

FACTORS INFLUENCE REAL ESTATE AGENTS
SALES PERFORMANCE: IN CASE OF
ORGANIZATIONAL CONTROLS AND MOTIVATION
PLANS

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FACTORS INFLUENCE REAL ESTATE AGENTS' SALES
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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) The word count of this research report is 10000 words.

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Table of content

	Page
Copyright page.....	iii
Declaration.....	iv
Acknowledgement.....	v
Table of content.....	vi - ix
List of tables.....	x
List of figures.....	xi
List of abbreviation.....	xii
List of Appendices.....	xiii
Preface.....	xiv
Abstract.....	xv
Chapter 1	RESEARCH OBJECTIVES
1.1	Introduction..... 1
1.2	Research background..... 1 - 2
1.3	Problem statement..... 3 - 4
1.4	Research problem..... 4
1.5	Research objectives..... 5
1.6	Significant of study..... 5
1.7	Chapter layout..... 5 - 6
1.8	Conclusion..... 6
Chapter 2	LITERATURE REVIEW
2.1	Introduction..... 7
2.1.1	Real estate agent..... 7
2.1.2	Condition of becoming a Real Estate Agent in Malaysia..... 7 - 8

	2.1.3 Real estate agents' role and performance.....	8 - 9
2.2	Theoretical framework.....	10 - 11
	2.2.1 Sales territory alignment.....	11 - 12
	2.2.2 Supervisory behaviour.....	12 - 13
	2.2.3 Motivation and compensation plans.....	13 - 14
	2.2.4 Estate agents' sales performance.....	14
2.3	Conceptual framework.....	14 - 17
2.4	Hypothesis development.....	17
2.5	Conclusion.....	18
Chapter 3	METHODOLOGY	
3.1	Introduction.....	19
3.2	Research design.....	19 - 20
3.3	Data collection method.....	20 -21
	3.3.1 Primary data.....	21
	3.3.2 Secondary data.....	21
3.4	Sampling design.....	21
	3.4.1 Target population.....	22
	3.4.2 Sampling technique.....	22
	3.4.3 Sampling size.....	22 - 23
	3.4.4 Sampling frame and sampling location.....	24
3.5	Research instrument.....	24
3.6	Questionnaire design.....	24 - 28
3.7	Data analysis.....	28
	3.7.1 Descriptive analysis.....	28

	3.7.2 Reliability analysis.....	28 - 29
	3.7.3 Inferential analysis.....	29
3.8	Conclusion.....	29
Chapter 4	DATA ANALYSIS	
4.1	Introduction.....	30
4.2	Demographic information.....	30 - 31
	4.2.1 Age.....	32
	4.2.2 Gender.....	32
	4.2.3 Average monthly income.....	32
	4.2.4 Marital status.....	32 - 33
	4.2.5 Experience in the property industry.....	33
	4.2.6 Education level analysis.....	33
	4.2.7 Current position.....	33
	4.2.8 Household size.....	34
	4.2.9 Average monthly expenses.....	34
4.3	Reliability analysis.....	34 - 35
4.4	Multiple regression analysis.....	35 - 38
4.5	Conclusion.....	38
Chapter 5	DISCUSSION, CONCLUSION AND IMPLICATIONS	
5.1	Introduction.....	39
5.2	Overview of the research.....	39 - 40
5.3	Summary of the multiple regression analysis.....	41
5.4	Discussion of major findings.....	42
	5.4.1 The sales territory alignment had significant impact on the estate agents' sales performance.....	42

	5.4.2 The supervisory behaviour had insignificant impact on the estate agents' sales performance.....	42 - 43
	5.4.3 The motivation plans had significant impact on the estate agents' sales performance.....	43
5.5	Implication of the study.....	44
	5.5.1 Improve estate agents' performance.....	44
	5.5.2 Contribute to the current body of literature...	45
5.6	Limitation of the study.....	45
5.7	Recommendation of the study.....	45 - 46
5.8	Conclusion.....	46
	Reference.....	47 - 53

LIST OF TABLES

	Page
Table 3.1: Questionnaire layout.....	25
Table 3.2: Variables and statements.....	26 - 28
Table 4.1: Cronbach's alpha analysis.....	30 - 31
Table 4.2: Cronbach's alpha analysis.....	35
Table 4.3: Summary of the regression analysis.....	36
Table 5.1: Factors influence estate agents' sales performance	40
Table 5.2: Summary of multiple regression analysis	41

LIST OF FIGURES

	Page
Figure 2.1: Antecedents to Sales Organisation Effectiveness.....	10
Figure 2.2: Antecedents to real estate agents' sales performance.....	15
Figure 3.1: Research flow chart for Factors in influence real estate agents' sales performance.....	20

LIST OF ABBREVIATIONS

FIABCI	The International Real Estate Federation
MAREA	Malaysian Association of Real Estate Agents
MIEA	Malaysia Institute of Estate Agents
KPI	Key Performance Index
BOVEAP	Board of Valuers, Appraisers, Estate Agents and Property Managers
TPC	Test of Professional
LPPEH	Lembaga Pernilai, Pentaksir, Ejen, Harta Tanah & Pengurus
REN	Real Estate Negotiator
BURSA	Malaysia exchange holding company
SPSS	Statistical Package Social Sciences

List of Appendices

	Pages
Questionnaire survey.....	54-58
IBM SPSS Statistic data.....	59

Preface

This research report namely as UKMZ3036 project is completed my me to complete the bachelor's degree program of Building and Property Management. The objectives for this report are divided into two. The first one is to determine the impact of organizational controls to real estate agents' sales performance, and how the impact of motivation plans to the real estate agents' sales performance. As the real estate agents' roles and performance plays important role in affecting the property industry. It is important to find out that what are the factors influence their sales performance.

Besides that, the relationship between the organizational controls, motivation plans and the estate agents' sales performance also need to be found out by determining the dependent variable (estate agents' sales performance) and the independent variables (sales territory alignment, supervisory behaviour, non-financial motivation plans, financial motivation plans). So that the reader can have a better understanding on the effects on these two major factors towards the estate agents' sales performance. On the other hands, this completed report is hoped to provide another view for the estate agencies and relevant department in enhancing their salesforce sales performance in the future.

Abstract

Buying property involved many complex processes. Real estate agent as the intermediaries of the property market, function in deliver local market knowledge to bridge the information gap between buyers and sellers. Their job scope included administrative duties, lead generation, working with sellers and buyers, meetings and property viewing, and others. Since there are not centralize platform or market in the property industry, the information gathering is a hassle for property buyers. Here come to the important of estate agents to the market. Also there are numbers of previous studies said that the role and performance of intermediaries had great impact towards organization and market performance. If the estate agents have poor performance, it could bring a lot of difficulties to the buyers and also the market. In the current market, organization often use company key performance index (KPI) to measure the performance of their salesforce. Seldom looking from organizational perspective will reduce the reliability of the measurement. In this case, it is important to find out the factors influence estate agents' sales performance in the case of organizational controls and motivation plans. The independent variables in this study are sales territory alignment, supervisory behavior, non- motivation plans and financial motivation plans. The dependent variable thus will be the estate agents' sales performance. The study aims to determine the impact of organizational controls to real estate agents' sales performance. And how the impact of motivation plans to the real estate agents' sales performance. The methodology of the study is the online questionnaire survey of 100 real estate agents who mainly live and work at Selangor region. While for the data analysis, the statistical package social sciences (SPSS) was applied. The result of the study shows that all the independent variables have a positive influence on dependent variable. However, one of the variable had insignificant influence towards estate agents' sales performance, which is the supervisory behaviour. This can be supported by Doug J. Chung (2015), who claimed that the salesperson who is under commission-based salary had lesser direct supervision by supervisors. Besides that, with the understanding how the factors influence estate agents' sales performance, it can help the agencies, organizations and relevant department in Malaysia to enhance their salesforce sales performance. Furthermore, contribute to the current body of literature.

Chapter 1 Research Overview

1.1 Introduction

There is a type of professional in the current property market who can deliver local market knowledge to bridge the information gap between buyers and sellers. This occupation is known as real estate agents, brokers, or consultants. While the origin of real estate agency services was to serve only landed property owners to collect rental and some management stuff only, there was notably less need for intermediaries to handle the buy and sell of real estate (Findtheneedle, 2020). When it came to the Industrial Revolution, almost every country's economy grew. As a result, more property development is allowed in the country, causing more businesspeople to want to own property. For example, an increasing number of factory owners are renting out their houses to workers looking for a place to live. As a result, there was a lot of demand for real estate brokers at the time. Daniels (2017) in his research proved that since the 20th century, when the world's economy had slightly reached a stable level, many people soon realised owning property was not as tough as before. Around this time, the estate agent started involved in the buying and selling of properties.

FIABCI, the international real estate federation founded in 1951 in Paris. The body is a worldwide business networking organization for all professionals associated with the real estate industry. Their mission is to offered real estate professionals with access and chances to learn, share information, and conduct worldwide business with one another. Currently, FIABCI is represented over 47 chapters around the world, and Malaysia is part of the members.

1.2 Research background

In the Malaysia context, the British introduced real estate agency during the colonial period, even though there had been middlemen in land transactions before to that. During England's Industrial Revolution of the nineteenth century, the middlemen were a bunch of old auctioneers who also the licensed lawyers that can easily access the market's available properties and who kept listings of estates for sale and potential buyers (Ibiyemi et al, 2014).

These real estate practices and activities had built a fundamental land transaction system for future real estate agents to conduct their obligations. During that time, more and more usable lands were discovered, purchased and developed. The real estate development market grew dramatically to another level which can be observed by the continuously increasing land price.

Since more lands were developed in Malaysia, more properties were offered in the market. The market soon realised the complexity of selling and buying properties, and most consumers are necessitating the hiring of property experts to solve their problems. Nonetheless, the self-styled estate agents have mushroomed in the market, and the real estate industry became tainted by incompetence and unethical behaviour over time. To cope with the issue, the Malaysian government had introduced the Estate Agents Act of 1979 that was enacted in England, and it had a significant impact on Malaysia's estate agency practice. In the 1970s and early 1980s, the Malaysian Parliament established the Valuers, Appraisers, and Estate Agents Act 1981 to protect the public from the unethical practice of estate agency by unqualified firms (Ibiyemi et al ,2014).

In 1970s, Malaysian Association of Real Estate Agents (MAREA) was established with the objective to be a body responsible for the actions of Real Estate Agents in Malaysia. In 1989, the association opted to transform its image from a trade association to a professional institute, the name MAREA was then changed to Malaysia Institute of Estate Agents (MIEA). The institute's official new name was chosen to better align it with its role as a professional organisation dedicated to preserving the profession's standards so that it would no longer be treated differently than other professions (MIEA, 2021). Since then, real estate agents become a type of professional career in Malaysia.

Real estate agents are the person who knows how to gather property related information from different sources, this informational advantage is one of their survival skills in the property industry. They able to provide important information to the uninformed side of the market, like helping homebuyers to gather property information from different project developments. Lowering the buyers searching time and cost. Also, ethical agents can help make the property transactions easier. For instance, new homebuyers usually did not know the

process of acquiring a property, estate agents can help them in analyst their individual financial performance and then suit them with the best property for them. From here we can know that if real estate agents perform well under ethical responsibilities, they significantly influence the whole industry. Logically, real estate agents are one of the professions who dominate the property market, hence they had become part of the important component to boost the growth of the property market and industry.

