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**DETERMINANTS OF SALESPERSON PERFORMANCE; THE CASE OF FANA
BROADCASTING CORPORATE S.C**

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**DETERMINANTS OF SALESPERSON PERFORMANCE; THE CASE OF FANA
BROADCASTING CORPORATE S.C**

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the partial fulfillment of the requirements for the degree of Master of Business
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Addis Ababa, Ethiopia

June 2024

DECLARATION

I, Selam Meles, hereby affirm that the thesis entitled "Determinants of Salesperson Performance" is my original work, with the exception of properly cited quotations and references. This document has not been previously submitted for a degree at any other university. It is submitted in partial fulfilment of the requirements for the Master of Business Administration in the Management stream from Addis Ababa University.

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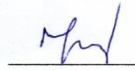
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This is to certify that the thesis prepared by **Selam Meles Shimtaga** "*Determinants Of Salesperson Performance; The Case Of Fana Broadcasting Corporate S.C*" and submitted for partial fulfillment of the requirements for MA in Business Administration at Addis Ababa University and meets the accepted standards with respect to originality and quality.

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TABLE OF CONTENTS

LIST OF FIGURES	ix
LIST OF TABLES	x
ACKNOWLEDGMENT.....	vii
ABSTRACT.....	xii
CHAPTER ONE.....	1
1.1 Background of the study.....	1
1.2 Statement of the problem.....	3
1.3 Objective of the Study	4
1.3.1 General objective of the study	4
1.3.2 Specific Objectives	4
1.4 Research Questions.....	4
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7. Definition of terms.....	6
1.8. Organization of the study.....	7
CHAPTER TWO.....	7

2.1. Theoretical literature	8
2.1.1. AIDAS Theories of Personal Selling	8
2.1.2. “Right set of circumstances” Theory of Selling:	9
2.1.3. “Buying Formula” Theory of Selling:	9
2.1.4. Behavior Equation Theory of Selling:	9
2.1.5 Sales performance control theories	10
2.2. Sales and Selling process	11
2. 3. Empirical literature	15
2.3.1 Marketing Knowledge and sales person Performance.....	15
2.2.2. Interpersonal skill and salesperson performance	16
2.2.3 Technical knowledge and salesperson performance.....	17
2.2.4 Self-esteem and salesperson performance	17
2.4 Conceptual Framework.....	18
Research Hypotheses	18
CHAPTER THREE	19
3.1 Research Approach.....	19
3.2 Research Design.....	19
3.3 Target population	19
3.4. Sample size	19

3.5. Data Source and Instruments	20
3.6. Method of data analysis	20
3.7. Validity and Reliability Test	20
3.8 Ethical Consideration.....	22
CHAPTER FOUR.....	23
4.1 Descriptive Analysis	23
4.1.1 General Characteristics of Salespersons	23
4.1.2 Sales Performance and its Determinants.....	25
4.2 Regression Analysis.....	31
4.2.1 Assumption Tests.....	31
4.2.2 Estimation Result.....	35
4.3 Discussion.....	37
4.3.1 Effect of Marketing Knowledge on Sales Performance	37
4.3.2 Effect of Technical Knowledge on Sales Performance	38
4.3.3 Effect of Interpersonal Skill on Sales Performance	38
4.3.4 Effect of Self-esteem skill on Sales Performance.....	39
Works Cited	39
CHAPTER FIVE	40
5.1 Summary of Major Findings.....	40

5.2 Conclusions.....	41
5.3 Recommendations.....	42
5.4 Limitations and Suggestion to Further Studies.....	43
REFERENCES	44
APPENDICES	48
Appendix 1: Questionnaire	48

LIST OF FIGURES

Figure 4. 1: Normality Test (Histogram)	34
Figure 4. 2: Heteroskedasticity Test (Scatterplot)	35

LIST OF TABLES

Table 4. 1: Summary Statistics on General Characteristics of Salespeople	23
Table 4. 2: Summary Statistics: Sales Performance and its Determinants	27
Table 4. 3: Linearity Test.....	31
Table 4. 4: Correlation Matrix and VIF.....	32
Table 4. 5: Estimation Result.....	36

