



Article

Motivating Salespersons: Exploring the Influential Factors of Salesperson Behavior of Textile Products

Jamshid Jalilov*¹

1. PhD, Associate Professor, Tashkent State University of Economics, Tashkent, Uzbekistan

* Correspondence: j.jalilov@tsue.uz

Abstract: Motivation plays a crucial role in enhancing employee performance, particularly in sales oriented industries like textiles, where competitive market dynamics demand strategic human resource practices. In the context of Uzbekistan's textile sector, motivational strategies are often underdeveloped or inconsistently applied, limiting their effectiveness in driving salesperson performance. Despite extensive global literature on motivation, there is a lack of empirical investigation into how various motivational strategies impact sales personnel behavior in Uzbekistan's textile industry. This study aims to explore and evaluate the effectiveness of different motivational strategies on salespersons in textile product organizations in Tashkent. Through sociological surveys conducted among sales personnel, the study measures perceptions of motivational methods such as economic incentives, participatory management, and communication development. Economic incentives emerged as the most valued yet under-implemented strategy ($M=5.72$ vs. $M=2.52$), while communication skills development was both frequently applied and highly rated in importance ($M=5.42$). Psychological and behavioral approaches also held significant influence. This research uniquely contextualizes motivation within the Uzbek textile sector, offering a classification of five motivational strategy types and revealing discrepancies between perceived importance and actual implementation. The findings underscore the need for transparent compensation systems, tailored motivational approaches, and ongoing dialogue between management and staff. Enhancing these practices may improve retention, drive productivity, and inform policy adjustments in textile marketing management.

Citation: Jalilov, J. Motivating Salespersons: Exploring the Influential Factors of Salesperson Behavior of Textile Products. American Journal of Economics and Business Management 2025, 8(4), 1647-1651.

Received: 8th Apr 2025

Revised: 13th Apr 2025

Accepted: 19th Apr 2025

Published: 25th Apr 2025



Copyright: © 2025 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>)

Keywords: Motivation, Motivational Methods, Development of Communication Skills Methods of Motivation

1. Introduction

Promoting effective relationships within the marketing efforts of system-managing companies is crucial, despite the changing landscape of their internal and external environments. The shift towards a market economy is evident through economic dynamics and managerial strategies that impact consumer behavior. Utilizing innovative and efficient motivational techniques is key to elevating quality standards [1].

In the national textile industry, companies employ targeted strategies to motivate salespersons, focusing on both quantity and quality outcomes. However, limited utilization of advanced practices and promotional strategies presents new obstacles. Moreover, motivational efforts often only target sales distributors [2].

Examining developed market economies reveals a lack of cohesive motivation policies in textile companies. This deficiency can lead to ineffective motivational methods influenced by external and internal factors. Currently, evolving socio-economic relationships shape the development of mechanisms, concepts, key factors, resources, and specific motivational strategies [3].

As the textile industry undergoes structural changes and modernization, it is essential to thoroughly examine motivational strategies and integrate their outcomes into practice. The primary challenge is identifying where to apply motivational methods in the textile industry [4].

Effective marketing managers know that understanding the individual motivations of consumers is crucial. People have diverse needs, goals, and aspirations that drive their actions. Balancing organizational objectives with personal aspirations is vital for cultivating motivated salespersons who not only meet but exceed expectations [5].

Literature Review

The exploration of motivation and its underlying mechanisms has emerged as a prominent focal point in modern scientific discourse, particularly in the realms of modern economics, management, and marketing. Renowned scholars such as Kotler and Armstrong have contributed to the literature with their research on motivational systems, methods, and mechanisms [6].

Motivation is conceptualized as an intrinsic force influenced by individual needs, propelling individuals towards the achievement of their goals. According to Robbins, motivation is a process of fulfilling needs, implying that when specific factors satisfy an individual's needs, that individual is inclined to exert more effort in attaining organizational objectives. In contrast, Griffin and Phillips depict motivation as a combination of forces that drive individuals to engage in one particular behavior over other alternatives and define motivation as an individual's desire to direct and sustain energy towards optimal performance in tasks crucial for success in their professional endeavors [7].

Personnel motivation serves as the linchpin for effective resource utilization, facilitating the creation of cohesive teams comprising experienced professionals dedicated to shared objectives and collective prosperity [8]. This investigation seeks to evaluate the efficiency of various motivation methods employed within Uzbek organizations, providing empirical evidence to inform best practices and guide strategic decision-making in human resource management. A comprehensive understanding of employee motivation is indispensable for comprehending the factors influencing individual conduct and reactions within an organizational setting. Furthermore, motivated employees exhibit a heightened propensity to align their personal aspirations with organizational objectives, thereby contributing to the attainment of overarching strategic goals and fostering a culture of shared success. Motivation is a fundamental business strategic priority [9]. Modern motivational theories posit that an employee's motivation is derived more from the job design than from the material rewards [10].