1.3 Problem statement

As mentioned above, real estate agents' performance plays an important role in boosting the property market's growth. According to Odorici and Corrado (2004), they stated that real estate agent as the intermediaries of the market, able to provide important information to the uninformed side of the market, lower search and transaction costs, aid in price discovery, and make transactions easier. Another importance of real estate agents in the industry is to solve the market asymmetric information problem (Dilek, S, 2014). Asymmetric information problems in the real estate market usually explained as one may have more or latest information than others, or both sides were having the lacking of sufficient information about the real estate market, such as economic condition, legal factors, government policy or buyers' or sellers' intention.

If the performance of real estate agents is awful, it will negatively impact not only industry, but also the agency itself. Hence, agencies will measure and improve the performance of their agents and staff with certain criteria and strategies. To measure the performance of real estate agents, there is some key performance index (KPI) we could take a look at. According to Top 22 Real Estate KPIs and Metrics for 2021 Reporting (2021), the real estate index that helps to determine the performance of an estate agent include:

- 1 listing to meeting ratio
- 2 average commission per sale
- 3 number of properties advertised per agent
- 4 sold homes per available inventory
- 5 year-over-year variance of average sold price
- 6 number of days on the market; revenue growth

7 number of calls made

8 client feedback rating

In most KPI, it acted like a guideline to tells what and how the property agent should perform. Beside of merely selling, estate agent job scope included other non-profit activities like market analysis and handling documents. Since the estate agent is the business oriented position of a company or agency. Their outcome or sales performance is the thing the organisation will want to evaluate.

Every salespeople have different personal skills and factors influencing their sales performance. Same goes to the external stimuli like the organizational controls and motivation plans, it can also affect the salespeople sales performance. This is why it is important to look from organisation perspective. By focusing only on the KPI as a metric for evaluating an agents' sales performance, the company's policy performance will be overlooked. If agents did not reach the expectation of the company, or he did not achieve the KPI set by the company. The management team will only think that this is agent itself problem, not the organisation problem. In reality, if the agent met the above-mentioned KPI, it can only mean that he finished his task. It couldn't possibly represent the final sales he had made.

From the current literature review, there is seldom look from organization perspective. There is a lack of relevant study in the industry regarding how the organizational controls and motivation plans factors influence real estate agents' sales performance in Malaysia. Hence, this report will discuss the factors that influence the Malaysian real estate agent sales performance in the case of organizational controls and motivation plans.

1.4 Research problem

This study able to answer questions in relate to organizational impact on real estate agents' performance, such as:

1. What are the impact of organizational control to real estate sales performance?
2. What are the impact of motivational plan to real estate sales performance?

1.5 Research objective

General objective: To determine factors that influence real estate agent sales performance in Malaysia under the salesforce sales performance measurement.

Specific objective:

1. To determine the impact of organizational controls to real estate agents' sales performance.
2. How the impact of motivation plans to the real estate agents' sales performance.

1.6 Significant of study

As stated in the problem statement, this topic's study will help determine factors that influence real estate agent sales performance in Malaysia. Moreover, it will contribute to the knowledge gap of the lack of study regarding to the impact brought by organizational controls and motivation plans to real estate agents' sales performance in Malaysia. Real estate agencies and relevant department can use this result as a reference to improve the overall sales performance of Malaysia real estate agents in term of the organizational controls and motivation plans.

1.7 Chapter layout

From introduction to conclusion, this study is divided into five chapters. It will entail actions such as determining the research issue, conducting a literature review on the research question, gathering data, interpreting the data, and concluding the research.

Chapter 1 contains the research background, problem statement, research question, research objective, significant of study, chapter layout and conclusion. Basically, this chapter give a brief idea regarding the research direction and issue.

Chapter 2 will be discussed the factors that influence real estate agents' sales performance in the case of organizational control and motivation plan. Factors include sales territory alignment, supervisory behaviour, and financial and non-financial motivation plan.

Furthermore, this chapter will conduct a thorough literature assessment of the relevant research article in order to discover evidence to back up the question.

Chapter 3 explain the research design, the data collection, research instrument and analysis methods. It was also discussed how the poll questions were created and disseminated.

Chapter 4 discuss the result of the of which factors have a better impact on real estate agents' sales performance. A further step after collecting all the needed data. This analysis is done to achieve the objective of this study.

Chapter 5 provide a conclusion and the study's final outcome. The data analysis and findings will be used to reach a conclusion. While the study's proposal and conclusion will address the issue statement and offer suggestions for further research.

1.8 Conclusion

In this topic, the research background highlights the problem happened in the property industry nowadays. The aim of the study also been listed to know the main discussion on this research paper. In the next chapter, it will look at previous studies and other researchers' experiences in order to have a more in-depth discussion of the factors that influence real estate agents' sales performance.

Chapter 2 Literature Review

2.1 Introduction

2.1.1 Real estate agent

The well-known occupation of real estate agent, or also named property agent is a licensed professional who manages the transaction regarding to any form of real estate particulars. Their job is to bring buyers and sellers together and represent them in negotiations. In the usual situation, the agent was not paid by fixed salary. They are compensated by commission-based income, so their earnings are contingent on their ability to clinch a contract (Anderson, 2021). Of course, they are also some cases where agents are paid by combination of salary and commission-based income. According to Folger (2021), real estate agent job scope can basically divide into a few categories. It consists of, administrative duties, lead generation, working with sellers and buyers, meetings and property viewing, and continuing education.

2.1.2 Condition of becoming a Real Estate Agent in Malaysia

To become a real estate agent recognised by the Boveap (The Board of Valuers, Appraisers, Estate Agents and Property Managers), one must be the Malaysian. Candidate must pass both Part I and Part II of the estate agents' test, as well as the Test of Professional Competence (TPC) which is valid in either June or July each year. Moreover, one must have an SPM or MCE with at least five subject passes, at least three of which must be credit level passes, one of which must be either Mathematics, Science, Accounts, or Commerce, or any other higher credentials recognised by Public Service Department and National Accreditation Board (LPPEH, 2020). However, if one is practising as a negotiator who also has a similar job scope as a real estate agent, one does not necessarily need to sit for any exam. This is because real estate negotiator is not under the supervision and recognition of the Boveap, they are acting under the real estate agency only. By right, negotiator should obtain the Real Estate Negotiator (REN) tag from attending the training organized by the Board. However, most of the negotiators did not abide this rule. As long as the agency is willing to accept him to become part of their negotiator team, he can continue to work as it. In other words, anyone can be real

estate negotiators. The issue is that the negotiators may have lack of learning of relevant knowledge, and practice. And this will impact the entire property industry due to their underperformance such as failed to obligate their fiduciaries duties.

2.1.3 Real estate agents' role and performance

One of the special characteristics of property market is that the market itself does not have a centralized platform or market. One of the most important features of centralised markets is that pricing is completely transparent and open to the public. The property market had non-standardised products, each of the properties have different condition and feature, it is hard to capture the united price. There is lack of a body oversee the entire trend, pricing, or performance of the property market. Hence, the industry is quite decentralised.

Without the help of real estate agent, gathering property information could be hard for ordinary house buyer. Unlike stock market, buyers can search the company information through the Bursa Malaysia (platform of the stock exchange of Malaysia) website by himself. The Bursa Malaysia website provides almost all the information stock buyers are wishing for, like company annual reports and financial statements.

While for the property market, if buyers want to obtain the property data, they can only look for the real estate online marketplace that is created by private sector, such as PropertyGuru and I-Property. The problem with using these platforms is that the platform has limited information provided to the buyers, for example the buyers would not know whether a property is embedded with any legal issues. Besides, property is a heterogeneous product, each property parcel is distinguished due to locational differences. So, each property could have a different physical condition that is hard to be observed from their exterior condition. For instance, only the owners himself know whether the subject property piping system or air-circulation system is working well as he was lived inside the property. And a well perform estate agent can help in solving all these situations.

Before buying a house, there are lots of factors that buyers should be concerned. According to PropertyGuru (2019), the authors claimed that buyers should do property analysis in terms of location, amenities, age of product, etc. Then, the budget and finance checking also needed to be done when buyers intend to borrow loan from the bank in the purchase of property. Furthermore, buyers also need to do the risk analysis to manage and control the property investment risk. These complicated processes take a lot of time cost. Thus, estate agent plays an essential role in managing all these tasks. As the intermediaries of the property market, if they perform well in terms of their behaviour and performance, the confidence level of the potential house buyers will surely be high, which consequently benefits the development of the property market.

According to Dilek, S (2014), real estate agents as the intermediaries of the property market, able to solve the asymmetric information problem. To achieve economic efficiency, the asymmetric information problem should be taking consideration. Besides, others barriers to achieving this goal could be the matching problem, compromising, and opportunistic behaviours. In his study, he mentioned that the market coordination costs could be significantly saved when the real estate agent is performing well. Coordination cost consists of information acquiring, establishing contracts, and shielding one agent from opportunistic behaviour. When intermediaries are involved in the selling process, commercial activities as the key component of a country's economy will acquire better matches in the way of offering the correct products to the right clients (Wimmer et al., 2000). Since agents supply the required information network for market transactions, consumers get the most out of their utilities, and businesses get the most out of their earnings.

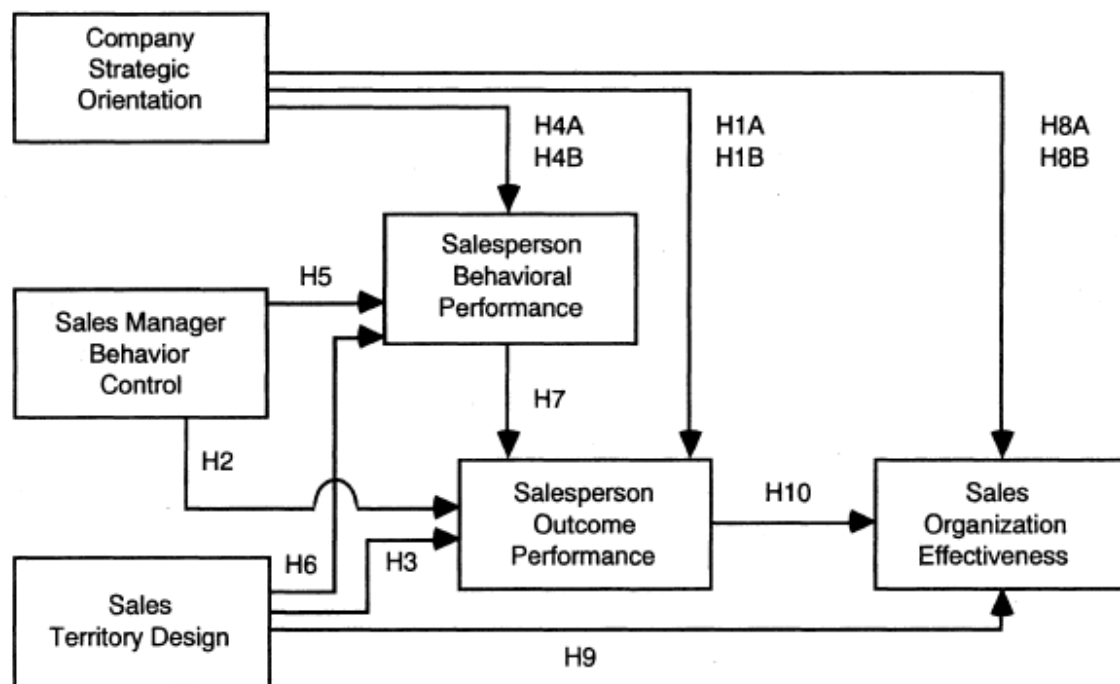
Buying a house involved lots of negotiations, paperwork, survey and analysis, future planning and other minor tasks. And real estate agent is the person who is trusted by the buyers and sellers in managing all these hustles. If agents have poor moral ethics and performance, it could bring a lot of difficulties to the buyers and also the market. In some Malaysia extant cases, the agent is unable to identify the profile and the performance of the housing developer. But he still persuaded his client to purchase the house without taking concern about the risk. Unfortunately, the developer faced bankruptcy and the housing project construction was terminated. However, the buyers still need to bear certain debt, like interest charges and

liquidator's service fees. Subsequently, this issue will bring a huge impact to the market confidence level. The sales of property in the market will consequently face plummet circumstance (PropertyGuru, 2019).