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ABSTRACT

This study was conducted to examine determinants of sales performance of salesperson by using sales experts of Fana Broadcasting Corporates. Specifically, the study examined effect of marketing knowledge, technical knowledge, self-esteem, and technical skills on the sales performance. By using questionnaire primary data was collected from 41 salespeople of Fana Broadcasting Corporate at regional offices and headquarters. The study has followed explanatory research design and quantitative research approach. The data was analyzed by using descriptive statistics and linear regression, OLS method. Coefficients of all independent variables are positive and statistically significant that implied marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill positively and significantly affect sales performance of a salesperson. Coefficients of marketing knowledge ($\beta = 0.419$; $p = 0.000$), technical knowledge ($\beta = 0.383$; $p = 0.003$), and interpersonal skill ($\beta = 0.290$; $p = 0.000$) are significant at 0.01. However, coefficient of self-esteem skill ($\beta = 0.232$; $p = 0.027$) is significant at 0.05 significance level. Hence, this study revealed that sales performance of a salesperson performance is significantly affected by marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill. Marketing management of the corporation is suggested periodically to review sales performance of the salespeople and to rate marketing knowledge, technical knowledge, interpersonal skill and self-esteem skill of the salespeople. It is suggested to provide training based on the evaluation results.

Keywords: Interpersonal Skill, Marketing Knowledge, Self-Esteem Skill, Technical Knowledge, Sales Performance

CHAPTER ONE

This section introduces the issue this paper is exploring. It comprises background of the study, statement of the problem, research objectives and questions, significance and scope of the study and operational definition of terms.

1.1 Background of the study

Profit is a determining element for all company organizations in today's ever-changing business climate. The basic goal of a business is to make a profit. A corporate organization requires profit not simply to survive, but also to grow and diversify. Keeping other things constant, the profitability of commercial organizations that sell products or goods depends on their sales. (Mosissa, 2022)

Marks and Badovick (2015) It has long been known that personal selling has an advantage over other forms of communication because salespeople can tailor their messaging to each individual customer's needs. Effective salespeople are valuable assets for companies, with major corporations investing billions of dollars in their sales force (Zoltners& Sinha, 2001).

Salespeople's marketing performance provides a long-term competitive advantage over competitors. Salespeople's effectiveness is vital for performing the organizational work efficiently.

And for all sectors' future growth and prosperity (Magandini and Ngwenya, 2015). According to Zain and Jan (2014), firms should pay attention to the performance of their salespeople. Organizations depend on the consistent success of their sales force, regardless of their industry (Rahman, 2015).

A company can expand more quickly and effectively if its sales force is well qualified, identifies and closes new customers, and maximizes earnings from current clients. In a world where the majority of reliable consumers have more options and preferences than ever before, these initiatives are extremely pertinent. Employing a highly trained salesperson is crucial for selling firms, since they play a critical role in guaranteeing ongoing sales growth (Churchill et al., 2000; Ingram et al., 2004; Futrell, 2006).

Salespeople's selling skills have long been acknowledged as determining their success (Churchill et al., 1985; 2000; Hartley, Walker, Churchill, and Ford, 1988). Rentz et al. (2002) classified talent selling into three categories: interpersonal skills, sales skills, and technical abilities.

Likewise, research of the published and unpublished literature uncovered 116 kinds of literature that yielded 1653 reported associations between performance and determinants of that performance (Churchill, Ford, Hartley & Walker, 1985). The result indicated that the result can be ordered in the following way 1) Aptitude, 2) Skill level 3) Role perception, and 4) personal factor.

Fana broadcasting corporate is one of the leading private media company in Ethiopia. The researcher select the media sector in general and fana broadcasting sector in particular because first, there is no research that has been conducted on sales person performance in media sector in Ethiopia. Second, Fana broadcasting corporate has both the radio and television medium so it can represent the media sector well. Third, unlike government media the company source of budget is its revenue from advertising and sponsorship sales. In this case, the company existence is greatly determined by sales person performance. The company has 11 regional branches throughout the country and it's suitable to assess the determinants of sales person performance without any geographical barriers.

Since, this media sector is categorized under service sector the company is selling intangible product. In this type of business the sales person is obliged to build trust and relationship with customers. In this case, self-esteem is a basic foundation to build trust and relationship with customers (Tracy, 2004). However, many researchers overlooked this important variable which is very vital in service sector in general and media industry in particular. Therefore, this research paper will have a positive impact on the body of knowledge regarding sales person performance and fill the gap by assessing the untouched determinants of sales person performance which is self-esteem. In addition, the study findings help the company to increase sales persons self-esteem by providing continuous training based on the research findings.

