳洲及中國模具製造業的在職營業員。請查閱以下“如何保護你的私隱”。

如何保護你的私隱

參與者的性別身份和機構，將會被代碼取代，參與者和他們機構的名稱亦不能識別，每份調查問卷將保存在有安全密碼保護的計算機內，簽署了的同意書亦將保存在鎖櫃內，所有其他的數據和資料，以電子形式及密碼保護儲存於監督人和研究員的電腦內，匿名的數據和資料將保留在紐卡素大學至少 5 年，供大學的教職員和學生進行分析和研究。

收集到的信息將如何使用？

研究結果將作為馮家亮先生論文的一部份，隨後可能發表在學術期刊上，在成功完成研究論文後，總結研究結果將以電郵形式發送給有需要的參與者。

你需要怎樣參與？
請清楚閱讀本聲明，參與此調查研究，並確保了解它的內容。如有什麼不明白或疑問，請聯絡研究員馮家亮先生。如你願意參與，請填寫調查問卷及附上之同意書，完成後，使用附上之信封寄回或以電郵形式 URL online: http://www.mysurvey.tw/s/BzhEGn9r 完成。

進一步的信息

如果你想了解更多的信息，請聯絡馮家亮先生或研究項目監督 彼德 Graham 博士。

Peter G Graham
工業管理博士
項目監督
紐卡素商學院
電話 : 617-32636393
電郵: Peter.Graham@newcastle.edu.au

Karl Fung
工商管理研究生
項目研究員
馮家亮先生
電話 : 852-23885048
電郵: Karl.Fung@studentmail.newcastle.edu.au

感謝你考慮這邀請。

有關本項研究的投訴

這研究項目已獲大學人類研究道德委員會的批准，編號 (H-2012-0216 )，如果你對本研究參與者的權利有任何疑問，或對這研究進行方式有任何投訴，可直接聯絡本項研究之研究室主任，Chancellery，紐卡素大學，地址：大學路，卡拉漢，新南威爾斯 2308，澳洲。電話：(02) 49216333 電郵：Human-ethics@newcastle.edu.au 或 Mickey Lau，the local Newcastle DBA Secretariat of the Hong Kong Management Association, Fairmont House, 14th Floor, 8 Cotton Tree Drive, Central, Hong Kong, telephone (852) 27748513, email at mickeylau@hkma.org.hk

如果你想了解更多的信息，請聯絡研究員馮家亮先生電郵：852 23885048 亦可透過電郵 Karl.Fung@studentmail.newcastle.edu.au 或研究項目監督 彼德 Graham 博士，電話：617 32636393 電郵：Peter.Graham@newcastle.edu.au.
DBA Survey Questionnaire

An Investigation of the Motivational Differences between Chinese and Australian Salespeople in the Moulding Industry

This is the study to investigate the motivational differences between Chinese and Australian salespeople in the moulding industry. Before answering the questionnaire, you should read through the Participant Information Sheet and the explanation of the terms used in this study. The survey takes around 10-15 minutes to complete.

○ In which country are you working in the moulding industry?
  Australia □       China □

○ What is your gender?
  Male □       Female □

○ Which age range are you belonging to?
  18-29 □       30-39 □       40-49 □       50-59 □       60 or above □

○ What is your education level?
  Primary School □       High School □       Technical School □       College □       University □

○ How many year(s) have you been working for the sales field in the moulding industry?
  0-5 years □       6-10 years □       11-15 years □       16-20 years □       Above 20 years □
Section 1: Motivation during Your Sales Career

Motivation may refer as the drive and effort for the salespeople to satisfy the business objective that spurs the salespeople into the sales actions. The following meanings of different motivational factors are:

**Competition** - the sales competition between colleagues or competitors

**Monetary Rewards** - a better salary and higher commission scheme

**Leadership** - better guidance and closely supervised by sales leader

**Recognition** - your sales achievement being recognized or you get promotion with the achieved recognition

**Confidence** - the self-confidence for your own abilities to achieve

**Individual Goal-Setting** - the sales target established by yourself for the challenge

**Ego-Strength** - your internal capacities by outperforming others or your mental strength to beat others

**Self-Enhancement** - improve yourself and produce extra personal growth

From the questions (1)-(8), there is no right or wrong answer. You must circle only one number provided. Each number indicates the level of importance to which it describes each factor affecting your sales motivation during your sales career.