2.2 Theoretical framework

The theories applied in the research was foundation from Baldauf, A., et al (2001) research paper of "Examining Business Strategy, Sales Management, and Salesperson Antecedents of Sales Organization Effectiveness".

Figure 2.1: Antecedents to Sales Organisation Effectiveness



Source: Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness by Baldauf, A., et al (2001)

As in the figure 1, the authors research was originated from sales organisation effectiveness perspective. The author defined the sales organisation effectiveness as the general review of the organizational outcome overall. The primary factors that influence the sales organisation effectiveness included company strategic orientation, sales manager behaviour control, and sales territory design. Next, the secondary factors included salesperson

behavioural performance, and salesperson sales performance which are influenced by the primary factors.

In this research paper, the dependent variable is the real estate agents' personal sales performance not sales organisation effectiveness. Hence, the paper had adopted some of the theories used in Baldauf, A., et al (2001) research paper, like sales territory design, sales manager behaviour control and salesperson sales performance. Furthermore, this research also add-on another factor into the consideration, which is the motivation plans. The salesperson behavioural performance will be taken out in this study.

2.2.1 Sales territory alignment

The sales territory alignment or known as sales territory design was a theory originated from Hess and Samuels (1971). Then Zoltners and Sinha (1983) created the balancing approach under the reference of Hess and Samuels (1971) sales territory alignment model, which aims to find fair solutions by balancing areas based on workload and potential. Skiera and Albers (1998) established the profit maximizing approach that aims to finding the best solution of achieving sales goal. Babakus et al. (1996); Piercy, Craven, and Morgan (1999) stated that based on geography and client account duties, the sales territory alignment defines out the job duty for the sales staff. This control also helps the sales manager decide the number of customers each salesperson needs to serve.

Numerous previous study claimed that the sales territory alignment plays a significant role in affecting the performance of salesforce. This paper has adopted the reconstructed sales territory alignment theory from Baldauf, A., et al (2001) regarding to the research topic of "Examining Business Strategy, Sales Management, and Salesperson Antecedents of Sales Organization Effectiveness". Under their conceptual framework, their sales territory design is part of the variables to affect the salesperson behavioural performance which eventually influence the salesperson sales performance. The authors stated that this organizational control helps in predicting the impact on the performance of salesforce and the effectiveness of the sales organisation. Hence, both salesforce and organisations will suffer when the territory alignment has poor planning. Zoltners, A. A., and Lorimer, S. E. (2000) spent thirty years of

modeling and implementing the sales territory alignment. He stated in his study that the well-design territory alignment can improve customer coverage, sales amount, and salesforce travel cost. Besides, from a company perspective, the fair performance evaluation and incentive systems will be improved as well. Under the territory system, good accounts from high-workload regions can be reallocated to salesforce with a lower workload by realigning territories. As a result, productivity rises, which in turn leads to increased salesforce performance.

2.2.2 Supervisory behaviour

The supervisor's behaviour also named as leadership behaviour was a theory originated from Kohli, A. K (1985) and Tyagi (1985). Both the authors agreed that supervisor's behaviour have significant influence to salesforce performance. The four types of supervisory behaviours consist of contingent approving behaviour; upward influencing behaviour; achievement-oriented behaviour; and arbitrary and punitive behaviour. Fulk, Janet & Wendler, Eric (1982) defined contingent approving behaviour leader as a people who will recognise well-perform staff. They give compliments to staff that has good performance and criticize to bad performance staff. Next, the upward influencing behaviours leaders intend to keep a good relationship with his subordinates in order to encourage them to love their job. And the achievement-oriented behaviour leaders love to set key performance index or goals for his staff, and anticipate them to reach certain level of performance. While the leaders who have arbitrary and punitive behaviours will be more autocratic. They believed that the staff performance can be improved through efficient punishment (Schriesheim, House and Kerr, 1976)

In this paper, the theory is adopted from M. S. Chowdhury (2007) study regarding to "Enhancing motivation and work performance of the salespeople: The impact of supervisors' behaviour". The authors grouped the four behaviours into two groups, which are authoritarian and positive achievement motivation behaviour and positive achievement motivational behaviour. If the leader has authoritarian behaviour, he is the kind of supervisors that use clear goals and work requirements to steer and encourage their people toward specified goals. And for the leaders that possessed the positive achievement motivational behaviour, they can inspire followers to think beyond their own self-interests and have a profound and amazing impact on

them. In his study, he concluded that the supervisory behaviour has a significant impact on salespeople's motivation and performance. Supervisors or leaders must regularly decide the incentives based on salesforce beliefs and motivations, as it will help them stay motivated at work, consequently impacting their sales performance.

2.2.3 Motivation and compensation plan

The salesforce motivation theory was originated from Walker, Churchill, and Ford (1977). There are two broad groups of motivation, which consists of intrinsic and extrinsic motivation. Authors explained the intrinsic motivation is a person's preference for incentives that give them a feeling of accomplishment, self-recognition, and others. And the degree to which salespeople regard their employment as a way of getting external incentives is known as extrinsic motivation. In his study of "Motivation and Performance in Industrial Selling: Present Knowledge and Needed Research", he concluded that the motivation is a component of the sales management that help to increase staff performance. This can be achieved by giving rewards, recognition, or increased salary.

Amabile, Hill, Hennessey, and Tighe (1994) look deeper regarding the intrinsic and extrinsic motivation theory, and then came out with two dimensions that have four different impacts. The two dimensions includes cognitive dimension and affective dimension. Under intrinsic motivation, the affective dimension is task enjoyment, where staff loves what they do; and the cognitive dimension is challenge seeking, where staff is committed to solving difficulties. While under extrinsic motivation, the affective dimension is recognition seeking, where staff got promoted by his excellent performance; and the cognitive dimension is compensation seeking, where well-performing staff got lucrative incentives.

This paper has adopted the Fatima & Azam (2016) theory of salesforce motivation from their research journal of "A study of salesforce control system and salesforce motivation". Sani Abubakar, et. Al (2020) financial compensation plan theory was also adopted. The paper taking his journal of "The Effect of Financial and Non-Financial Incentives on Staff Performance" as reference. The authors stated that salary, bonuses, fringe perks, transportation, health and life insurance, and vacation with pay meal facilities are all examples of financial incentives. The

authors concluded that staff performance is influenced by both financial and non-financial incentives. Organisation will maximize its effectiveness when the employers taking good concern to their staff financial and non-financial difficulties.

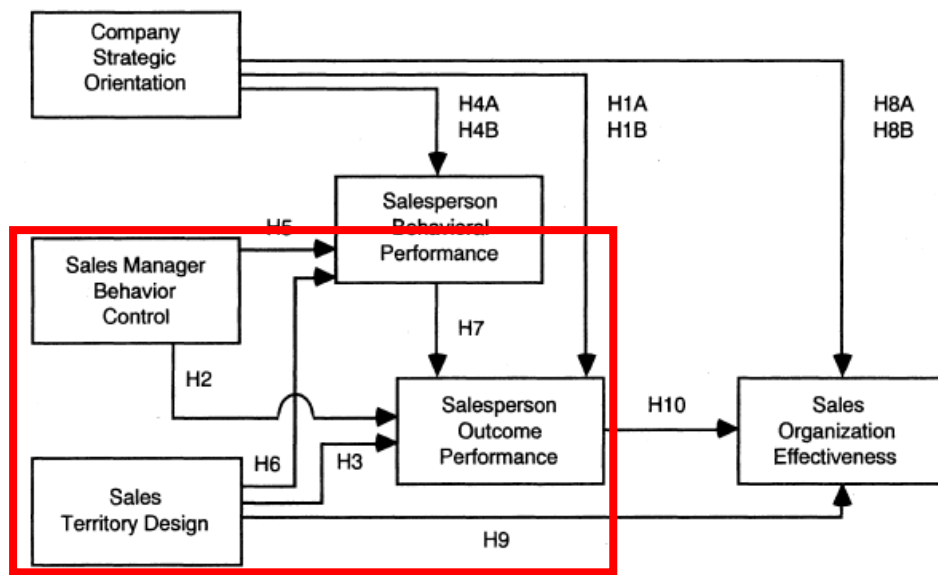
2.2.4 Estate agents' sales performance

The fundamental antecedents of this sales performance are to understand of how uncontrollable factors like as organizational policy and motivation plans and compensation can affect salespeople's results in ways that are unrelated to their efforts and talents. In other words, the performance here will exclude the components that salesforce themselves can be control, like the perception of their duty, the non-organizational motivations that affect the amount of their working effort, and personal talents and soft skill which the idea is originated from Walker Jr., Churchill Jr., and Ford (1977). Thus, the paper applied Donassolo, P, H. (2013) "performance" constructs and items in the measure of salesforce sales performance.

2.3 Conceptual framework

Based on Baldauf, A., et al (2001) work, if we want to analyse the performance of the real estate agent from organisation perspective, we can implement the common control use by organisation. The adapted framework for the following studies will include sales territory alignment, supervisory behaviour, non-financial motivation, and financial compensation. It is because these four factors have been acknowledged by numerous researchers.