1.2 Statement of the problem

Sales is the final stage of the business capital circulation process; sales activities enable businesses to survive and grow. In the market mechanism, selling is an art through which enterprises earn income and profits, which reflects the competitiveness of the firm in the market and serves as the basis for judging the level of organization. (Hai, 2023). According to Futrell (2006), a company can expand more quickly and effectively if its sales force is highly qualified and adept at finding and closing new prospects in addition to maximizing earnings from previous clients.

A great deal of research has been done over the years to find the most potent factors that influence salesperson performance, given the vital relevance of sales performance to businesses. As noted by Futrell (2006), finding comprehensive benchmarks for sales skill dimensions has proven challenging, and the predictive effectiveness of these variables varies greatly between studies and contexts.

According to Basir et al. (2010), a salesperson's skill set has a big impact on their performance. Selling skills were divided into three categories by Rentz et al. (2002): technical skills, salesmanship skills, and interpersonal abilities. The performance of salespeople has been found to be predicted by these sales skills aspects. Moreover, marketing abilities were presented by Ahearne and Schillewaert (2000) as additional indicators of a salesperson's effectiveness.

Despite the fact that this field has seen a lot of research, one crucial component—self-esteem—has been missed. Salespeople's sense of self-worth has a big impact on how well they perform (Tracy, 2004). A person does poorly in a certain field if they don't feel good about themselves or don't like who they are. Salespeople with low self-esteem who are unsatisfied with themselves also tend to be unliking of other people. They thus struggle to establish trusting connections with clients (Tracy, 2004). Customers would rather purchase from someone else since, for whatever reason, they don't particularly like or trust them.

Fana Broadcasting Corporate is a huge private media sector in Ethiopia and the company has implemented two types of sales strategies to achieve the company's sales target; agents

and direct sales via salespersons. Even though the company has 46 salespersonsthe revenue from the salesperson is not satisfactory compared to revenue from agents (annual report, 2023). The basic reason behind the poor performance of sales persons are lack of research on factors of mediasalespersonperformance due to the unique feature of mediasales. Therefore, this study fills that gap by examining the effect of sales person personal worth or value to achieve targets according to the company's goal together with other factors such as marketing knowledge, technical knowledge, and interpersonal competence.

1.3 Objective of the Study

1.3.1 General objective of the study

The general objective of the study is to assess the determinants of salespeople's performance and the effect of each determinant (Marketing knowledge, technical knowledge, interpersonal skill, and self-esteem) on salesperson performance.

1.3.2 Specific Objectives

- ✓ to investigate the relationship between marketing knowledge and salespersonperformance
- ✓ to understand the relationship between technical knowledge and sales person performance
- ✓ to investigate the effect of self- esteem on salesperson performance
- ✓ to investigate the relationship between interpersonal skills on salesperson performance.

1.4 Research Questions

This research paper aims to answer the following research questions:

1. What is the effect of marketing knowledge onsalesperson performance?
2. What is the effect of technical knowledge on salesperson performance?

3. What is the effect of self-esteem on salesperson performance?
4. What is the effect of interpersonal skills on salesperson performance?

1.5 Significance of the Study

This study holds both theoretical and practical significance, particularly in understanding the determinants of salesperson performance within the media industry, specifically at Fana Broadcasting Corporate.

Theoretical Importance:

1. **Enhanced Understanding:** The research aims to provide a deeper understanding of the determinants influencing salesperson performance, particularly focusing on self-esteem, which has been relatively understudied in previous research.
2. **Comprehensive Insights:** By examining various determinants such as marketing knowledge, technical skills, interpersonal competence, and self-esteem, the study seeks to offer a more comprehensive insight into the factors impacting salesperson performance.

Practical Importance:

1. **Addressing Performance Decline:** Through identifying and understanding the determinants of salesperson performance, the study aims to help companies like Fana Broadcasting Corporate address issues related to declining salesperson performance.
2. **Practical Solutions:** The findings of the research can inform practical solutions and strategies to improve salesperson performance, thereby aiding firms in achieving their sales targets and organizational goals.

For the Researcher:

1. **Academic Achievement:** The study serves as a requirement for the researcher's partial fulfillment of a Master of Arts in Business Administration, contributing to their academic and professional development.

2. Application of Theoretical Knowledge: Conducting this research provides the researcher with an opportunity to apply theoretical knowledge acquired through academic courses in a real-world context, thereby enhancing their research and analytical skills.