Despite the significance of motivation, its implementation in industrial contexts remains underexplored, as there has been no comprehensive scientific inquiry into this field as a distinct subject of study [11]. The characteristics of motivation and its effect on consumer behavior have received inadequate attention in existing research. This gap highlights the necessity for well-founded proposals and recommendations aimed at enhancing the implementation of motivational strategies within industrial enterprises, thereby guiding the objectives and tasks of this research [12].

Modern motivational systems and strategies employed by globally recognized companies that have achieved success take into account various factors, such as meeting consumer needs and societal demands through the production of goods. This involves

analyzing the social and environmental implications of consumer behavior, monitoring market trends, and creating goods based on consumer behavior, competition, and collaboration with business partners [13]. It can be concluded that effective motivation should prioritize the production of goods and services that align with consumer interests.

Motivation is a system designed to stimulate the achievement of organizational goals while considering the interests of employees and consumers. In the fields of industrial management and marketing, researchers have explored the impact of motivational strategies on individuals; however, a consensus on the most effective internal methods has not yet been reached [14]. In economic practice, management techniques often involve administrative influence on individuals, while motivational methods incorporate various factors, means, key elements, and stimuli to encourage purposeful behaviors in individuals or groups. In the marketing field, motivating sales personnel is crucial for achieving high-performance outcomes, fostering innovation, increasing productivity, and fulfilling various other objectives. This motivation ultimately aims to induce consumers to make significant, long-term purchases and maintain their loyalty [15].

To effectively implement necessary changes in individuals' behaviors under motivational influence, it is vital to categorize organizational objectives into distinct motivational strategies. This classification of motivational methods encompasses a variety of factors, including essential elements and incentives that encourage sales personnel to improve their performance and cultivate loyalty within textile product sales organizations. The identified categories are as follows:

1. Psychological and Behavioral Motivational methods.
2. Organizing Sales.
3. Participation in Management and Decision-Making Processes.
4. Economic Incentives.
5. Development of Communication Skills.

2. Materials and Methods

This study employed a quantitative research approach to examine the effectiveness of various motivational strategies on sales personnel behavior within textile product sales organizations in Tashkent, Uzbekistan. The research design was structured around the collection and analysis of primary data through a structured survey instrument administered to sales representatives across multiple organizations. The questionnaire was developed based on a review of existing motivational theories and frameworks, encompassing key dimensions such as psychological and behavioral methods, communication development, participatory decision-making, economic incentives, and organizational sales structuring. Respondents were asked to rate the importance and practical application of each motivational method using a five-point Likert scale, allowing for the quantification of perceptual gaps between strategic intent and implementation. The data collected were subjected to descriptive statistical analysis to identify trends and disparities in the perception and use of motivation techniques. The methodological framework also included the categorization of motivational strategies into five typologies, enabling a focused assessment of each approach's impact on employee motivation. This method facilitated the identification of areas where organizational practice diverged from employee expectations, thereby offering a practical lens for evaluating the alignment of motivational policy and workforce behavior. By focusing on a specific industry and geographic context, the study provided localized empirical evidence to inform strategic improvements in human resource practices, offering practical recommendations rooted in both theory and real-world application. The approach ensured the reliability and relevance of findings for decision-makers in the textile sales sector.

3. Results and Discussion

The research findings provide valuable insights into the effectiveness and perception of various motivational strategies employed within textile sales organizations in Tashkent, Uzbekistan. Based on survey data collected from sales personnel, economic incentives were ranked as the most significant motivational factor ($M=5.72$). However, the application of these methods was rated substantially lower ($M=2.52$), indicating a disconnect between perceived importance and actual implementation. Similarly, communication development strategies were rated as the second most important ($M=5.42$), yet respondents believed these methods were employed more frequently than necessary ($M=3.78$). Psychological and behavioral motivational techniques received a moderate importance rating ($M=4.48$), while participatory management scored lower in both perceived importance ($M=3.26$) and application ($M=3.35$). These findings reflect a fragmented approach to employee motivation, where the absence of a cohesive and integrated framework hinders the potential for maximizing sales personnel performance [16].

From a theoretical standpoint, this study affirms Robbins process theory of motivation, which suggests that fulfillment of individual needs enhances organizational commitment. Similarly, Griffin and Phillips conceptualization of motivation as a composite of internal drives is supported by the diverse preferences shown by sales personnel. The lack of uniformity in motivational practice highlights a key knowledge gap: while extensive literature outlines effective motivational theories, their adaptation to localized organizational environments, particularly in developing markets, remains underexplored. The findings also align with Herzberg's two-factor theory, emphasizing that while salary functions as a hygiene factor, it does not guarantee motivation unless paired with opportunities for recognition and participation.

Practically, the implications of this study are twofold. First, it underscores the urgency for textile firms to revisit their motivation policies, ensuring they are aligned with the actual expectations and behaviors of employees. Transparent salary structures, clear performance-based incentives, and continuous communication with personnel are critical for enhancing job satisfaction and retention. Second, the study reveals that overemphasis on certain strategies, such as communication development without balancing other methods, may lead to inefficiencies and perceived inequity among employees.

