

# I don't Complain, but I Perform

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## Abstract

Nobody ever fails horribly at their job. However, the mere completion of a task is insufficient. The organization's sustenance depends on good sportsmanship, where unsportsmanlike behavior may harm organizations. Consequently, the objective of this research is to explore the relationship between Sportsmanship behavior and the performance of the salespeople of the banking sector in Sri Lanka. This research investigates the dynamic relationship among the variables of sportsmanship behaviour and salesperson performance. Data was gathered through the mode of a questionnaire survey, from 303 respondent individuals employed in 5 private commercial banks in Sri Lanka. The data was examined by applying descriptive statistics and structural equation modelling using AMOS-21. The findings of this respective research presents the notion that sportsmanship behaviour significantly predicts the performance of a salesperson. The results also indicate that the salesperson performance could be further enhanced by the reinforcement of the individual's sportsmanship behavior. The results of this research present several suggestions which the organizations can capitalize by the acknowledgement and the encouragement of the employees' sportsmanship behaviour to enhance the performance of the salespersons. The theoretical framework presented in this research on sportsmanship behavior will undoubtedly assist the researchers and management professionals in improving the understanding of the function of sportsmanship behavior in achieving better business results. This study provides procedures and insight that will help HR managers, to understand the benefit of sportsmanship behaviour on employees' Job satisfaction, Job commitment and turnover intentions. There is a gap in the existing body of literature regarding the identification of factors that can influence the performance of sales employees working in the banking industry. The findings of this research can be used by managers in the banking industry to help their employees become more productive in their jobs.

**Keywords-** Banking industry, Demographic characteristics, Job Performance, Sales employees, Sportsmanship,

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## I. INTRODUCTION

Employee performance is particularly important for both businesses and individuals. Businesses have made significant contributions, both individually and collectively, to the expansion of economies all over the world. Today, many businesses have transitioned from manufacturing to service economies. As a result, the service industry is reliant on the efficiency and performance of its workforce, which is the primary source of gaining and maintaining a competitive advantage over rivals [1]. In the contemporary business world, 'cut. This is due to the fact that the organization's ultimate profitability is dependent on the

employees' improved performance[2]. As a result of the rapid changes taking place in the society as well as the organizational structure, the management is faced with the difficulty of determining how to sportsmanship behavior has a positive relationship on job performance which is an indication of one's devotion to their organization [5]. Sportsmanship behaviour? Is a mediating factor necessary when influencing it? Etc. Certain findings indicate that effectively use and align human resources to achieve organizational performance. One of the most fascinating researchable concepts in the domains of management and organizational behavior is the desire for whole-hearted commitment from employees in order to achieve organizational goals.

According to the human resource theory, motivation, job condition, career growth, compensation, job safety, job pressure, and several other components impact the employee job performance, ([3]; [4]). Though many of the latest researches have investigated about the factors which impact the employee performance most, very little focus has been directed to the significance of the employees' sportsmanship behaviour. Is job performance impacted by However, sportsmanship behaviour has been identified as a key component contributing to the improvement of the job performance of employees. Sportsmanship behaviour has been recognized as an internal factor of employee performance which is not conditioned by rewards nor punishments[6]. Both the managers and researchers have recognized the importance of sportsmanship behavior since it assists the managers to determine which forms of behaviour will contribute positively to the organization's objectives. Therefore, the objective of this research is to examine the relationship between sportsmanship behaviour and salesperson performance in the context of the private banking sector in Sri Lanka. However, the authors were unable to locate any research on the sportsmanship behavior of salespeople in the banking industry, where customer satisfaction and salesperson engagement are essential for providing a superior customer service. Therefore, the findings of this study could assist bank managers in finding ways to develop the sportsmanship of their employees in order to improve sales performance.

## II. LITERATURE REVIEW

### Sportsmanship Behavior

The sportsmanship behavior was modelled based on the conceptual work of [7], and the empirical research of Podsakoff and colleagues. [8], [9],[10]. Sportsmanship behavior can be defined in several ways, however, it is an embodiment of the salesperson's will to endure less than ideal circumstances without "... *complaining . . . railing against real or imagined slights, and making federal cases out of small potatoes*"[11] Extra-role behavior [12] organizational spontaneity [13] and contextual performance [7] are all examples of organizational members' behaviors that go beyond the tasks expected by the organization. Sportsmanship behavior [7], [14] pro-social behavior [15], [16] extra-role behavior [12].