Overall, this study has the potential to contribute significantly to both theoretical understanding and practical solutions in the field of salesperson performance within the media industry.

1.6 Scope of the Study

The study delimited geographically, conceptually, and methodologically. Therefore, geographically, the study delimited to Fana broadcasting corporate salesperson which is located in Addis Ababa and 11 regional branches.

Conceptually, even though salesperson performance is affected by many variables this study delimited itself by only assessing marketing knowledge, technical knowledge, interpersonal skill, and self-esteem.

Methodologically this study deployed an explanatory research method in order to address the research questions and objectives. Thus, inferential statistics like correlation and regression analysis were used.

1.7. Definition of terms

The operational definition of terms that will be used in this study provides below.

Salesperson performance: Assessment of marketing staff's efforts and outcomes in relation to goals attained in line with the organization's objective (Zakaria et al.,

Marketing knowledge: Marketing expertise is related to general industry knowledge and trends, including consumers, industries, and goods; competing products, products, and pricing policies; comprehension of competing product lines and consumer operations experience; (Ahmad, et al., 2010)

Technical knowledge:refers to the ability of salespeople to provide knowledge about projects, product conditions, and the uses and goals of goods and services (Churchill et al., 2000; Futrell, 2006).

Self-esteem:Self-esteem is your subjective assessment of your total value as a person. Like self-respect, it conveys how confident you are in your skills and qualities. Your motivation, mental health, and general quality of life can all be positively impacted by having a strong sense of self-worth.

Interpersonal skill:In business contexts, the term "interpersonal skills" refers to the evaluation of an individual's capacity to function in social communication and interactions within organizations. These skills can be broadly classified into three categories: perceptive observation, listening, and empathy (Ford et al., 1988).

1.8. Organization of the study

This study comprised five chapters. Chapter One discusses the introduction of the study. Chapter two reviews the theoretical and empirical literature regarding salesperson performance. The third chapter involves methodologies that used to conduct the study. In chapter four the result discussed and finally, the conclusion and recommendation presented in chapter five.

CHAPTER TWO

A literature review is very essential part of the research. It gives a clear understanding of the research topic. The previous research works, theories, and concepts regarding the topic were reviewed and discussed in this chapter. In the domain of the previous literature, the

researcher develops a conceptual framework on the factors that affect salesperson performance.

2.1. Theoretical literature

2.1.1. AIDAS Theories of Personal Selling

This idea, also known as AIDAS theory (attention, interest, desire, action, and satisfaction), is based on experimental findings. This is a highly popular theory. According to this hypothesis, a prospective buyer's mind goes through the following stages:

Attention Getting: In the AIDAS approach, it is an essential phase. The goal is to prepare the prospect mentally so that the sales conversation may proceed. The prospect must be persuaded by the salesperson to take part in the in-person interview. An excellent beginning to a conversation could pave the way for an extensive sales pitch. To get the prospect to pay attention to his sales presentation, the salesman needs to use his social and psychological abilities (Ghose, 2012).

Interest Creating: Getting the prospect to pay more attention and show a great interest is the second phase. The salesperson must be passionate about the product in order to accomplish this. Giving the prospect the product and letting him handle it is another strategy. The goal of brochures and other visual aids is the same. Finding the selling pitch that has the best chance of working is the goal during the interest phase.

Desire Stimulating: The prospect needs to be deeply motivated to want the product after it has captured their attention and sparked their curiosity. It is ready to purchase at this moment. Prospect objections must be treated cautiously at this point. If you foresee concerns and address them before the prospect does, you'll save time and increase your chances of closing a deal..

Action Inducing: If all goes well during the presentation, the potential customer is prepared to take action, or make a purchase. Usually, at this point, the prospect could be a little hesitant. At this point, the salesman should approach the situation with extreme caution and make every effort to close the transaction. It is the seller's duty to make sure the

consumer is satisfied with the choice when the buyer requests that the seller package the item.

Satisfaction: The salesperson should give the idea that they were only assisting the customer in making a decision. The salesperson has an obligation to follow up to make sure the customer is happy with the purchase. Salespeople should read their prospects' minds and keep their conversations brief (Ghose, 2012).

2.1.2. "Right set of circumstances" Theory of Selling:

Another name for it is the "situation-response" concept. Its psychological roots are found in animal experimentation. The theory's main thesis is that a specific setting that exists in a particular selling scenario will cause the prospect to react in a predictable way. The set of conditions may be related to the prospect internally or outside. This approach, which is basically seller-oriented, emphasizes that the salesperson must exert control over the circumstances in order to finally close a deal (Richard, et al., 2009).