To address these challenges, managers are advised to adopt a more nuanced approach that considers the interplay between intrinsic and extrinsic motivators. Designing a well-balanced, flexible motivational framework tailored to different employee segments may lead to more sustainable organizational outcomes.

Further research is needed to broaden the understanding of motivation across other regions and industries in Uzbekistan. Comparative studies involving sectors such as retail, finance, and services could offer a more comprehensive picture of motivational dynamics. Longitudinal studies assessing the long-term impact of integrated motivational strategies on employee retention and productivity would also enrich the existing body of literature. Moreover, future inquiries should incorporate managerial perspectives to identify systemic barriers to effective implementation. Ultimately, developing a standardized model for motivation tailored to the socio-economic conditions of Uzbekistan remains a priority for advancing organizational development and human capital effectiveness.

4. Conclusion

This study has revealed that while economic incentives are perceived by sales personnel as the most important motivational factor ($M=5.72$), their implementation within textile product sales organizations in Tashkent remains insufficient ($M=2.52$), highlighting a critical gap between motivational priorities and managerial practices. Communication development strategies, though less emphasized by organizations, were also deemed highly effective, suggesting the need for a more balanced application of motivational tools. The research underscores the importance of aligning managerial strategies with employee

expectations to foster a motivated, high-performing sales force. These findings imply that enhancing transparency in compensation, adopting tailored motivational frameworks, and strengthening participatory decision-making can significantly improve employee satisfaction and organizational efficiency. For future research, it is recommended to expand the study to other industrial sectors and regions, and to explore the long-term impact of integrated motivational strategies on employee retention, productivity, and corporate profitability within evolving economic contexts.

REFERENCES

- [1] R. P. Nitafan и J. C. Camay, «Work Motivation and Job Satisfaction of Local Government Employees in Matalam, Cotabato Philippines: A Basis for Intervention Program», *Int. J. Humanit. Educ. Dev. IJHED*, т. 2, вып. 6, сс. 534–542, 2020.
- [2] J. G. Jalilov, «Use of Motivation Methods used to Motivate Media in Light Industry Enterprises», *Econ. Innov. Technol.*, вып. 25, 2018.
- [3] Sh. Shodmonov, R. Alimov, и Т. Juraev, *Theory Economy*. Tashkent: Finance, 2018.
- [4] P. Przybylski, «The Three-Cornered Contract in Psychotherapy of the Adolescent and Their Parents», *Eduk. Anal. Transakcyjna*, т. 10, сс. 115–128, 2021, doi: 10.16926/eat.2021.10.06.
- [5] J. G. Jalilov, G. Ostonoqulova, N. Alimkhodjaeva, и B. Muhsinov, «Relationship of Strategy and Status of Marketing Service in the Enterprise», *Int. J. Adv. Res. Sci. Eng. Technol.*, т. 8, вып. 5, сс. 17411–17416, 2021.
- [6] P. Kotler и G. Armstrong, *Principles of Marketing*, 19th изд. New Jersey, USA: Pearson Education Inc, 2023.
- [7] R. W. Griffin и J. M. Phillips, *Organizational Behavior: Managing People and Organizations*, 14th изд. Cengage, 2023.
- [8] S. P. Robbins, *Organizational Behavior*. New Jersey, USA: Prentice Hall, 2021.
- [9] B. Simamora, «Modeling Passionate Decisions», *Manag. Sci. Lett.*, сс. 139–154, 2021.
- [10] J. G. Jalilov, G. Ostonoqulova, и B. Muhsinov, «Mechanisms of Economic Analysis of Marketing Activities», *Int. J. Acad. Res. Bus. Arts Sci.*, т. 3, вып. 5, сс. 153–158, 2021.
- [11] B. Simamora и E. V. Mutiarawati, «Is the 2X2 model better than the Trichotomous model? Achievement goals validation and comparison in the new versus old student segments», *Int. J. Eval. Res. Educ.*, т. 10, вып. 1, 2021.
- [12] H. Schumann, «How to Help Your Staff Fall in Love with Their Job: Extrinsic vs. Intrinsic Motivation», *Recognition and Engagement Excellence Essentials*. 2017 г.
- [13] G. Gavric, M. Čukanović-Karavidić, и D. Pešić, «Employee Motivation and Cultural Influence», *Int. Rev.*, сс. 82–87, 2020.
- [14] C. F. Chien, S. Dauzère-Pérès, W. T. Huh, Y. J. Jang, и J. R. Morrison, «Artificial Intelligence in Manufacturing and Logistics Systems: Algorithms, Applications, and Case Studies», *Int. J. Prod. Res.*, т. 58, вып. 9, сс. 2730–2731, 2020.
- [15] C. Huang, «Achievement Goals and Self-Efficacy: A Meta-Analysis», т. 19, сс. 119–137, 2016, doi: 10.1016/j.edurev.2016.07.002.
- [16] I. N. Sycheva, O. Yu. Voronkova, I. V. Kovaleva, A. F. Kuzina, S. A. Bannikov, и S. V. Titova, *Int. J. Econ. Bus. Adm.*, т. VII, вып. Special Issue 1, сс. 570–582, 2019.