Individuals' behaviors that are (a) above and beyond those that are formally prescribed by an organizational role; (b) discretionary and occurring outside of work; (c) not directly or explicitly rewarded within the context of the organization's formal reward structure; and (d)

important for the effective and successful functioning of an organization are discussed in the literature review [7], [17]–[19]. Initially, (pp. 84–85, Barnard, 1938) introduced the concept of employee Sportsmanship behavior by describing it as the readiness or the inclination of the employees to participate in the cooperative efforts, explaining it as "something different from the effectiveness, ability, or value of personal contributions" and noting that it could differ according to the individuals. [20] developed the concept of employee Sportsmanship behavior further by describing it as the inclination of the employees to participate in the cooperative efforts,.

Following that, [21] expanded on this perspective by emphasizing the significance of the cooperative behavior, which includes cooperative gestures, actions that protect the organizational system, and acts which surpass what is officially required of the individual but are still necessary for organizational effectiveness to be effective. When [21] defined extra-role conduct, he was making a contrast between it and in-role behavior because the incentives that promote informal contributions (extra-role behavior) are separate from those that motivate task competence (in-role behavior). Generally speaking, in-role behavior refers to behaviors that are expected and specified in job descriptions [7]. Extra-role behavior is described as discretionary behaviors that go above and beyond the official criteria of a role but are not explicitly stated as such in job descriptions [22]. Sportsmanship actions were only considered as extra-role behaviors during the preliminary research conducted on the subject, according to the researchers' conclusions [23]. For example, through systematic interviews with supervisors, [16] identified employee Sportsmanship in [21], [23] as "instances of helpful but not absolutely needed... work behavior" (p. 656). Smith and his colleagues [24] highlighted that extra-role activities help other individuals, even when they are performed at the expense of the individual who is performing the behavior and that in aggregate and over time, these behaviors add to the efficacy of the organization. The same year after that, [25] emphasized the importance of Sportsmanship behavior as "official tasks which do not directly support the technical core itself as much as they do support the organizational, social, and psychological environment in which the technical core must function", further supporting the idea that sportsmanship behaviors are extra-role behaviors. Consequently, [7] defined Sportsmanship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that, taken as a whole, contributes to the effective functioning of the organization," which is a widely accepted definition.

In a sales setting, sportsmanship refers to displaying strong social judgment and professionalism during client interactions in the context of a customer relationship. It entails waiting patiently for a meeting with the customer, accepting setbacks in a cheerful manner, and without disparaging competitors or salespeople [26]. According to the study, using sportsmanship behaviors with clients is just as vital for salesmen. The data suggests that 'tenacity and talent' are equally associated with good performance, according to research, stretching back over a century, [27], [28]. In accordance with this definition, Sportsmanship activity must be discretionary and not rewarded for in-task performance, with most extra-role behavior being referred to. While some researchers continue to argue that Sportsmanship behavior includes in-role activities since such actions can be understood differently by

different positions, as either mandated or voluntary, others believe that this is not the case [29], [30],[31] modified the definition of Sportsmanship behavior, after acceding to these notions and identifying conceptual difficulties related to his definition of 1988, stating that it is "behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance". Since then, the concept of Sportsmanship behavior has expanded to include the concepts of both extra-role and in-role behaviors that contribute to the overall task performance of an organization.