2.1.3. "Buying Formula" Theory of Selling:

The salesperson's job is to assist the customer in finding answers, and the buyer's demands or issues are given careful consideration. This theory aims to address the following query: What mental process does the prospect go through when deciding whether or not to buy? Strong gave this hypothesis the title "buying formula." A person is considered to be aware of a lack of fulfillment anytime they have a need. A product, service, or both—and they can belong to a manufacturer or seller—will always be the answer. A desire to purchase a solution grows in the buyer (Ghose, 2012).

2.1.4. Behavior Equation Theory of Selling:

This idea was put forth by Howard and is a more complex interpretation of the "right set of circumstances." It makes extensive use of behavioral research findings and a stimulus response model. This theory describes purchasing behavior in terms of the purchasing choice process, which is seen as a phase of the learning process. The stimulus response

model includes four key components of learning processes, which are, in brief, drive, cues, response, and reinforcement.

- ✓ Drive is a powerful internal stimulus that motivates buyers to respond. Innate drives are derived from psychological requirements and learnt impulses, such as the need for prestige or social acceptability.
- ✓ Cues are weak inputs that influence buyer response. Triggering signals initiate the choice process, while additional triggering cues modify it.
- ✓ The buyer responds.
- ✓ Reinforcement refers to any incident that increases the likelihood of a buyer responding in a specific way.

Howard felt that selling effort and purchasing action variables are a multiple of reaction or internal response tendency; present driven or motivational level; incentive potential; and intensity of all cues (Richard et al., 2009).

2.1.5 Sales performance control theories

According to agency theory, salespeople and principals (organizations) have linked goals and objectives (Cited in Wahlberg, 2017). Agency theory pertains to the problem of how a sales manager, also known as the principal, may measure, monitor, and assess the activities of a salesperson, also known as the agent, in order to meet organizational goals.

Based on the premise that each party has goals of their own, the theory aims to reduce inherent conflict and find a solution that meets the needs of both parties by identifying a means for each party to achieve its objectives. For example, agency theory can be applied to design sales goals that assist sales managers in minimizing disagreements over what activities the salesperson should prioritize when the manager is unsure of how the salesperson meets their goals. In this instance, the writers make use of evaluation criteria, variable remuneration, and sales performance indicators (Wiseman, Gomez-Meija, 1998 as referenced in WahlbergJärvenkylä, 2017).

2.2. Sales and Selling process

A business exists and grows through the sale of products or services for Profit. According to Philip Kotler in 2018, "Sales is a form of direct introduction of goods and services through exchange and conversation with potential buyers to sell products." Sales activities are designed to protect both the rights of the vendor and the buyer.

An organization's marketing communication strategy and tactics are categorized as promotion. Public relations, direct mail, internet promotion, sales promotions, and advertising are a few examples of these. People in the sales force have a variety of titles, including salesperson, sales representative, and customer manager, but they all have one thing in common: they interact with customers and are directly responsible. Regarding selling business's products or services (Hai, 2023).

Selling a good or service one-on-one is known as personal selling. You have two options for doing this: over the phone or in person (door-to-door). Each and every item created needs to be sold. The products available for purchase on the market are diverse. Everything must be sold, whether it be a biscuit, a ship, or an airplane. Personal selling is one of the most useful tools a seller has at their disposal for closing deals with customers. The duration of the sale's completion could be anywhere from six months to a year.

Modern sales require vendors to proactively identify, consult, stimulate, and recommend client needs. Proactive sales address consumers' unmet demands, increasing customer satisfaction and business revenue. Proactive sales improve a business's competitiveness (Hai, 2023). However, in order to close a deal, a salesman must go through the entire selling process.

According to Luu Dan Tho and Nguyen Vu Quan in 2016, the personal selling process is a series of activities with 7 steps: (1) prospecting and evaluating customers, (2) approaching, (3) sales presentation, (4) product demonstration, (5) handling customer objections, (6) closing, (7) after-sales care

Prospecting and evaluating customers: Prospecting involves identifying potential customers using various sources such as the Internet, databases, trade fairs, past customers,

and personal contacts. Modern sales professionals also leverage current satisfied customers for referrals. Effective prospecting requires salespeople to have a thorough understanding of their products, industry goods, and services, and how competitors promote their products. They should also assess potential customers' needs, gather information, and determine their purchasing decision-making power to identify truly potential customers (Luu et al., 2016).