Figure 2.1: Antecedents to Sales Organisation Effectiveness



Source: Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness by Baldauf, A., et al (2001)

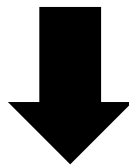
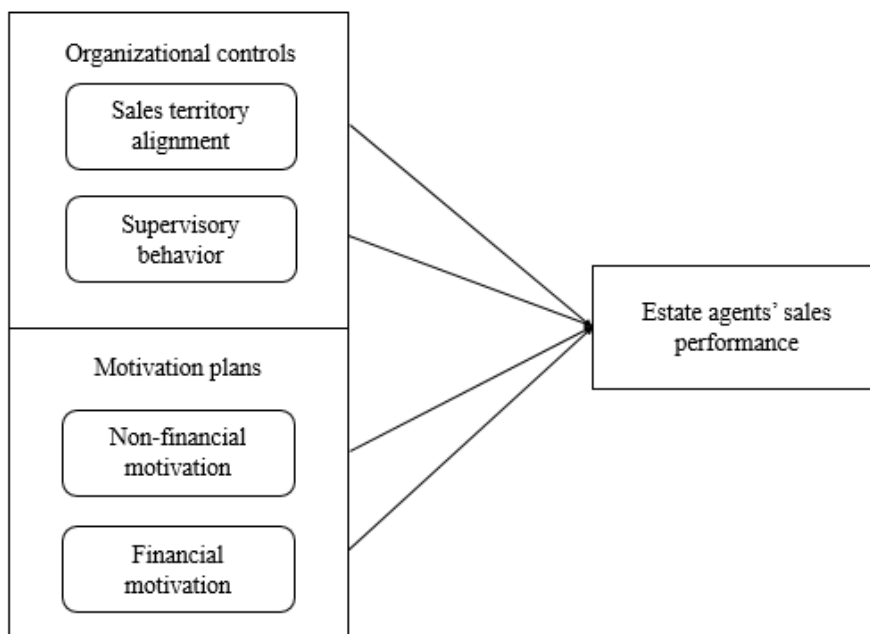


Figure 2.2: Antecedents to real estate agents' sales performance



Source: developed for the research

Baldauf, A., et al (2001) conceptualize organisation strategic orientation, behaviour-based sales management control, sales territory design as antecedents to sales organisation effectiveness and salesforce performance. These relationships give the reasoning that underpins the conceptual framework of this research paper. In the extant literature, the motivation plans factor that influence the intermediaries' sales performance was not addressed. Hence, this paper incorporated this factor as potentially relevant antecedents to real estate agent sales performance in Malaysia. The study proposed that the organizational controls and motivation plans can impact the real estate agents' sales performance.

The two independent variables are organizational controls and motivation plans which the organizational controls can divide into two controls. Included the sales territory alignment or known as territory design, and the supervisory behaviour or known as leadership behaviour. Under the motivation plans, consists of non-financial motivation (intrinsic and extrinsic motivation), and the financial motivation and compensation. And the dependent variable for this study is the real estate agents' sales performance.

The sales territory alignment refers as the geographic region allotted to a salesperson for the purposes of promoting its company's products. In general, a company divides its markets into several territories, and salespersons are assigned to different territories in order to do their sales activity. This can help salesforce save their travel time and cost, improve customer coverage, and their sales. Baldauf, A., et al (2001) in their research claimed that supervisors that are happy with their territory alignment should expect their salespeople to perform better as a result of the designs. Hence, this paper will help the relationship between the satisfaction towards the sales territory design and the estate agents' sales performance.

Next, the supervisory behaviour is defined as the way the superior monitor and overseeing its subordinates to achieve certain goals. This paper had adopted M. S. Chowdhury (2007) theory of authoritarian behaviour and positive achievement motivation behaviour. The scale item for this independent variable adopted the Kohli, A. K (1985) theory regarding to the four behaviour, includes contingent approving behaviour, upward influencing behaviour, achievement-oriented behaviour, arbitrary and punitive behaviour.

The motivation in business is method in which company drive employees to do their best in their job. The motivation plan here consists of financial and non-financial compensation. And the paper will apply Fatima & Azam (2016) and Sani Abubakar, et. Al (2020) theory. The common financial compensation that happen in this industry include straight commission, straight salary, and combination of both. While the non-financial compensation can be divides into two categories, which is intrinsic motivation and extrinsic motivation. The intrinsic motivation defined as challenge seeking and task enjoyment. On the contrary, the extrinsic defined as recognition seeking.

And for the dependent variable, the sales performance refers to how well a salesperson perform throughout a given time period. The estate agents' sales performance is used to measure the relationship between the mentioned controls and the estate agents' sales performance. From the agents' perspective, whether they satisfy with the controls and plans in helping them achieve their sales performance. From the prior research, all these controls and plans have been proved that they could impact the salesforce behavioural as well as sales performance which in the end affect the effectiveness of sales organisation. This research aims to determine how the organizational controls and motivation plans impact Malaysia real estate agents' sales performance.

2.4 Hypothesis development

H1a: Positive influence of satisfaction of sales territory alignment towards estate agents' sales performance

H1b: Positive influence of supervisory behaviour towards estate agents' sales performance

H1c: Positive influence of non-financial motivation plans towards estate agents' sales performance

H1d: Positive influence of financial motivation plans towards estate agents' sales performance

2.5 Conclusion

In summary, this chapter provides additional perspectives and opinions from a variety of scholars in order to uncover insights into the effects of organizational control and motivation on real estate agents' sales performance. In addition, this chapter develops the hypothesis that will be tested in the following chapter. The data will be collected and processed properly as a result of this investigation, ensuring that the hypothesis and goals can be confirmed. In terms of data collecting, the study design will be discussed in further detail in the following chapter as well.

Chapter 3 Methodology

3.1 Introduction

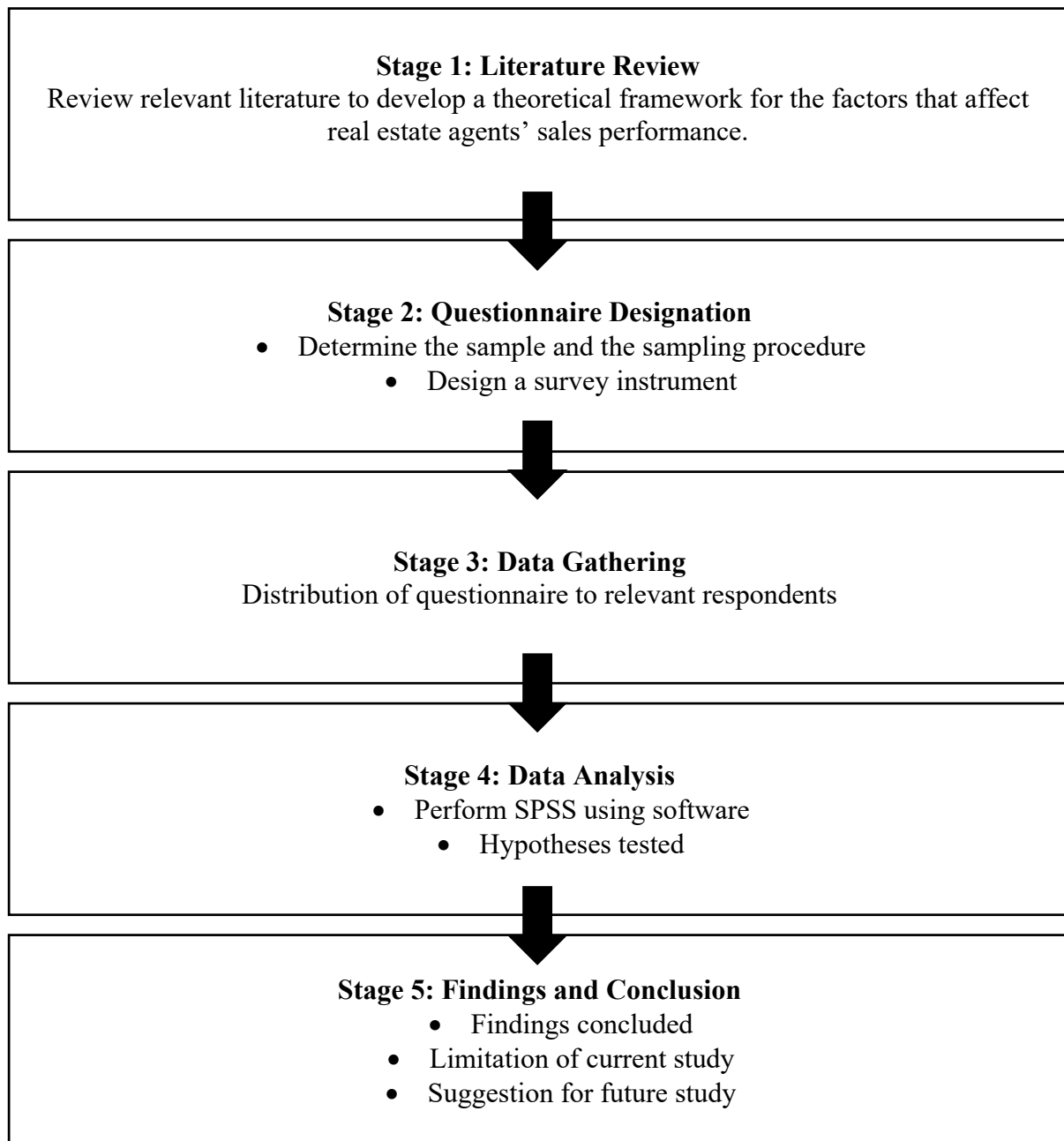
This chapter will discuss the methodology used in this research to analyze factors that influence real estate agent sales performance in Malaysia under the salesforce sales performance measurement mentioned in previous chapters. It will talk about research design, variables selection, questionnaire design, target population, sampling framework and design, and analysis method. In this report, the quantitative research approach is adopted to investigate the issue. This chapter will also go through how the questionnaire was created and disseminated.

3.2 Research design

Research design is defined as the planned research work's plan that allows researchers to focus on research procedures relevant to the issue at hand, ensuring that their research is successful from the outset (Akhtar, 2016). There are two types of research design: quantitative research design and qualitative research design. Under Bodnar (2015), the definition of quantitative research is a formal, objective, and systematic procedure in which the numerical data are applied to gather certain information regarding a specific event. Moreover, qualitative research is exploratory research that gives information about the problem of aids in developing concepts or hypotheses for quantitative research.

For the study on the factors that influence real estate agent sales performance in Malaysia under the salesforce sales performance measurement, quantitative research was selected as the primary research design. Data collection, analysis, presentation, and reporting of conclusions are all part of quantitative research (Creswell, 2021). Usually, quantitative research uses substantial sample sizes. It focuses on the number of replies rather than the more focused or emotional insight that qualitative research seeks. It can be a helpful tool for determining what happened in the past and what might happen in the future using numbers (Bodnar, 2015). The purpose of using a quantitative study design is to discover the relationship between the factors that influence real estate agent sales performance in Malaysia, as measured by salesforce result performance. Below is the research flow chart for the study:

Figure 3.1 Research flow chart for Factors in influence real estate agents' sales performance



Source: developed for the research

3.3 Data collection method

According to Sajjad Kabir (2016), data collection is crucial in statistical analysis. It allows researchers to gather credible information from the market and then apply it to data analysis to find the answer for a particular research topic. There are two types of data collection

methods used in research which is primary data and secondary data. The questionnaires will be used to obtain primary data for this study.

3.3.1 Primary data

Referring to Sajjad Kabir (2016), primary data is information gathered directly from individuals, and it is trustworthy and objective since it is the original information that no one has altered. To collect primary data, one can use the media of experiments, surveys, questionnaires, personal interviews, and observations. For this research, the questionnaire survey method was utilised to obtain relevant data in order to measure the factors influence estate agents' sales performance.