### **Job Performance**

In the contemporary business world, organizations constantly strive to achieve excellence by the enhancement of their employees' performance. Organizations have been successful in achieving this as a result of the hard work and dedication of the respective employees. The respective success can be assessed through these components: productivity, efficiency, effectiveness, and quality and profitability measures. Generally, 'employee performance' is a pivotal and a crucial component that enhances the performance of the organization on a whole [32]. With respect to performing in an organization [33] outlined 'job performance' under two properties: task performance and contextual performance. 'Task performance' can be described as the quintessential tasks described under a job description and it is the process of converting the resources into services and products like sales or the operation of manufacturing equipment. On the whole, 'task performance' comprises of actions that convert resources into the products and services generated by the organization or it may provide the facilitation of the smooth execution of organizational tasks [33]. Hence, 'task performance' enables the accomplishment of the duties that the employee is entrusted with. Contextual performance differs from task performance since it comprises of actions which do not officially appear under the job description. However, its' indirect contribution for organizational performance is vital as it facilitates the process of task performance [33]. Many studies have presented the notion of the influence that sportsmanship behavior has on the employees' performances [34].

Individuals who exhibited sportsmanship qualities, demonstrated their willingness to compromise their own individual interests for the betterment of their respective working group, maintaining a positive outlook, and enduring personal difficulties without objection in the preservation of organizational resources, hence enhancing job performance. According to Podsakoff et al. [35], Organ et al. [36] went on to say that if employees stick with the organization even if they do not like or disagree with the changes, productivity will improve. Moreover, sportsmanship saves time and energy by lowering the number of employee complaints that administrators must deal with. In turn, this time and energy can then be spent on activities that increase performance.

### **Demographic Variables and Job Performance**

Age, gender, education, and work experience, among other variables, are independent variables that affect job performance. These variables highlight the demographic characteristics of participants in various researches that have been conducted on employee job performance.

Hassan and Olufemi [37] investigated the relationship between demographic variables and job performance and found that age, marital status, educational attainment, and gender are significant demographic variables that influence job performance. In their study of Behzisty [38] employees in the central provinces of Iran, Nasir et al. [39]) discovered that gender, age, and education effect significantly on the task performance of employees.

Kazemipour, [40] proposed that as an employee's age increases, their employment options also increase and consequently, they view their current position to be more favourable. There is a general expectation of the improvement of the employees' performance as they mature within the organisation up to a certain age, where it is believed that their levels of energy decrease, resulting in a decline in performance [41].

Education correlated negatively with task performance. There was no significant correlation between it and overall job performance. It is somewhat astonishing that higher levels of education fails to ensure greater job performance [42]. In contrast, according to a broadly referred study by Ng and Feldman [43], education was positively associated with task performance. Their meta-analysis of the associations between education level and job behaviours revealed that education positively affected core task performance but negatively affected 'on-the-job performance'.

Gender, is another factor that impacts employee performance [44]. However, Knudson [45] believes that women bear the same levels of capabilities as their counterparts when exposed to the same conditions. As declared by Ogunleye and Osekita [46], the gender of the employees has no significant impact on their work performance. Based on this explanation, this research postulates that demographic variables, age, gender, education level and work experience positively influence job performance.

### **Sportsmanship Behavior and Job performance**

Sportsmanship behavior is not compensated by the organization, however according to the managers, 'sportsmanship behavior' and 'objective performance' significantly effect the managerial ratings of the performance of their salespeople [17]. Further it says that salespeople with sportsmanship behavior accept the directions and authority. Sportsmanship behavior also helps to achieve a higher level of service. A sportsmanlike employee maintains a cheerful attitude and refrains from unnecessary complaining. In fact, research shows that when this conduct is displayed, clients tend to receive better service which will eventually lead to better performance [47]. Employees that behave in a sportsmanlike manner generate a positive environment that is likely to be carried over into their encounters with consumers [48]. To put it in another way, if an employee is a "good sport" or cooperates well with one another, they would cooperate more in the service delivery process as well. If there is an individual who frequently laments within an organization, then it is unlikely that he or she will demonstrate customer-oriented habits when providing exceptional service to external consumers. A lack of sportsmanship is likely to have a negative impact on group cohesiveness and make the workplace less appealing to coworkers which will directly affect the performance negatively (Rousseau et al., 1993). It implies that an individual's work effort and job performance are all influenced by the sportsmanship behavior [50].