Approaching: After finding potential clients, salespeople must gather pertinent information and create an approach, which includes making initial contact with them. Phone sales can be used if the company has established a relationship with the consumer or has permission to contact them. To create an efficient consumer outreach plan, gather comprehensive customer information. Salespeople should organize their approach by considering whom they will approach and their roles within the firm. What level of expertise do they have? Have they informed me about the idea I'm presenting? What do they need or want? When communicating, should I utilize technical jargon or convey general information? What exactly do they need to hear? Do they want to know more about certain items or how they work? Do they need to know about product costs and availability? (Luu et al., 2016).

Sales presentation: A sales presentation is a crucial aspect of personal selling, where the salesperson outlines key product features and connects them to the customer's needs. They communicate the sales message by explaining the main features, highlighting the product's advantages, and sharing examples of positive outcomes experienced by other customers. Typically, sales presentations follow a "features-benefits" format, presenting the product or service in a way that resonates with the buyer. In unscheduled sales encounters, both outreach and product presentations are conducted simultaneously. This approach, known as random sales contact, involves reaching out to or meeting customers without prior appointments to make an immediate sale. It requires the salesperson to be assertive, skilled, and inventive. However, even in spontaneous settings, successful salespeople prioritize preparation (Luu et al., 2016)..

*Product demonstration:*Product demonstration is a stage in the personal selling process where customers can test or see how the product works before deciding to buy. For a product demonstration to be successful, the presentation must capture the customer's attention, maintain their interest, be convincing, and leave a lasting impression. This requires careful planning, which should also allow time and space for the free exchange of information(Luu et al., 2016)..

*Potential customers:*Often have questions and concerns about the products or services they are considering. These objections reflect their hesitations. Salespeople can use these objections as opportunities to reassure customers about aspects like price, durability, and availability. For instance, if a customer objects to the product's price, the salesperson might offer a cheaper alternative or propose a payment plan. If the objection involves a comparison with a competitor's product, the salesperson can highlight the distinct or comparable benefits of their product (Luu et al., 2016)..

Closing: The critical point in selling is the closing of the sale and negotiation. This is when the salesperson asks the potential customer to make a purchase, and the outcome hinges on their ability to persuade or effectively address objections. Even if the meeting or call ends without a sale, the effort is not wasted. Salespeople can document the interaction or send a follow-up email to maintain contact, demonstrating to customers that they are always ready to serv(Luu et al., 2016).

After-sales care: Sales care involves after-sales activities that determine if a new buyer will become a loyal repeat customer. In today's competitive market, the most successful sales professionals ensure that today's customers remain customers in the future(Luu et al., 2016).

2.2 Sales Person Performance

Salespeople who execute certain strategic roles with a favorable attitude, behavior, and work culture—such as work intelligence or aggressiveness—perform better in sales, according to Spiro et al.'s 1990 review (as quoted in Djoni et al., 2016). As cited in Djoniet al. (2016), Baldauf et al.'s review revealed that sales performance encompasses two concepts: (1) the conduct exhibited by the sales force, and (2) the outcomes achieved by the sales force. As stated by Challagalla et al. (quoted in Djoni et al., 2016), the performance of the sales force is the capacity of salespeople to complete responsibilities or work well, consistently, and successfully.

Wang (2000) states that sales performance is defined as a salesperson's assessment of their overall sales achievement, especially in terms of the amount of sales they have made, in comparison to other salespeople. According to Tesfaye (2018), sales performance serves as the foundation for assessing the intended results of any sales unit, as well as for personal selling and sales management. Since salespeople function as a liaison between the company and its clients, they are crucial players in the determination of sales performance as activists and influencers (Tesfaye, 2018).

Salesperson performance, as stated in Basir et al. (2010), is the degree to which a salesperson contributes to the accomplishment of the organization's sales goals. Salespeople serve as a significant marketing tool for many businesses, acting as a liaison between their company and their customers. Salespeople provide crucial boundary-spanning functions as they operate at the intersection of the company and its surroundings (Baldauf & Cravens, as cited in Basir et al., 2010). Effective salespeople can significantly boost performance in the fiercely competitive commercial world of today. A business can expand more quickly if it has a top-notch salesperson who finds and closes new prospects efficiently in addition to optimizing profits from present clients.