3.3.2 Secondary data

Secondary data is data that has previously been gathered from primary sources and made accessible to researchers for use in their own studies. It is a sort of information that has previously been gathered (Greator, 2015). Any form of research and study published is considered a secondary data source. Literature review technique is utilised in this study to determine the factors that influence real estate agents' sales performance. For instance, the study framework referred to the Baldauf, A., et al. (2001) conceptualize organisation strategic orientation, behaviour-based sales management control, sales territory design as antecedents to sales organisation effectiveness and salesforce performance.

3.4 Sampling design

According to Lavrakas (2008), sampling design is a mathematical function that tells researchers how likely a particular sample will be drawn. In general, researchers are looking for specific data from a survey for a specific group. The researcher must define a sampling frame that represents the target population. The sampling frame can be identical or only partially identical to the population.

3.4.1 Target population

Before conducting any survey and sampling process, identifying the right target population is necessary. The target audience in this report will be the real estate agents in Malaysia. The survey location is located at Selangor area since Selangor has the largest population among the other states (Hirshmann, 2021). It is assumed that Selangor has the most real estate agency firms in Malaysia. Also, due to the different working habits and salary systems of real estate agents compared with ordinary office employees, the questions were designed purposely for individuals who works in the property industry. Only real estate agents are aware of the factors that influence their sales performance.

3.4.2 Sampling technique

There are two main branches of sampling technique, the probability sampling, and non-probability sampling. Probability sampling is a sampling approach in which a researcher uses a method based on probability theory to choose samples from a larger population. For instance, participants or respondents who are deemed to be chosen as the sample must be chosen at random. Non-probability sampling, on the other hand, is a non-random selection technique. Non-probability sampling is used in this project.

The survey questionnaires were collected using convenience sampling, which is a type of non-probability sampling method. The probability technique is not suggested because of higher complexity and more time needed when compared to non-probability sampling. The non-probability technique allow researchers collect market research data from a pool of respondents who are easily accessible. It is extremely quick, simple, and cost-effective. The respondent can share the survey form to their other colleagues who also work in the same company.

3.4.3 Sampling size

The number of individuals or observations included in a study is referred to as sample size. The letter n is commonly used to indicate this number. A sample size is suitable if it allows the researcher to say with certainty that a statistical result is correct to a certain degree of error and has enough power to detect a specified meaningful effect (Malone, Nicholl, and Coyne,

2016). In quantitative research, a precise sample size calculation is crucial since it might result in missed, distorted, or simply inaccurate outcomes.

According to Malaysian Institute of Estate Agents (MIEA, 2021), there are approximately 23,000 registered real estate agents in the market. Assume the 95% confidence level, 10% of margin of error, population proportion of 50%, and with the population size of 23,000. According to Cochran (1977) sample size formula, the sample size of this study is approximately at 100 responses real estate agents in Malaysia. The formula for the sampling size is as below.

Where:

z is the z score

ϵ is the margin of error

N is the population size

\hat{p} is the population proportion

Unlimited population:
$$n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$n = 1.96^2 \times 0.5 (1-0.5) / (0.10)^2$$

$$n = 96.04$$

Finite population:
$$n' = \frac{n}{1 + \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2 N}}$$

$$n^1 = 96.04 / 1.004175650$$

$$= 95.64$$

$$\approx 100 \text{ respondents}$$

In this research, the questionnaire was created with two languages version. The Chinese language version and English language version were created to bring convenience to respondents who have language barriers when they intended to participate in answering the

questionnaire. For the sake of the research effort, the responses were consequently transcribed into the English language.

3.4.4 Sampling frame and sampling location

According to Stephanie (2014), A sampling frame is a collection of items from which a sample is taken. The data collected from the questionnaire will serve as the study's sampling frame. The respondents for this survey will be real estate agents who works in Malaysia's property industry and are interested in participating in this project. The sampling location are Selangor state that holds the most population in Malaysia (Hirshmann, 2021).

3.5 Research instrument

The 5-point likert scale is adopted as one of the research instruments in this paper. This research instrument can help determine the significance of each factor's impact on real estate agent sales performance. According to Preedy V.R., Watson R.R (2010), the 5-point likert scale is a form of psychometric response scale in which respondents rate their agreement with a statement on a scale of one to five:

- (1) Strongly disagree;
- (2) Disagree;
- (3) Neither agree nor disagree;
- (4) Agree;
- (5) Strongly agree.

3.6 Questionnaire design

The further step is to create a questionnaire that is matched with the study topics. After that, decide on a target population and distribute it to them. The survey is done via an online survey form, such as Google Forms. The respondents were asked to fill up the questionnaire based on their personal experience and knowledge. It is scheduled to run for three weeks. The following is the layout of the questionnaire:

Table 3.1: Questionnaire Layout

Part	Description
A	Demographic information
B	Independent variables: Sales territory alignment
C	Independent variables: Supervisory behaviour
D	Independent variables: Motivation plan
E	Dependent variable: Salesforce sales performance

Source: developed for the research

The questionnaire's section A consists of nine questions. Included multiple choices and short essay answers. This part focuses the age, gender, average monthly income, relationship status, experience in the property industry, education level, current position, household size, and average monthly expenses. It can help to understand the respondent's background and some other personal demographic information in relation to factors that influence real estate agents' sales performance. Most of the constructs and items of this section were adopted from Jovancic (2021).

The questionnaire's section B consists of four 5-point likert scale questions. This part focuses on assessing the satisfaction level of the respondents regarding the independent variables of sales territory alignment. The constructs and items of this section were adopted from Baldauf, A., et al (2001), and Babakus et al (1996).

The questionnaire's section C consists of twelve 5-point likert scale questions. This part focuses on assessing whether Authoritarian Behaviour or Positive Achievement Motivation Behaviour has a better impact on the agents' sales performance. The constructs and items of this section were adopted from M. S. Chowdhury (2007) and Kohli, A. K (1985).

The questionnaire's section D consists of six 5-point likert scale questions. This part focuses on assessing whether financial or non-financial motivation plans have a better impact

towards an agents' sales performance. The constructs and items of this section were adopted from Fatima & Azam (2016), and Sani Abubakar, et al (2020).

The questionnaire's section E consists of four 5-point likert scale questions. This part focuses on the dependent variable of salesforce sales performance. Determine whether the mentioned independent variables able to influence agents' sales performance. Respondents are asked to answer whether the organizational control and motivation play an important role in affecting their sales performance. Donassolo, P, H. (2013), Sujana et al (1994), Wachner et al (2009), and Kohli et al (1998) constructs and items were use in the measure of agents' sales performance. Table 3.2 below shows the summary of the survey questionnaire.

Table 3.2: Variables and Statements

Particulars	Construct / Items	Items	List of Reference
Demographic Information	<ul style="list-style-type: none"> - Age - Gender - Average monthly income - Marital status - Experience in the property industry - Education level - Current Position in company - Household size - Average monthly expenses 	Section A	Jovancic (2021)
Sales Territory Alignment	<p><i>My level of satisfaction with:</i></p> <ul style="list-style-type: none"> - The geographical size of my territories - The market potential in my territories - The amount of travel required in my territories - The sales productivity of the units 	Section B	Baldauf, A., et al. (2001) & Babakus et al. (1996)

(Continued)

(Uncontinued from previous table)

Supervisory Behaviour	<p>Authoritarian Behaviour:</p> <ul style="list-style-type: none"> - My leader rules with an iron hand - My leader speaks in a manner not to be questioned - My leader insists that everything be done his way - My leader criticized me in front of others - My leader refuses to give in when i disagree with him - My leader demands more than i can do 	Section C	M. S. Chowdhurry (2007) & Kohli, A. K (1985).
Supervisory Behaviour	<p>Positive Achievement Motivation Behaviour:</p> <ul style="list-style-type: none"> - My leader maintains cordial relations with his superiors - My leader keeps me in good standing with those in higher authority - My leader gets what he asks from his superiors - My leader let me know that he expects me to perform at my highest level - My leader consistently sets challenging goals for me to attain - My leader encourages continual improvement in my performance 	Section C	M. S. Chowdhurry (2007) & Kohli, A. K (1985).
Motivation Plan	<p>Non-financial motivation:</p> <ul style="list-style-type: none"> - When promoted on the job, it encourages me to perform better - My company encourages training of staff for improve performance - I am always recognized for a good performance 	Section D	Fatima & Azam (2016)
	<p>Financial motivation:</p> <ul style="list-style-type: none"> - When promoted on the job, it encourages me to perform better - Bonuses are given for my extra effort to work - Vacation with pay is given and helps boost my performance 		Sani Abubakar, et al (2020)

(Continued)

(Uncontinued from previous table)

Salesforce sales performance	<ul style="list-style-type: none"> - I generate profitable sales. - I identify and sell to the main customers of my region. - I exceed sales goals. - I am happy with my commission in the past 12 months. 	Section E	Donassolo, P, H. (2013), Sujan et al (1994), Wachner et al (2009), and Kohli et al (1998)
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Source: developed for the research

3.7 Data analysis

Data analyzing is a critical process to be done before writing any conclusions. The statistical package social sciences (SPSS) was applied for data analysis in this research. The main benefit of using this SPSS analysis method is that the SPSS software can help to simplify the complex data. Data cleaning and key in data process will be conduct in this part.

3.7.1 Descriptive analysis

After the data has been collected, the first stage in quantitative analysis is to describe the characteristics of the responses. The descriptive analysis looked at the respondents' demographic profile, which is divided into nine parts: age, gender, average monthly income, marital status, experience in the property industry, education level, current position in the company, household size, average monthly expenses. The process of describing and categorizing the properties of a piece of data is known as descriptive analysis (Bhandari , 2021).

3.7.2 Reliability test

The degree to which a test is consistent and steady in measuring what it is designed to evaluate is referred to as a reliability test. Simply said, a test is dependable if it is constant throughout time and within itself. The Cronbach alpha level is checked using the reliability test to verify if the variable can be applied to test the hypothesis. Also, it help to check internal

consistency of the result. To ensure that it is reliable to test, the Cronbach alpha level should be between 0.7 and 0.85 (Everitt, B. S., et al, 2010).

3.7.3 Inferential analysis

According to Blaikie (2003), inferential analysis is a technique for extrapolating results from a random sample back to the population from which it was derived. Under this analysis, first, the variables obtained from the different journal articles need to be identified. The next step is to do a multiple regression analysis to determine the significance level of the hypothesis. The IBM SPSS Statistics 27 will be used to calculate the multiple regression results. The multiple regression is a robust technique and it had been widely used in various research problems. According to Hayes, A (2022), multiple regression is adopted to predicts the result of a response variable by combining many explanatory variables. It enables to evaluate the strength of the association between an outcome and variables, as well as the relative relevance of each predictor to the relationship.

3.8 Conclusion

The research methodology, which included study design, research technique, data collecting method, research instrument, questionnaire design, and data analysis method, was outlined in full in this chapter 3.

Chapter 4 Data Analysis

4.1 Introduction

This chapter will analyse the data that has been gathered in order to evaluate the study hypothesis and present it in a clear and intelligible manner. The data will be analysed in accordance with the survey results to ensure that the information is displayed appropriately. In this section, there are four parts that need to be covered.