Furthermore, in a sales setting, 'sportsmanship behavior' impact most positively on the overall unit performance (Podsakoff & Mackenzie, 1994). Extra-role behavior like sportsmanship behavior is significant because it can increase the efficacy and efficiency of an organization [35]. Employees who conduct extra-role actions can make managers' jobs easier while also increasing their own productivity and success [51]. Hence it is vital to practice sportsmanship behavior in a sales setting to achieve organizational performance. Sportsmanship, being a good citizen, and assisting the other individuals, are all important indicators of how long an employee will stay with a company. Researchers and practitioners have known for a long time that the idea of sportsmanship behavior has practical implications for job performance and organizational success, such as productivity and a competitive advantage [52]. Hence, the following hypothesis, that sportsmanship behavior has a positive influence on job performance, can thus be reached.

However, in some cases, researchers have indicated that sportsmanship behavior has no statistically significant impact on individual performance. This could mean that when workers are considerate of how their behaviors influence their coworkers and accept the annoyances and hassles of organizational life without lamenting or expressing grievances, sportsmanship behavior does not affect these people's performance. [53]. Further, as identified by several studies [5], [54]–[56] spending a considerable amount of time, performing sportsmanship behaviors may take time away from necessary job tasks [54]. It can be noted that there is no adequate empirical evidence to validate this hypothesis. Though it is intuitively appealing to assume that higher levels of sportsmanship behavior enhances performance, it is also lacking in the area of empirical support. It must be noted that research examining the sportsmanship behavior and performance at the organizational levels, remains at a very low level [5], [57]–[62]. Most of the corresponding literature is found in the developed countries and only a very few can be found from the South Asian Region.

The extra role behavior of an employee contributes in a positive manner to organizational performance. It means that an employee with a higher sportsmanship like behaviour who shows their obedience, loyalty and non-complaining attitude has a better level of performance. This conclusion is different from the one by [63], who mentioned that sportsmanship behaviour does not influence employee performance. Based on this explanation, this study postulates that Sportsmanship behavior positively influences the job performance.

### III RESEARCH METHODOLOGY

Based on the theoretical review above, the relation among variables in this study can be placed within the research framework and the multiple linear regression equation is as follows:

#### ***Multiple Linear Regression Model:***

$$Y_1 = a_1 + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + \beta_4.X_4 + \beta_5.X_5 + e \dots \dots \dots (1)$$

Note:  $X_1$ = gender;  $X_2$ =age;  $X_3$ =work experience;  $X_4$ = Education level;  $X_5$  = Sportsmanship behavior  $Y$ = job performance;  $\beta_1 \dots \beta_5$  = Regression Coefficients;  $e$  = error term.

This study chose the sales persons, employed in private commercial banks in Sri Lanka. The target population was 1108 employees who had worked over one year and more. The sample size comprised of 306 employees representing five commercial banks which were sampled using the stratified simple random sampling techniques. Out of the 350 questionnaires which were distributed, 303 questionnaires were duly returned, which represented a 87% response rate.

The instrument of this study was made based on the operational variables' definition. A group of standardized measures was utilized for the collection of data pertaining to sportsmanship behaviour and job performance. Each question consisted of statements or questions and the respondents had to answer using a five-point Likert-type rating scale comprising: Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5). The sportsmanship behaviour scale developed by Podsakoff et al. [64] was employed for the collection of data for this research. This scale comprised of 10 items measuring sportsmanship. The job performance scale developed by Pradhan and Jena [65] was utilized for this current research. This also comprised of 10 items. It measured the quality of work, dependability, knowledge of work, leadership qualities, managing ability, discipline, integrity, proactiveness, innovativeness, teamwork, relationship, and initiative.

The instrument test consisted of the validity test and reliability test. The validity test was conducted in order to verify the ability of the questionnaire, to assess if the variables were valid or not. By using factor analysis, the KMO and the loading factor value was gained. If the KMO value is over 0.5, then that represents the adequacy of the sample and if the loading factor value of each indicator is over 0.4, then the instrument is valid. The reliability test provided information about Cronbach's Alpha. If the alpha value of each variable is over 0.7, then the instrument is reliable. After the completion of the instrument test, the model test and hypothesis test were conducted using the hierarchical regression analysis.