Sales and Marketing Management (1998) states that many successful businesses attest to the value of salesperson creativity. A study of the top 25 sales forces identified indicated that successful salespeople share a common trait: they prioritize innovative, problem-solving approaches to selling (as cited in Wang, 2000). Finding and fixing client problems is a key objective for the sales department. Salespeople have a major and frequently

deciding influence on an organization's success because they are entrusted with a company's most valuable asset, which is its relationship with its customers. Salespeople are a tremendous driver of revenues (Zoltners, Sinha, and Lorimer, 2009).

2. 3. Empirical literature

Salespeople are essential marketing resources for many businesses since they serve as a conduit between the company and their clients. Salesperson performance, as stated in Basir et al. (2010), is the degree to which a salesperson contributes to the accomplishment of the organization's sales goals. There are issues in assessing sales success, therefore different scholars and practitioners have varied approaches to take (Sweet et al., 2007). In the meantime, a study on salespeople's performance has drawn a lot of interest from different researchers in an attempt to identify the combination of effective factors (Yakasai and Jan, 2015). However, because a salesperson's performance is influenced by a variety of factors, the factors that determine its success are still up for debate (Udayana, Farida, and Ardan, 2019). Additionally, several study found that technical proficiency, marketing knowledge, and interpersonal skill are factors significantly affect salesperson performance.

2.3.1 Marketing Knowledge and sales person Performance

A salesperson needs to be knowledgeable about marketing. Understanding of rival product lines and consumer operations experience are examples of marketing knowledge. Industry knowledge and patterns in general include customers, industries, and goods; rival products, products, and pricing policies; (Ahmad, et al., 2010). The degree of knowledge a salesperson possesses about the companies they work for is referred to as this information quality. A salesperson's ability to handle the ever-changing market environment depends on having a thorough knowledge foundation. In fact, it has been shown by Churchill et al. (2000), Johlke and Schoemaker (2002), and Ingram et al. (2004) that in order for salespeople to do their duties, they must be aware of the environmental issues facing the public and businesses.

Rajan and Srinivasan (2015) discovered that in the Indian pharmaceutical industry, growing sales force is significantly influenced by product and customer expertise.

According to Zakaria et al. (2017), who based their study on this study, a salesperson's marketing knowledge—which includes product knowledge, competitor products, unique selling points, and their benefits—can help them generate higher sales performance (Bizuayehu, 2022).

Additionally, researchers have shown that the performance of salespeople depends critically on consumer awareness. (Donath, 1993; Smith and Owens, 1995). This was corroborated by the finding that the primary focus of salespeople's training is consumer understanding (Ingram et al., 2004; Petti John, 1994). It's also acknowledged that more successful salespeople possess deeper, more intricate knowledge structures about their customers than less successful ones. (Sujan, H., Bettman, J.R., & Mita, S. (1988)). As noted by Ahmad et al. (2010), a salesperson generally benefits from having a vast knowledge base because it enables them to adapt to the ever-changing market environment.

2.2.2. Interpersonal skill and salesperson performance

Research indicates that salesperson performance is positively impacted by interpersonal competency. The capacity for interpersonal interaction includes the ability to interact and form bonds with others. Often referred to as people skills, they often combine your natural personality qualities with the social skills you've acquired. Motivation, empathy, patience, active listening, teamwork, and other interpersonal skills are examples.

Improved interpersonal skills increase a salesperson's chances of success in the workplace. Significantly better sales performance may result from developing interpersonal skills (Muhaiminul, Sultana, Sarkar, Shuvro, & Reza, 2016). Interpersonal skill is crucial for improving salesperson performance, according to (Mosissa, 2022) and other research findings (Mukti Ali et al., 2018; Hendrastuti et al., 2018; Gani et al., 2018; Noermijati et al., 2019; Rahman, Shah, and Jan 2019). Additionally, emotional intelligence—which includes self- and other-emotional appraisal, emotion management, and emotion use—is backed by Sony and Mekoth (2016). These traits indirectly improve job performance by fostering frontline staff adaptability.

According to Tigist E. (2018), salespeople's performance was significantly and favorably correlated with both intrinsic and extrinsic motivation, which is a component of an interpersonal interaction. According to Emanuel et al., motivation is a significant factor impacting the performance of insurance sales professionals, which further supports this. Additionally, according to Olannye (2014), interpersonal relationships' capacity to foster wholesome bonds that foster intimacy, emotional attachment, and provider loyalty has made them a crucial strategic instrument in the service sector. It is suggested that in order to increase profitability and gain a competitive edge, good marketing outcomes require strong interpersonal interaction, an effective relational style, a stable creation of the relational environment, and quality-friendly engagement.