The first part is the descriptive analysis of the demographic information of the respondents. Including the analysis of age, gender, average monthly income, marital status, experience in the property industry, occupation, education level, current position, household size, and the average monthly expenses. The second part is the scale measurement, which includes the research's reliability test. To ensure that the variables for the study can be tested. Next part will be the multiple regression analysis. To predicts the result of a response variable by combining many explanatory variables. And the last part will include a brief summary to wrap up this chapter and a brief description of what the next chapter will include.

4.2 Demographic information

This section will show the respondents' backgrounds. The respondents' backgrounds will be provided in the following subsections based on the descriptive analysis. Besides, the analysis will be presented in either pie chart or bar chart.


Table 4.1 Demographic data of respondent

Demographic	Groups	N	%
Age	15-20	13	13
	21-30	31	31
	31-40	19	19
	41-50	18	18
	50 and above	19	19

(Continued)

Factors influence real estate agents' sales performance in the case of organizational controls
and motivation plans

(Uncontinued from previous table)

Gender	Male	65	65
	Female	35	35
Average monthly income	below RM1,000	4	4
	RM1,001 until RM3,000	23	23
	RM3,001 to RM5,000	32	32
	RM5,001 until RM8,000	31	31
	RM8,001 or above	10	10
Marital status	Single	51	51
	Married with no child	15	15
	Married and have child	34	34
Experience in the property industry	below 1 year	13	13
	1 to 3 years	31	31
	3 to 5 years	19	19
	5 to 10 years	18	18
	10 years and above	19	19
Education level	Primary school level	4	4
	Secondary school level	46	46
	Diploma or degree level	50	50
Current position	Junior agent	38	38
	Senior agent	37	37
	Leader	18	18
	Partner	7	7
Household size	2 members	8	8
	3 members	24	24
	4 members	46	46
	5 and above	22	22
Average monthly expenses	below RM1,000	9	9
	RM1,001 to RM3,000	33	33
	RM3,001 to RM5,000	36	36
	More than mentioned	22	22 

Source: developed for the research

4.2.1 Age

The age of the respondents will be categorized into five different groups. Starting from 15 years old to 51 and above. From the table 4.1 above, most of the respondents are between 21 to 30 years old which has 31 respondents recorded. It was then followed by the respondents at the age of 31 until 40 years old, and 51 years old or above. Recorded 19 respondents for both categories. Then, the age of 41 until 50 years old at 19 respondents and the age of 15 until 20 years old at only 13 respondents.

4.2.2 Gender

This section will look at the demographic characteristics of the respondents. Such as, gender of respondents. Table 4.1 showed that the percentage of gender of the respondents. From the total respondents of 100 people, females hold a majority of 35% which is 35 respondents, while males hold a minority of 65% which is 65 respondents. Thus, it is concluded that male is more than female in this research.

4.2.3 Average monthly income

The third demographic is the average monthly income level of the respondents. From lowest of below RM1,000 to more than RM8,001. From 100 respondents, most of the respondents has average monthly income at RM3,001 to RM5,000 which has stood 32 respondents for the whole survey. It was then followed by the income level at RM5,001 until RM8,000 that has a number of 31 respondents involved. The average monthly income at the range of RM1,001 until RM3,000 has number of 23 respondents involved. Besides, the income level of RM8,001 or above consist of 10 respondents. Lastly, the average monthly income below RM1,000 has number of 4 respondents.

4.2.4 Marital status

This part will look at the marital status of the respondents. In here, there are three categories, consist of single, married with no children, and married and have children. From the survey, more than half of the respondents are single. A number of 51 respondents was

recorded. It was then followed by the married and have children, with a number of 34 respondents. Lastly, there are 15 respondents are married but with no children.

4.2.5 Experience in the property industry

In this part, it discussed the experience of the property agent in the industry. There total of five groups in here, from below 1 year to 10 years and above. From the 100 respondents, there are 24 of them have experience of between 5 to 10 years in the industry. Which is the largest group among the five other groups. The follow group will be the 1 to 3 years, and 3 to 5 years of experience in the industry, which both comprise of 23 respondents each. The 10 years and above experience property agent have 19 in the study. The below 1 year experience agent have total of 11 respondents only.

4.2.6 Education level analysis

In this part, it analyse the education level of the 100 respondents. Consist of primary school level, secondary school level, and diploma or degree level. Table 4.1 showed that the pie chart of highest level of education of the respondents. Majority of 50 of respondents have a highest qualification of diploma or degree level and followed by 46 of the respondents have a highest qualification of secondary school level. Next, 4 of the respondents have a highest qualification of primary school education.

4.2.7 Current position

In this part, it analyse the current position of the 100 respondents. Consist of junior agent, senior agent, leader, and partner. From the table 4.1, it shows the current position of the 100 respondents in their respective company or agency. There are total of 38 junior agent of respondents participate in the research. Follow by the senior agent position, there are 37 of them involve in the research. Besides, there are 18 of the respondents are at the leader position. Lastly, there are 4 partner position in the study.

4.2.8 Household size

In this part, it analyse the household size of the 100 respondents. Consist of 2 members, 3 members, 4 members, and 5 members and above. From the 100 respondents, 46 of them have the household size of 4 members. There are 24 of the respondents have the household size of 3 members. For the household size that is 5 members or above, there are 22 of the respondents are recorded. Lastly, there are only 8 respondents have the household size of 2 members.

4.2.9 Average monthly expenses

In this part, it analyse the average monthly expenses level of the 100 respondents. From below RM1,000 to RM5,001 and above. From 100 respondents, most of the respondents has average monthly expenses at RM3,001 to RM5,000 which has stood 36 respondents for the whole survey. It was then followed by the expenses level at RM1,001 until RM3,000 that has a number of 33 respondents involved. The average monthly expenses at the range more than RM5,001 has number of 22 respondents involved. Besides, the expenses level of below RM1,000 have 9 respondents.

4.3 Reliability analysis

In this part, we will compute the Cronbach's alpha using SPSS to test the reliability of the scale items. The Cronbach's alpha can help to measures internal consistency between items in a scale. The general acceptable range for the value is 0.70 and above, and the unacceptable range of value is 0.50 and below. However, a number greater than 0.95 is not recommended since it may not be realistic (George and Mallery, 2003).

Table 4.2 Cronbach's alpha analysis

Variables	Number of items	Cronbach alpha
Sales territory alignment	4	0.846
Supervisory behaviour	12	0.866
Motivation plan	6	0.890
Sales performance	4	0.837

Source: developed for the research

The result is then being tested by using the SPSS to determine the Cronbach alpha value. The sales territory alignment that has 4 items recorded 0.846, supervisory behaviour that has 12 items recorded a value of 0.866. For the independent variable of motivation plan that has 6 items, it recorded 0.890 of value. And lastly the sales performance that has 4 items, recorded a value of 0.837.

4.4 Multiple regression analysis

The regression method is used to determine the strength of a link between one dependent and the independent variables. It assists in the prediction of a dependent variable's value based on one or more independent variables. In overall, there are two types of regression models, bivariate regression analysis and multiple regression analysis. In this study, it applied the multiple regression analysis due to the study has more than one independent variables. The multiple regression will be used to find out the factors that influence the estate agent sales performance.

Table 4.3 Summary of the regression analysis

Variables	Model 1		Model 2	
	Std Error	Sig	Std Error	Sig
Intercept	0.871	0.276	0.814	0.279
Sales territory design	<0.001	0.088	0.002	0.093
Non-financial motivation plan	0.007	0.117	0.016	0.123
Financial motivation plan	0.007	0.092	0.006	0.092
Supervisory behaviour	0.528	0.081		
Authoritarian behaviour			0.938	0.054
Positive achievement motivation behaviour			0.417	0.095
Observation	100		100	
R²	0.663		0.665	

Source: developed for the research

Based on table above, it showed that all the factors have a positive influence on dependent variables because all the values are positive. The hypothesis development of H1a , H1b, H1c, and H1c are supported. However, some of the factors had insignificant influence towards the dependent variables.

The model 1 R square value equal to 0.663 (result from IBM SPSS Statistic). The R square value is known as the coefficient of determination. $0.663 R^2$ equal to 66.3% of sales territory alignment, supervisory behaviour, non-financial motivation plan, and financial motivation plan can explain the factors influence the estate agents' sales performance. The remaining 33.7% can be influenced by others factors which has affected on the estate agents' sales performance. And for the model 2 R square value equal to 0.665. Means 66.5% of sales territory alignment, authoritarian behaviour, positive achievement motivation behaviour, non-financial motivation plan, and financial motivation plan can explain the factors influence the estate agents' sales performance. The remaining 33.5% can be influenced by others factors which had affected on the estate agents' sales performance

By using the multiple regression analysis, the variables that has the significant value also known as p-value that is less than 0.05 can be indicated that the hypothesis is significant in the research. From the table 4.2 summary of the regression analysis, the model 1 and model 2 sales territory alignment with a significant value below <0.001 and 0.002 respectively, which both are less than 0.05 ($p\text{-value}<0.05$) (result from IBM SPSS Statistic). It means that the first hypothesis (H1a) is being supported and concluded that the satisfaction of the sales territory alignment had significant impact towards the estate agents' sales performance.

The second variable is the supervisory behaviour. The model 1 supervisory behaviour showed a significant value 0.528 that is more than 0.05 ($p\text{-value}>0.05$) (result from IBM SPSS Statistic). Also if we divide the supervisory behaviour into two variables of authoritarian behaviour and positive achievement motivation behaviour. The p-value of each variable are stated in model 2, which are 0.938 and 0.417 respectively. Which both model 1 and model 2 p-values are larger than 0.05 ($p\text{-value}>0.05$) (result from IBM SPSS Statistic). As a result, the second hypothesis (H1b) is not being supported and concluded that the supervisory behaviour had insignificant effect towards the estate agents' sales performance.

The third variable is the non-financial motivation plan showed a significant value 0.007 in model 1, and 0.016 in model 2. Both models show that the p-value are less than 0.05 ($p\text{-value}<0.05$) (result from IBM SPSS Statistic). So, the third hypothesis (H1c) is being supported and concluded that the motivation plan had significant effect towards the estate agents' sales performance.

The fourth variable is the financial motivation plan showed a significant value 0.007 in model 1, and 0.006 in model 2. Both models show that the p-value are less than 0.05 (p-value < 0.05) (result from IBM SPSS Statistic). So, the fourth hypothesis (H1d) is being supported and concluded that the motivation plan had significant effect towards the estate agents' sales performance.

4.5 Conclusion

In a conclusion of this chapter, the pie chart and bar chart are used to analyze the demographic profile of 100 real estate agents involved. The details have been discussed in descriptive analysis.

Besides that, the usage of multiple regression in explaining the result of four hypotheses also been used. The results are then interpreted in a clear and straightforward manner using a table layout and a brief explanation. In the following chapter, the details of the demographic profile and multiple regression will be summarized and described.

Chapter 5 Discussion, conclusion, and implications

5.1 Introduction

The statistical outcome that was listed out in the previous chapter will be discussed in this last chapter. The results will be discussed in greater depth, and the study's findings will be presented in this chapter. This chapter is divided into several parts to be discussed. The first part will be an introduction, followed by a summary of the demographic profile statistical analysis. Then, contains a study overview as well as a synopsis of the multiple regression analysis. The research's primary findings were discussed in the followed part. The implications of the findings are discussed as well, along with limitations and recommendations.