### **Reliability Statistics**

In order to assess the reliability of the data, two reliability tests i.e., KMO and Bartlett's Test and Cronbach's Alpha were performed by utilizing the SPSS Version 20. Both the test types showed significant outcomes in relation to the reliability of the data. The main objective of such tests is to verify the reliability of the data for factor analysis, as structural equation modeling is formulated by combining varying techniques which also involve factor analysis. The adequacy of the sampling is tested in two ways, separately for every variable in the model and for the overall model as well. This assessment is a manner of measurement of variance among the variables that can be the common variance. The general principle of the KMO and Bartlett's test is that, if the values of KMO and Bartlett's test ranges between 0.80 to 1.00, then it is an indication of a positive sampling adequacy, a value below 0.6, is an indication of sample inadequacy and a value below 0.5 indicates an unsatisfactory sampling adequacy. The Table 2 below presents the SPSS output of study data for sampling adequacy.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.963
Bartlett's Test of Sphericity	Approx. Chi-Square	5734.356
	Df	190
	Sig.	.000

Source: Author calculation, 2022

The Table 2 above, presents the values for KMO and Bartlett's test of sampling adequacy. Since the value of 0.963 is higher than 0.60 i.e., KMO and Bartlett's  $> 0.6$ , it can be surmised that the KMO and Bartlett's presents a significant result for sampling adequacy.

Generally, the reliability of Likert scale questionnaires are verified for by the Cronbach Alpha test. Thus the SPSS Version 20 was utilized for this function.

Table 2: Cronbach's Alpha Test

Cronbach's Alpha	Cronbach's Alpha based on Standard items	No of Items
0.869	0.87	306

Source: Author calculation, 2022

The general principle of the interpretation of the Cronbach's alpha is that when values range from 0.80 to 0.90, it is an indication of the items being perfectly reliable. Values over 0.70 is also considered as being perfectly adequate. Table 3 presents the value of Cronbach alpha standing at 0.870, to be an ideal match in relation to reliability. Thus it can be defined to mean that 87 percent of the questions posed in the questionnaire to assess the dependent variable, are appropriate and reliable.

#### IV. DATA ANALYSIS AND DISCUSSION

##### Profile of the respondents

This research employed four demographic variables such as age, education level, and working experience. Table 1 below presents a summary of the demographic characteristics of the 306 respondents.



Table 3: Demographic profile of the respondents

Variable	Category	<i>f</i>
Gender	Male	85.6
	Female	14.4
Age	Below 25	19.0
	25-35	68.6
	36-40	8.8
	41-45	3.3
	46-50	.3
Total years of experience	Less than 02 years	36.6
	2-5 years	37.6
	5-10 years	21.2
	More than 10 years	4.6
Education	O/L Passed	1.0
	A/L passed	27.1
	Diploma	39.5
	Undergraduate	9.8
	Degree	14.7
	Master and above	7.8

*Source: Author calculation, 2022*

Through the Table 1, one can see that the majority of the respondents standing at 67%, are of the age group of 25-35 years whereas 19% of the participants are below 25 years. Furthermore, 9% of the respondents belong to the 36–40-year range. The above data indicates that the participants represent a more youthful age group. Statistics regarding gender indicates that 86% of the participants are male with the remaining 14% comprising of females. In relation to the academic qualifications of the respondents, the results in Table 1 indicate that 40% of the participants possess a Diploma level qualification. This is followed by participants who have the Advanced Level qualification standing at 27.12% and Bachelor degree holders at 14%. The data about respondents working experience indicates that most of the participants have more than two years of working experience in the sales setting.

### **Descriptive analysis**

The figures were analyzed by utilizing the descriptive statistics, correlation, structural equation modelling (SEM) and hierarchical regression methods. The descriptive statistics of the accumulated data are presented in the Table 4.

Table 4: Descriptive Statistics

	Mean	Std. Deviation	N
Job Performance	4.1758	.85289	306
Gender	1.14	.351	306
Age	1.97	.662	306
Working Experience	1.94	.872	306
Education Level	3.34	1.263	306
Sportsmanship Behavior	4.0493	.76669	306

Source: Author calculation, 2022

The highest mean scores are presented by job performance and sportsmanship behavior. The mean scores were 4.17 and 4.05 respectively. When comparing the mean values for education level, which were substantially higher to the other values, it can be declared that the education level shows a higher level of job performance when compared to the other demographic variables. Standard deviation scores were all distributed within the 0–1 interval.