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Please answer the following questions by circling the appropriate number:

(1) How important is the **competition** in affecting your sales motivation?

(2) How important is the **monetary reward** in affecting your sales motivation?
(3) How important is the **leadership** in affecting your sales motivation?

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(4) How important is the **recognition** in affecting your sales motivation?

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(5) How important is the **individual goal-setting** in affecting your sales motivation?

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(6) How important is the **confidence** in affecting your sales motivation?

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(7) How important is the **ego-strength** in affecting your sales motivation?

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(8) How important is the **self-enhancement** in affecting your sales motivation?

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Section 2: How motivation affects sales performance

Improving the business performance of the salespeople is frequently discussed key issue and the motivational factors may determine the best performance. If the sales management knows how to apply a set of motivational methods or the salespeople know how to motivate themselves to improve their performance outcome, this will ultimately enhance the firm’s productivity. To measure how the motivational factors having a significant influence on sales performance, this research study is using an appropriate method of the measurement in the moulding industry.

From the questions (9)-(16), there is no right or wrong answer. You must circle only one number provided. Each number indicates the response (1 = Low to 5 = High) that most closely reflects your opinion on how the motivational factor affecting your sales performance. From the questions (17)-(18), you must fill in with appropriate figures.

Please answer the following (9) to (18) questions:

(9) For the past two years, how significant has the influence of competition been in motivating you to open more customer accounts in order to produce higher sales for your company?

(10) For the past two years, how significant has the influence of monetary reward been in motivating you to open more customer accounts in order to produce higher sales for your company?
(11) For the past two years, how significant has the influence of leadership been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(12) For the past two years, how significant has the influence of recognition been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(13) For the past two years, how significant has the influence of confidence been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(14) For the past two years, how significant has the influence of individual goal-setting been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(15) For the past two years, how significant has the influence of ego-strength been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(16) For the past two years, how significant has the influence of *self-enhancement* been in motivating you to open more customer accounts in order to produce higher sales for your company?

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(17) For the past two years, what is the number change in opening customer accounts for your company?

Increase: ___________ in number  or  Decrease: ___________ in number

(18) For the past two years, what is the percentage change in generating the sales for your company?

Increase: ___________%  or  Decrease: ___________%

---

**Section 3: The differences between external and internal motivation**

To answer the final question, please read the following meanings of external and internal motivation:

External motivation is regarded as the influence on an individual by external forces or drives. The external forces are more tangible, visible, and easier to measure and reach a solution. In this study, *competition, monetary rewards, leadership and recognition* are classified as external motivational factors.

Internal motivation refers to what drives an individual from within to act. It is much harder to deal with because it has to delve below the surface to uncover. In this study, the motivational factors of *confidence, individual goal-setting, ego-strength and self-enhancement* are classified as internal motivational factors.
From the question (19), there is no right or wrong answer. You must put only one tick in the box provided between two choices.
...................................................................................................................................................................................................................................................................

Please answer the final question:

(19) Do you think that motivation drivers from within (internal motivational factors) are more important than from outside (external motivational factors) for salespeople?
  □ External motivational factors are more important than internal motivational factors
  Or
  □ Internal motivational factors are more important than external motivational factors

This concludes the questionnaire. Thank you so much for your time & participation.
本問卷調查目的是調查在模具製造行業，營業員的營業動力，在中國與澳洲作研究及比較。首先，訪問者會瞭解研究項目信息聲明，這次問卷調查所有資料保密並在調查問卷中作出簡單解釋，此調查問卷時間約需 10 至 15 分鐘。

第一節: 營業工作當中的營業動力 “Motivation”
首先，簡單解釋什麼叫 **營業動力 “Motivation”**，營業動力是營業員用行動來推動或通過努力來達成的一種商業目標的動力，營業員成功的關鍵均受不同動力元素的影響。以下是本問卷調查作研究的 **營業動力元素**，以下解釋調查者可根據個人情況而定：