5.2 Overview of the research

There are two objectives in the study, which are to determine the impact of organizational controls to real estate agents' sales performance; and how the impact of motivation plans to the real estate agents' sales performance.

In order to understand the factors impact the estate agents' sales performance, this study recorded 15 author that had mentioned that the three variables had affected on the organization sales effectiveness. In Malaysia current property industry, company assess their agents' sales performance based on the sales KPI rather than the organizational control and motivation. Hence, this paper adopted the three variables that had affected on the organization sales effectiveness as the factors influence the estate agents' sales performance. It had been tidied out and listed in the table.

Table 5.1 Factors influence estate agents' sales performance

Authors	Sales territory alignment	Supervisory behaviour	Motivation plan	
			Non-financial motivation	Financial motivation
Baldauf, A., et al (2001)	⊙			
Babakus et al. (1996)	⊙			
Zoltners and Sinha (1983)	⊙			
Zoltners, A. A., and Lorimer, S. E. (2000)	⊙			
Skiera and Albers (1998)	⊙			
Piercy, Craven, and Morgan (1999)	⊙			
M. S. Chowdhury (2007)		⊙		
Kohli, A. K (1985)		⊙		
Tyagi, P.K. (1985).		⊙		
Fulk, Janet & Wendler, Eric. (1982).		⊙		
Schriesheim, C. A., House, R. J., & Kerr, S. (1976)		⊙		
Walker, Churchill, and Ford (1977)			⊙	⊙
Amabile, Hill, Hennessey, and Tighe (1994)			⊙	⊙
Fatima & Azam (2016)			⊙	
Sani Abubakar, et. Al (2020)				⊙

Source: developed for the research

5.3 Summary of multiple regression analysis

The dependent variable's connection with the independent variable is determined via multiple regression analysis. The performance of an estate agents' sales is the dependent variable in this study. The independent variables were divided into three categories, which are detailed in the table below.

Table 5.2: Summary of multiple regression analysis

Hypothesis	Multiple regression analysis	
	Sig.	Result
H1a: The relationship between the satisfaction of sales territory alignment and the real estate agents' sales performance is significantly positive.	p value<0.05	Significant effect
H1b: The relationship between the supervisory behaviour and the real estate agents' sales performance is significantly positive.	p value>0.05	No significant effect
H1c: The relationship between the non-financial motivation plans and the real estate agents' sales performance is significantly positive	p value<0.05	Significant effect
H1d: The relationship between the financial motivation plans and the real estate agents' sales performance is significantly positive	p value<0.05	Significant effect

Source: developed for the research

From the above table, the significant value (p value) of the hypothesis H1a H1c and H1d showed the significant value that is less than 0.05 (p value<0.05), and the hypothesis H1b showed the number that is more than 0.05 (p value>0.05). In this case, it has shown that the only three variables have significant effect towards estate agents' sales performance, which included the sales territory alignment and the non-financial motivation plans and financial motivation plans.

5.4 Discussion of major findings

The Cronbach alpha threshold for the reliability analysis was more than 0.07 but not greater than 0.09. In this situation, the variables are appropriate for testing in this study.

5.4.1 The sales territory alignment had significant impact on the estate agents' sales performance.

In many of the previous study, a good sales territory alignment and design can have a significant impact on the organization sales effectiveness. The key is to assign the adequate amount of job to the right person. This was explained by Zoltners, A. A., and Lorimer, S. E. (2000), a well design sales territory can result in higher salesforce sales and profits. How salespeople feel about their territory and how they are treated by the organization affects their actions and behaviours. Salespeople that are highly driven and enthusiastic use their time wisely, treat clients with respect, and as a result, generate more sales. And this could be done under the fundamental of a good sales territory alignment. And this is supported by other authors like Fatima (2018), Highman (2019), Babakus et al. (1996), Skiera and Albers (1998), Piercy, Craven, and Morgan (1999), and Baldauf, A., et al (2001). In this study, the Malaysia estate agents' sales performance is affected by the satisfaction level towards the company sales territory alignment.

5.4.2 The supervisory behaviour had insignificant impact on the estate agents' sales performance.

In the previous study from Kohli (1985) and Tyagi (1985), supervisory or leadership behaviour has been shown to have a significant impact on salesforce performance. When salespeople's ideas are solicited by their leaders, the work's perceived significance rises. However, the result in this study had proved that the supervisory behaviour in the Malaysia property industry had insignificant impact towards the estate agents' sales performance. This can be explained by the variance of selling products and the nature of job scope between M. S. Chowdhurry (2007) research and this research. The author's data were collected from 105 salaried sales staff who are working in two retail organization. Obviously, estate agents' is

selling the higher price product, and most of them are having commission-based income. From the Doug J. Chung (2015), the salesperson who is under commission-based salary had lesser direct supervision by supervisors. Due to the characteristic of commission-based salary jobs, estate agents can work under their own will. Like a freelancer, schedule their own time to meet clients, advertising, or calling. Hence, leader's supervision plays insignificant to their behaviour. Furthermore, the poll was performed during the second year pandemic, when all the sectors still need to obliged the government restriction of standard of procedure (SOP). As a result, respondents have a lesser chance of face-to-face collaboration with their superiors or supervisors. In this instance, the supervisor has a difficult time monitoring and guiding their subordinates, resulting in less impact towards their behaviours and performance.

5.4.3 The motivation plans had significant impact on the estate agents' sales performance.

According to Madhani (2019), Sani Abubakar, et. Al (2020), Fatima & Azam (2016), Amabile, Hill, Hennessey, and Tighe (1994), the motivation of a salesperson has a significant impact on his performance and, as a result, his productivity. Salespeople with a high degree of motivation are more likely to do well in their jobs and produce more. Employees demand financial and non-financial motivation for their services and efforts. Employees get disgruntled and underperform when they are not given equal compensation, training and development chances, or recognition. In the result, the financial motivation has more significant impact on dependent variable than the non-financial motivation. This can be echoed with the Sani Abubakar, et. Al (2020), the financial compensation has critical impact on the sales force performance than the non-financial compensation. Majority of the estate agents in Malaysia is paid by the commission based income. The more the properties they sold, the higher the commission they earned. In this study, the Malaysia estate agents' sales performance is affected by the company non-financial and financial motivation plans.

5.5 Implication of the study

It is critical for organization and academics to identify which of the factors can impact the salesforce sales performance, and the relationship of the factors with the sales performance. From the organization aspect, it helps them to save time to figure out the method to improve salesforce sales performance. While from the academic aspect, this study contributed to the current body of the literature. This study indicates the factors that influence the estate agents' sales performance from organization perspective in Malaysia. There are two implications which are now discussed.

5.5.1 Improve estate agents' performance

In order to improve salesforce productivity, organization should optimize the use of the sales territory alignment, and the motivation plans. The absence of explicit territory design may cause the issue of wasting time and resources. This could be happened when the too much clients assigned to a small group of salesforce. With the result, organization and agency can put more effort to identify the size and activity of a territory, as well as ensuring that the organisation has the sufficient assets and resources to optimise product or service offers. Furthermore, organization should also look at the condition of their company before they plan their sales territory system. As there are factors influence the decision of the territory planning, such as workload and account potential.

People need attention and recognition, a well-motivated employee will feel that he is considered an important people to the company, hence he will carry out his job will massive of excitement and enthusiasm. From the result in the previous chapter, it showed that the financial motivation and compensation have a better influence that the non-financial motivation plan. However, it doesn't mean that organization can neglect the implementation of the non-financial motivation. There is also studies claimed that the non-financial motivation has better impact on attract and retain talented people (Armstrong, 2010). If the company pursue with the short term goal of maximizing company profit, they should go for the financial motivation plan to enhance salesforce sales performance. If the company aim for the long term goal, which retaining the talented salesperson, they shall proceed with the non-financial motivation.

5.5.2 Contribute to the current body of literature

Various studies have attempted to discover the factors that have the significant impact on salespeople's performance. However, this study discovered a conclusion that differed from what was predicted, the supervisory behaviour factor did not impact the estate agents' sales performance in this nation. Besides, the study also filled the gap of knowledge as there is no existing literature study about this particular topic. This result will contribute to the current body of literature. Allow future academic researchers have a different perspective from this study. The culture shock between the west and the east.

5.6 Limitation of the study

The first limitation of this study is that sample size of the estate agents in this study is only target at 100 respondents, which is slightly too little. There are nearly 23,000 registered estate agents in the market, by right the respondents sample size should more than 100. Moreover, the discussed factors that influence the estate agents' sales performance is too little for the study. Other factors should be included in the study in order to let the study more comprehensive. Last but not least, the data collection method of online questionnaire has certain flaws to present comprehend information. For example, the researcher unable to answered to the respondent questions and doubts immediately face to face when respondent find hard to understand the questions listed.

5.7 Recommendation of the study

The first recommendation of the study is that the sample size of the respondent should be increased and suggested more than 100 respondents. The results will be more significant and convincing enough to indicate that those factors have a major impact on estate agents' sales success if more respondents are included. In addition, future research should include more other factors that impact the dependent variable of sales performance, such as sales support orientation, sales panning, etc. The intangible factor can also include in the future research.

Also, the future researcher can try to use other data collection method instead of the online questionnaire. For instance, the physical face to face survey method.

5.8 Conclusion

Throughout this study, it shows that factors like organizational controls and motivations plans had impact towards the estate agents' sales performance. The independent variable that included of sales territory alignment, non-financial motivation plans and financial motivation plans had significant effect towards estate agents' sales performance in Malaysia. However, the independent variable of supervisory behaviour has insignificant effect towards estate agents' sales performance in Malaysia. The findings of the study are useful for the estate agencies, organizations and relevant departments to let them enhance their salesforce sales performance.

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APPENDICES

1. Survey questionnaire form



UNIVERSITI TUNKU ABDUL RAHMAN

Dear respondents,

My name is Fong Jia Xun (19UKB02657), a final year student for Bachelor Degree of Building and Property Management (HONS) from Universiti Tunku Abdul Rahman (UTAR). As a final year student, I am conducting an issue on the factors influence real estate agents' sales performance in the case of organizational controls and motivation plans. The purpose of this survey is to determine the impact of organisational controls to real estate agents' sales performance. And how the impact of motivation plans to the real estate agents' sales performance. This project is conducted with the guidance of my supervisor, Dr. Goh Hong Lip.

Fully appreciate if you can spend a few minutes to complete this questionnaire. As a guarantee, all the information collected is only strictly for academic purposes which will be kept confidential as well. This questionnaire consists of three sections. Kindly remind that all the questions need to be answer.

If there is any doubt, please do not hesitate to contact me at: jiaxun000627@gmail.com

Thank you for spending your few minutes with me and also for your kind assistance.

Name	Student ID
Fong Jia Xun	1902657

Section A: Demographic information

This section will have a clear understanding on the demographic profile of the respondent.

Please tick on the box provide with only one answer in each questions.