In order to assess the strength and degree of the relationships between the dependent and independent variables and to test the hypotheses, the method of correlation was employed. Table 5 presents the correlation coefficients of the dependent and independent variables. According to J Cohen[66], the values ranging from 0.1–0.3 is an indication of a weak relationship; a medium relationship can be interpreted by a value between 0.3–0.5 and a value showing more than 0.5 is an indication of a strong relationship. The results indicate that the correlation coefficients between JP and the independent variables are 0.042 ( $p > .005$ ), 0.008 ( $p > .001$ ), 0.019 ( $p > .001$ ), 0.020 ( $p > .001$ ) and 0.772 ( $p < .001$ ) respectively. Hence, it can be surmised that the relationship between the dependent variable and all other demographic variables, are of a weak stature. Under the correlation matrix, the highest correlation coefficient was discovered between JP and SB (.772,  $p < .001$ ).

Table 4: Correlation analysis

		Gender	Age	Working Experience	Education Level	Sportsmanship Behavior
Age	Pearson Correlation	-.111				
	Sig. (2-tailed)	.053				
	N	306				
Working Experience	Pearson Correlation	-.099	.474*			
	Sig. (2-tailed)	.083	.000			
	N	306	306			
Education Level	Pearson Correlation	.016	.430*	.275**		
	Sig. (2-tailed)	.778	.000	.000		
	N	306	306	306		
Sportsmanship Behavior	Pearson Correlation	-.035	-.028	.045	-.015	
	Sig. (2-tailed)	.543	.628	.435	.801	
	N	306	306	306	306	
Job Performance	Pearson Correlation	-.042	-.008	.019	.020	.772**
	Sig. (2-tailed)	.465	.888	.739	.727	.000
	N	306	306	306	306	306

Source: Author calculation, 2022

ANOVA was employed to test the significance of differences between the mean groups or within the group's means. The Table 6 presents the SPSS version 20 outputs for ANOVA. The results indicate a significant difference between the mean groups or within group's means.

Table 5: Model fit

ANOVA					
	Sum of squares	df	Mean square	F	Sig
Regression	132.307	1	132.307	449.130	<.001
Residual	89.554	304	.295		
Total	221.861	305			

Source: Author calculation, 2022

### Hierarchical regression analysis

Hierarchical regression analysis which is shown in Table 7 was performed to assess the effect of SB on JP. As the first step, the demographic variables (gender, age, experience, and education) were inputted to check for their effects on JP. Consequently, the results of the first step indicated that the demographic variables did not share a significant relationship with JP. It was also seen that the age of the employees, educational level, gender and work experience did not significantly affect the employee job performance ( $F = .274$ ,  $p > 0.05$ ).

In step 2, SB was inputted. After the controlling of the demographics, the results indicated a significant relationship between SB ( $\beta = .861$ ,  $p < .001$ ) and JP. The model was also seen to be significant ( $F = 89.396$ ,  $p < .005$ ). Hence, the hypotheses of sportsmanship behaviour and job performance could be accepted. The adjusted  $R^2$  indicated that 59.2% of variance in JP could be described by the independent variable: sportsmanship behavior.

Table 6: Hierarchical regression analysis results for JP

	Coefficient of B	
	Step 1	Step 2
(Constant)	4.280 (.248)	.690 (.232)
Gender	-.107 (.141)	-.042 (.090)
age	-.048 (.090)	.015 (.058)
Working experience	.024 (.064)	-.032 (.041)
Education level	.020 (.043)	.024 (.028)
Sportsmanship behavior	-	.861* (.041)
F	0.244	89.396*
R	.057	.774
Adjusted R <sup>2</sup>	.010	.592
R <sup>2</sup>	.003	.598
DW		1.848

Source: Author calculation, 2022

### Structural Equation Modeling (SEM)

SEM is a statistical method which has combined the measurement model (CFA) and the structural model (regression or path analysis) into a single statistical test to assess the causal relationships between multiple predictor and criterion variables[67]. SEM provides precise estimates of these error variance parameters, whereas traditional multivariate procedures are unable to measure or rectify measurement errors. This research has followed the two-step approach proposed by Anderson and Gerbing[68]. If the measurement model has low reliability and validity, there is a high risk that the structural model analysis is unreliable [69]. Hence, the first step would be to validate the measurement model followed by the estimation of the structural model. The fit measures of the hypothesized model are presented in Table 8 with goodness-of-fit index and root mean square error of approximation values which were found to be acceptable.