競爭 **“Competition”** - 意思是在貴公司營業員或其同行對手的競爭
金錢回報及獎勵 **“Monetary Rewards”** - 意思是貴公司對閣下工資或傭金
受領導 **“Leadership”** - 意思是得到貴公司營業領袖的帶領
受表揚 **“Recognition”** - 意思是貴公司對閣下營業成就的認可
自信心 **“Confidence”** - 意思是自信心令閣下相信有能力取得更好的成績
自我目標設定 **“Individual Goal-Setting”** - 意思是自己定下挑戰營業目標
自負力量 **“Ego-Strength”** - 意思是內在能力可以擊敗對手
自我增強 **“Self-Enhancement”** - 意思是在多方面的自我改善及增值

第 (1) 至第 (8) 題裏選出閣下認爲最合適的答案，每個答案代表由 (1 = 最不重要至 5 = 最為重要)，每題只可選出一個最合適的答案。

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</tbody>
</table>

請回答下列 (1) 至 (8) 問題:

(1) 閣下認為 **競爭 “Competition”** 對營業動力之重要性是？

<table>
<thead>
<tr>
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<th>最不重要</th>
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(2) 閣下認為 **金錢的回報及獎勵 “Monetary Reward”** 對營業動力之重要性是？

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(3) 閣下認為 **受領導 “Leadership”** 對營業動力之重要性是？

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(4) 閣下認為 **受表揚 “Recognition”** 對營業動力之重要性是？

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(5) 閣下認為 **自信心 “Confidence”** 對營業動力之重要性是？

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(6) 閣下認為 **自我目標設定 “Goal Setting”** 對營業動力之重要性是？

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(7) 閣下認為 **自負力量 “Ego-strength”** 對營業動力之重要性是？

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(8) 閣下認為 **自我增強 “Self-enhancement”** 對營業動力之重要性是？

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第二節: 營業動力 "Motivation" 對營業表現影響

在商業世界，怎樣提高經營業績是營業員經常討論的關鍵問題。如果營業管理層能瞭解如何應用一系列動力元素或營業員知道如何推動他們自己，提升他們的業績，這將最終提高企業的生產力。在本研究中，銷售業績是衡量於使用一個多專案規模修訂形式。

第 (9) 至第 (18) 題裏沒有正確或錯誤的答案。第 (9) 至第 (16) 題所提供之 (1 = 最小至 5 = 大) 來衡量營業員對業績的反應，你的意見反映了你最密切的銷售經驗，並描述了每種動力元素對營業員之表現的重大影響。

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</table>

請回答下列 (9) 至 (18) 的問題：

(9) 近兩年來，閣下認爲 競爭 "Competition"，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

(10) 近兩年來，閣下認為 金錢的回報及獎勵 "Monetary Reward"，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

(11) 近兩年來，閣下認為 受領導 "Leadership"，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？
(12) 近兩年來，閣下認為 受表揚 “Recognition” ，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

最小  較小  一般  較大  最大
1       2       3       4       5

(13) 近兩年來，閣下認為 自信心 “Confidence” ，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

最小  較小  一般  較大  最大
1       2       3       4       5

(14) 近兩年來，閣下認為 自我目標設定 “Goal Settings” ，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

最小  較小  一般  較大  最大
1       2       3       4       5

(15) 近兩年來，閣下認為 自負力量 “Ego-Strength” ，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

最小  較小  一般  較大  最大
1       2       3       4       5

(16) 近兩年來，閣下認為 自我增強 “Self-Enhancement” ，推動閣下在銷售中得到客戶的增加，從而提高營業額的影響是？

最小  較小  一般  較大  最大
1       2       3       4       5
(17) 近兩年來作比較，閣下在營業銷售中得到客戶數目之變化是多少？

增加_________個客戶 或 減少_________個客戶

(18) 近兩年來作比較，閣下在營業銷售中營業額之變化是多少？

增加_________% 或 減少_________%

最後一節：外在和內在動力元素比較

請閣下閱讀完本文並且理解外在動力元素和內在動力元素之後回答最後一題。

外在動力元素是外在力量或環境對個人的影響。外在元素更多的體現於有形的，可見的，更容易權衡和得道解決的一些事物。本調查中，動力元素之 競賽，金錢的回報 及 獎勵，受領導和 受表揚 分類為外在動力元素。以往的學術性研究中展現出一致的調查結果——這些外在元素一直是提升銷售人員業績的重要元素。