No	Demographic	Groups	Answer
1	Age	15-20	
		21-30	
		31-40	
		41-50	
		50 and above	
2	Gender	Male	
		Female	
3	Average monthly income	below RM1,000	
		RM1,001 until RM3,000	
		RM3,001 to RM5,000	
		RM5,001 until RM8,000	
		RM8,001 or above	
4	Marital status	Single	
		Married with no child	
		Married and have child	
5	Experience in the property industry	below 1 year	
		1 to 3 years	
		3 to 5 years	
		5 to 10 years	
		10 years and above	
6	Education level	Primary school level	
		Secondary school level	
		Diploma or degree level	
7	Current position	Junior agent	
		Senior agent	
		Leader	
		Partner	

(Continued)

(Uncontinued from previous table)

8	Household size	2 members	
		3 members	
		4 members	
		5 and above	
9	Average monthly expenses	below RM1,000	
		RM1,001 to RM3,000	
		RM3,001 to RM5,000	
		More than mentioned	

Section B: Sales territory alignment

Based on the below statement, how much do you agree for these statements? Please tick on the box provided with the scale from 1 = Strongly unsatisfied, 2 = Unsatisfied, 3 = Neutral, 4 = Slightly satisfied, and 5 = Strongly satisfied.

Statement	1	2	3	4	5
1. The geographical size of my territories					
2. The market potential in my territories					
3. The amount of travel required in my territories					
4. The sales productivity of the units					

Section C: Supervisory behaviour

Based on the below statement, how much do you agree for these statements? Please tick on the box provided with the scale from 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Slightly agree, and 5 = Strongly agree

Statement		1	2	3	4	5
Authoritarian Behaviour	1. My leader rules with an iron hand					
	2. My leader speaks in a manner not to be questioned					

(Continued)

(Uncontinued from previous table)

Authoritarian Behaviour	3. My leader insists that everything be done his way					
	4. My leader criticized me in front of others					
	5. My leader refuses to give in when i disagree with him					
	6. My leader demands more than i can do					
Positive Achievement Motivation Behavior	7. My leader maintains cordial relations with his superiors					
	8. My leader keeps me in good standing with those in higher authority					
	9. My leader gets what he asks from his superiors					
	10. My leader let me know that he expects me to perform at my highest level					
	11. My leader consistently sets challenging goals for me to attain					
	12. My leader encourages continual improvement in my performance					

Section D: Motivation plans

Based on the below statement, how much do you agree for these statements? Please tick on the box provided with the scale from 1 = Strongly disagree, 2 = Diagree, 3 = Neutral, 4 = Slightly agree, and 5 = Strongly agree

Statement	1	2	3	4	5
1. When promoted on the job, it encourages me to perform better					
2. My company encourages training of staff for improve performance					
3. I am always recognized for a good performance					
4. When i am paid as at when due, it encourages me to perform better					

(Continued)

(Uncontinued from the previous table)

5. Bonuses are given for my extra effort to work					
6. Vacation with pay is given and helps boost my performance					

Section E: Salesforce sales performance

Based on the below statement, how much do you agree for these statements? Please tick on the box provided with the scale from 1 = Strongly disagree, 2 = Diagree, 3 = Neutral, 4 = Slightly agree, and 5 = Strongly agree

Statement	1	2	3	4	5
1. I generate profitable sales.					
2. I identify and sell to the main customers of my region.					
3. I exceed sales goals.					
4. I am happy with my commission in the past 12 months.					

Factors influence real estate agents' sales performance in the case of organizational controls and motivation plans

2. IBM SPSS Statistic data

Factors influence sales performance.sav [DataSet1] - IBM SPSS Statistics Data Editor

Visible: 36 of 36 Variables

	NO_RES	AGE	GENDER	INCOME	MA	EXP	EDU	POS	HOUSE	EXPENSES	ST_1_IV	ST_2_IV	ST_3_IV	ST_4_IV	SB_1_IV	SB_2_IV	SB_3_IV	ST
1	1.00	2.00	1.00	2.00	1.00	2.00	3.00	1.00	3.00	1.00	3.00	5.00	3.00	4.00	3.00	1.00	1.00	
2	.	5.00	2.00	4.00	3.00	2.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	
3	.	4.00	2.00	3.00	1.00	5.00	3.00	3.00	4.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	5.00	
4	.	5.00	1.00	3.00	3.00	3.00	2.00	2.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
5	.	2.00	1.00	1.00	1.00	2.00	3.00	1.00	3.00	1.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
6	.	2.00	1.00	1.00	1.00	1.00	3.00	1.00	2.00	1.00	5.00	4.00	5.00	4.00	5.00	4.00	5.00	
7	.	4.00	1.00	4.00	3.00	5.00	2.00	2.00	3.00	2.00	4.00	5.00	5.00	5.00	5.00	5.00	4.00	
8	.	2.00	2.00	3.00	1.00	3.00	3.00	1.00	2.00	2.00	3.00	5.00	3.00	5.00	5.00	5.00	5.00	
9	.	2.00	1.00	3.00	1.00	3.00	2.00	1.00	3.00	3.00	4.00	3.00	3.00	4.00	4.00	4.00	4.00	
10	.	4.00	1.00	4.00	2.00	4.00	2.00	2.00	3.00	3.00	5.00	4.00	3.00	4.00	3.00	5.00	3.00	
11	.	4.00	2.00	4.00	2.00	4.00	3.00	2.00	3.00	3.00	5.00	4.00	5.00	4.00	3.00	3.00	4.00	
12	.	5.00	1.00	4.00	2.00	5.00	2.00	3.00	3.00	3.00	3.00	3.00	4.00	3.00	3.00	4.00	4.00	
13	.	2.00	2.00	2.00	1.00	2.00	2.00	1.00	3.00	2.00	4.00	5.00	4.00	5.00	4.00	5.00	4.00	
14	.	3.00	1.00	3.00	2.00	4.00	3.00	2.00	3.00	3.00	4.00	4.00	5.00	3.00	3.00	3.00	3.00	
15	.	5.00	1.00	4.00	2.00	5.00	2.00	3.00	2.00	3.00	4.00	4.00	4.00	4.00	3.00	3.00	4.00	
16	.	3.00	1.00	3.00	2.00	4.00	3.00	2.00	3.00	2.00	5.00	5.00	3.00	3.00	4.00	4.00	5.00	
17	.	2.00	1.00	3.00	1.00	3.00	2.00	1.00	3.00	2.00	4.00	3.00	5.00	4.00	3.00	3.00	3.00	
18	.	1.00	1.00	2.00	1.00	2.00	2.00	1.00	1.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00	
19	.	4.00	2.00	4.00	3.00	4.00	2.00	2.00	3.00	2.00	4.00	5.00	4.00	4.00	3.00	5.00	5.00	
20	.	1.00	1.00	2.00	1.00	2.00	2.00	1.00	2.00	2.00	4.00	3.00	4.00	3.00	3.00	3.00	3.00	
21	.	5.00	2.00	5.00	3.00	5.00	3.00	4.00	3.00	4.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	
22	.	5.00	1.00	4.00	2.00	5.00	2.00	3.00	3.00	3.00	1.00	3.00	1.00	2.00	1.00	1.00	3.00	
23	.	2.00	2.00	3.00	1.00	2.00	3.00	1.00	4.00	3.00	3.00	3.00	3.00	2.00	1.00	2.00	2.00	
24	.	4.00	1.00	4.00	3.00	5.00	2.00	4.00	2.00	2.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	
25	.	1.00	1.00	2.00	1.00	1.00	3.00	1.00	1.00	2.00	3.00	5.00	4.00	4.00	5.00	3.00	4.00	
26	.	1.00	2.00	2.00	1.00	2.00	1.00	3.00	1.00	3.00	5.00	4.00	4.00	4.00	5.00	3.00	5.00	

IBM SPSS Statistics Processor is ready Unicode ON

Factors influence sales performance.sav [DataSet1] - IBM SPSS Statistics Data Editor

Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	NO_RES	Numeric	8	2	Number of Res...	None	8	Right	Nominal	Input
2	AGE	Numeric	8	2	Age of Respon...	(1.00, 15-20...	8	Right	Nominal	Input
3	GENDER	Numeric	8	2	Gender of Resp...	(1.00, Male)...	8	Right	Nominal	Input
4	INCOME	Numeric	8	2	Income of Resp...	(1.00, Belo...	8	Right	Nominal	Input
5	MA	Numeric	8	2	Marital status	(1.00, Singl...	8	Right	Nominal	Input
6	EXP	Numeric	8	2	Experience in t...	(1.00, Belo...	8	Right	Nominal	Input
7	EDU	Numeric	8	2	Education level	(1.00, Prima...	8	Right	Nominal	Input
8	POS	Numeric	8	2	Current positio	(1.00, Junior...	8	Right	Nominal	Input
9	HOUSE	Numeric	8	2	Household size	(1.00, 2)...	8	Right	Nominal	Input
10	EXPENSES	Numeric	8	2	Average monthl...	(1.00, below...	8	Right	Nominal	Input
11	ST_1_IV	Numeric	8	2	(IV) ST1- The g...	(1.00, Stron...	8	Right	Nominal	Input
12	ST_2_IV	Numeric	8	2	(IV) ST2- The m...	(1.00, Stron...	8	Right	Nominal	Input
13	ST_3_IV	Numeric	8	2	(IV) ST3- The a...	(1.00, Stron...	8	Right	Nominal	Input
14	ST_4_IV	Numeric	8	2	(IV) ST4- The s...	(1.00, Stron...	8	Right	Nominal	Input
15	SB_1_IV	Numeric	8	2	(IV) SB(A)1- M...	(1.00, Stron...	8	Right	Nominal	Input
16	SB_2_IV	Numeric	8	2	(IV) SB(A)2- M...	(1.00, Stron...	8	Right	Nominal	Input
17	SB_3_IV	Numeric	8	2	(IV) SB(A)3- M...	(1.00, Stron...	8	Right	Nominal	Input
18	SB_4_IV	Numeric	8	2	(IV) SB(A)4- M...	(1.00, Stron...	8	Right	Nominal	Input
19	SB_5_IV	Numeric	8	2	(IV) SB(A)5- M...	(1.00, Stron...	8	Right	Nominal	Input
20	SB_6_IV	Numeric	8	2	(IV) SB(A)6- M...	(1.00, Stron...	8	Right	Nominal	Input
21	SB_7_IV	Numeric	8	2	(IV) SB(P)7- M...	(1.00, Stron...	8	Right	Nominal	Input
22	SB_8_IV	Numeric	8	2	(IV) SB(P)8- M...	(1.00, Stron...	8	Right	Nominal	Input
23	SB_9_IV	Numeric	8	2	(IV) SB(P)9- M...	(1.00, Stron...	8	Right	Nominal	Input
24	SB_10_IV	Numeric	8	2	(IV) SB(P)10- ...	(1.00, Stron...	8	Right	Nominal	Input
25	SB_11_IV	Numeric	8	2	(IV) SB(P)11- ...	(1.00, Stron...	8	Right	Nominal	Input
26	SB_12_IV	Numeric	8	2	(IV) SB(P)12- ...	(1.00, Stron...	8	Right	Nominal	Input
27	MP_1_IV	Numeric	8	2	(IV) MP1- Whe...	(1.00, Stron...	8	Right	Nominal	Input
28	MP_2_IV	Numeric	8	2	(IV) MP2- My c...	(1.00, Stron...	8	Right	Nominal	Input

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