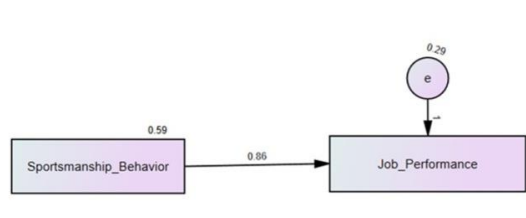
Table 7: The fit measures of the hypothesized model

Model	CMIN/df	p	RMSEA
Hypothesized model	2.79	0.00	0.077

Source: Author calculation, 2022

The investigation of the estimation of fit estimates was supplemented by standardized path coefficients. The result of the hypothesized model is presented in Figure 1.

Figure 1: Results of the hypothesized model



Source: Author calculation, 2022

### V.CONCLUSION

The findings related to the current research indicate that exhibiting good sportsmanship is a significant factor in accurately predicting the job performances of salespersons. Previous research found that sportsmanshipbehaviour helps employees do their jobs better by making them better at planning, scheduling, and solving problems. The results of this study endorses those claims [9], and confirms the fact itcontributes positively to salesperson performance,[70],[71]. Companies that encourage their employees to exhibit sportsmanship behaviorcreates an appealing place of work and enables easy recruitment and provides the ability to retain the most talented workers [72].Since poor sportsmanship can negatively impact one's performance on the job, this study has concluded that a salesperson should

demonstrate better sportsmanship behavior. However, sportsmanlike behavior is not an essential component of an employee's job description, it is widely held that managers assign a great deal of weight to sportsmanship kind of behaviour when determining the ratings, they assign to their employees (Whiting et al., 2008). Subsequently, the evaluation of a salesperson is not simply based on whether they fulfill the roles that are outlined in their job descriptions, but also on how far they go to be proactive in meeting the requirements of the organization and how sensitive they are to the needs of their fellow employees. Nonetheless, the results of this research will undoubtedly be important for HR managers of the banking industry. When it comes to recruiting salespeople or rewarding them, HR managers should not treat people based on their 'demographic characteristics' but instead should focus on the sportsmanship behaviour that salespeople exhibit.

## VI. IMPLICATIONS AND SCOPE FOR FUTURE RESEARCH

This research presents some valuable suggestions for organizations as it has emphasized the significance of sportsmanship behavior in the prediction of job performance. The study carries both theoretical and practical suggestions for practitioners in the encouragement of sportsmanship behaviour and employing them accordingly which will pave the way for successful organizational outcomes. Banking is a service-based industry, and its survival and development are heavily reliant on the performance of its employees. The current research has undoubtedly added to the prevalent base of literature and knowledge on job performance by investigating the role that the demographic characteristics of sales employees and their sportsmanship behavior play on job performance. There is a visible scarcity of previous research examining the demographic and sportsmanship behaviour on performance, particularly in the banking industry. The results of this research have invaluable implications which will enable managerial officials to determine and formulate organizational policies which will both supplement and enhance employees' performance. Furthermore, this research also makes social implications, as the results of the research will not only assist in increasing employee performance but will also contribute to socially uplifting the banking industry together with its employees. On the whole the overall improvement of the banking sector will reap benefits not only for its employees but it will reverberate across the entire financial sector of an economy. Hence it can be surmised that this research has successfully contributed to the current knowledge base in relation to the performance of employees. The findings of this research can be of through use to the managers in the banking industry to enable their employees to become more productive in their jobs. The findings bring forth a set of interesting new directions for further investigation.

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