內在動力元素屬於個人行爲，內在動力元素是個人為提高自身待遇的種種表現。本調查中，動力元素之 自信心，自我目標設定，自負力量和 自我增強 分類為內在元素。以往的學術性研究調查表明，內在動力元素更難被人理解，因爲它是無形的，不容易估量和應用。調查結果也顯示，內在動力對於要想取得成功的人士來說是不可或缺的，因此內在動力元素的說法也常常來自於這些人的心得。

因此最後的問題是：

(19) 閣下個人認爲是外在動力比較重要還是內在動力比較重要？

☐ 外在元素比較重要
☐ 還是
☐ 內在元素比較重要

本問卷調查已完成，多謝合作！
Appendix E: Translation Verification

<table>
<thead>
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<th>Circular No.</th>
<th>DBA505 – Ethics Application</th>
<th>Date</th>
<th>31 May 2013</th>
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<tbody>
<tr>
<td>通告</td>
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</table>

**Translation Verification**

This serves to confirm that the attached Chinese copies of Questionnaire, Invitation Letter, Consent Form, Participant and Organisation Information Statements submitted by Mr. Fung Kar Leung Karl (student no.: 3152078), is a true and accurate translation of the English version.

Should you have any queries, please feel free to contact Mickey Lau of the local Newcastle DBA Secretariat of the Hong Kong Management Association on (852) 27748513 or by email at mickeylau@hkma.org.hk.
Appendix F: Peer Review and Head of School Declarations
**PART G2 – PEER REVIEW AND HEAD OF SCHOOL DECLARATION**

**STEP 1 – Peer review declaration**

The research proposal contained herein has been peer reviewed by (please tick):

- [ ] The following competitive research grant body and given a positive review:
  
  In: (year)  
  
  Reviewed by:  
  Dr PJ Rosenberger III  
  
  On: (date) 22 April 2013  
  
  and it is confirmed that:
  - the proposal has been peer reviewed by experienced researchers in the field of study who are independent of the research and the researchers;
  - the aims of the research are clearly identified;
  - the research proposal is well designed and methodologically sound;
  - the research proposal is supported by an appropriate literature review;
  - the research procedures are appropriate to the aims of the research;
  - the proposed study sample is appropriate;
  - if the research is conducted according to the protocol, it is expected to yield valid and useful data;
  - the researcher(s) has the necessary expertise to conduct the research and perform the procedures/techniques required by the research; and
  - where relevant, all methodological issues have been resolved to the satisfaction of the peer reviewers.

<table>
<thead>
<tr>
<th>Title</th>
<th>First name</th>
<th>Last name</th>
<th>ROSENBERGER III</th>
<th>Signed</th>
<th>Date</th>
<th>22 April 2013</th>
</tr>
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<tbody>
<tr>
<td>As:</td>
<td>Chair, Faculty Peer Review Panel</td>
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**STEP 2 – Head of School declaration**

Where the Head of School has a conflict of interest with the proposed research, e.g. as investigator on the project, a member of the research group, or a personal relationship to any member of the research team, this Declaration is to be completed by the Deputy Head of School.

I declare that:
- I am satisfied that an adequate peer review has been conducted and that the research proposal is ready for submission for ethics approval;
- the resources required to undertake this project are available; and
- the researchers have the skill and expertise to undertake this project appropriately.

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</table>

**Appendix G: Ethical Clearance Approval**

137
To Chief Investigator or Project Supervisor:  
Doctor Peter Graham

Cc Co-investigators / Research Students:  
Mr Karl Fung

DBA Project Title: An Investigation of the Motivational Differences between Chinese and Australian

Re Protocol:  
Ethics Application for DBA Research in the date 28-5-2013  
An Investigation of the performance motivational differences between Chinese and Australian salespeople in the moulding industry

Date: 04-Sep-2013
Reference No: H-2013-0216
Date of Initial Approval: 04-Sep-2013

Thank you for your Response to Conditional Approval (minor amendments) submission to the Human Research Ethics Committee (HREC) seeking approval in relation to the above protocol.

Your submission was considered under Expedited review by the Ethics Administrator.

I am pleased to advise that the decision on your submission is Approved effective 04-Sep-2013.

In approving this protocol, the Human Research Ethics Committee (HREC) is of the opinion that the project complies with the provisions contained in the National Statement on Ethical Conduct in Human Research, 2007, and the requirements within this University relating to human research.

Approval will remain valid subject to the submission, and satisfactory assessment, of annual progress reports. If the approval of an External HREC has been "noted" the approval period is as determined by that HREC.

The full Committee will be asked to ratify this decision at its next scheduled meeting. A formal Certificate of Approval will be available upon request. Your approval number is H-2013-0216.

If the research requires the use of an Information Statement, ensure this number is inserted at the relevant point in the Complaints paragraph prior to distribution to potential participants You may then proceed with the research.

Conditions of Approval
This approval has been granted subject to you complying with the requirements for Monitoring of Progress, Reporting of Adverse Events, and Variations to the Approved Protocol as detailed below.

PLEASE-NOTE:
In the case where the HREC has "noted" the approval of an External HREC, progress reports and reports of adverse events are to be submitted to the External HREC only. In the case of Variations to the approved protocol, or a Renewal of approval, you will apply to the External HREC for approval in the first instance and then Register that approval with the University's HREC.

- Monitoring of Progress

Other than above, the University is obliged to monitor the progress of research projects involving human participants to ensure that they are conducted according to the protocol as approved by the HREC. A progress report is required on an annual basis. Continuation of your HREC approval for this project is conditional upon receipt, and satisfactory assessment, of annual progress reports. You will be advised when a report is due.

- Reporting of Adverse Events

1. It is the responsibility of the person first named on this Approval Advice to report adverse events.
2. Adverse events, however minor, must be recorded by the investigator as observed by the investigator or as volunteered by a participant in the research. Full details are to be documented, whether or not the investigator, or his/her deputies, consider the event to be related to the research substance or procedure.
3. Serious or unforeseen adverse events that occur during the research or within six (6) months of completion of the research, must be reported by the person first named on the Approval Advice to the (HREC) by way of the Adverse Event Report form (via RIMS at https://rims.newcastle.edu.au/login.asp) within 72 hours of the occurrence of the event or the investigator receiving advice of the event.
4. Serious adverse events are defined as:
   - Causing death, life threatening or serious disability.
   - Causing or prolonging hospitalisation.
   - Overdoses, cancers, congenital abnormalities, tissue damage, whether or not they are judged to be caused by the investigational agent or procedure.
   - Causing psycho-social and/or financial harm. This covers everything from perceived invasion of privacy, breach of confidentiality, or the diminution of social reputation, to the creation of psychological fears and trauma.
   - Any other event which might affect the continued ethical acceptability of the project.
5. Reports of adverse events must include:
   - Participant's study identification number;
   - date of birth;
   - date of entry into the study;
   - treatment arm (if applicable);
   - date of event;
   - details of event;
   - the investigator's opinion as to whether the event is related to the research procedures; and
   - action taken in response to the event.

6. Adverse events which do not fall within the definition of serious or unexpected, including those
reported from other sites involved in the research, are to be reported in detail at the time of the annual progress report to the HREC.

- **Variations to approved protocol**

If you wish to change, or deviate from, the approved protocol, you will need to submit an *Application for Variation to Approved Human Research* (via RIMS at [https://rims.newcastle.edu.au/login.asp](https://rims.newcastle.edu.au/login.asp)). Variations may include, but are not limited to, changes or additions to investigators, study design, study population, number of participants, methods of recruitment, or participant information/consent documentation. **Variations must be approved by the (HREC) before they are implemented** except when Registering an approval of a variation from an external HREC which has been designated the lead HREC, in which case you may proceed as soon as you receive an acknowledgement of your Registration.

**Linkage of ethics approval to a new Grant**

HREC approvals cannot be assigned to a new grant or award (ie those that were not identified on the application for ethics approval) without confirmation of the approval from the Human Research Ethics Officer on behalf of the HREC.

Best wishes for a successful project.

Professor Allyson Holbrook  
Chair, Human Research Ethics Committee

*For communications and enquiries:*

**Human Research Ethics Administration**

Research Services  
Research Integrity Unit  
The Chancellery  
The University of Newcastle  
Callaghan NSW 2308  
T +61 2 492 17894  
F +61 2 492 17164  
[Human-Ethics@newcastle.edu.au](mailto:Human-Ethics@newcastle.edu.au)


**Linked University of Newcastle administered funding:**