2.2.3 Technical knowledge and salesperson performance

Numerous studies have found a strong and favorable correlation between salespeople's performance and technical competence. Technical knowledge, as defined by Ahearne and Schillewaert (2000), is the production and application of technical expertise, such as consumer use conditions and product application specifications. Numerous studies have already discovered a strong and positive correlation between salespeople's performance and their technical expertise (Baldauf et al., 2001; Grants and Cravens, 1999; Baldauf and Cravens, 1999; Katsiskeck and Skermeas, 2003; Baldauf and Cravens, 2002). The application of technical knowledge to improve salespeople's performance is supported by an experimentally valid relationship (Babakus et al., 1996; Cravens, D.W., Ingram, T., LA Forge, R.W. and Yong, C.E. 1993; Baldauf and Cravens, 2002).s

2.2.4 Self-esteem and salesperson performance

Confidence in one's own value, skills, or morals is known as self-esteem. Self-esteem is a composite of one's self-perceptions (e.g., "I am worthy" and "I am loved") and feelings (e.g., victory, despair, pride, and shame) 2023.

You will perform better in each of these areas if you are more at ease prospecting, building rapport, identifying needs, presenting your product or service, addressing objections, closing the deal, and securing resales and referrals. A person performs poorly in an area

where they are self-conscious or loathe themselves. Salespeople with low self-esteem who don't like themselves also don't like other people. They thus struggle to establish enduring customer ties. For whatever reason, customers don't like or trust them, and they'd prefer to buy from someone else. Your self-esteem is the primary factor that determines both your financial success and sales performance. It indicates your level of achievement in all spheres of your life (Tracy, 2004).

2.4 Conceptual Framework

After an extensive review of the theoretical and empirical literature, the following conceptual framework is developed. The relationships among the variables are shown in the Figure below.

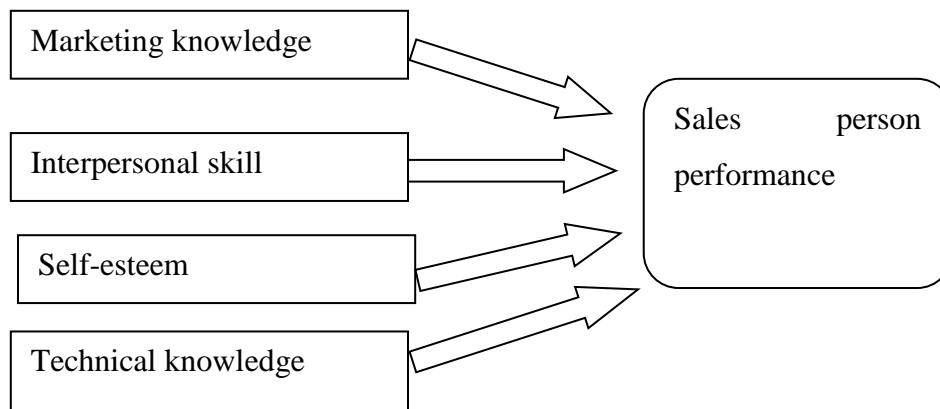


Figure 1. Conceptual framework of the study

Source: Conceptual framework adopted from Abiykesete (2020).

Research Hypotheses

H1: Marketing knowledge has a positive effect on salesperson performance.

H2: Interpersonal skill has a positive effect on salesperson performance.

H3: Self-esteem has a positive effect on salesperson performance.

H4: Technical knowledge has a positive effect on salesperson performance.

CHAPTER THREE

3.1 Research Approach

Three research approaches are advanced: (a) qualitative, (b) quantitative, and (c) mixed methods. Quantitative research is an approach for testing objective theories by examining the relationship among variables. As a result, this research followed quantitative approach which involves statistical models such as means, standard deviations, correlations, and regressions analysis

3.2 Research Design

This research employed explanatory research methods. Explanatory research design is helpful to uncover the underlying causes and relationship between different variables. Hence the main objective of this study is to understand the relationship between the determinants and salesperson performance the researcher has used an explanatory research design to address the research questions. On the other hand, explanatory research design deploys to understand the impact of each determinant (Marketing knowledge, technical knowledge, interpersonal skill, and self-esteem) on salesperson performance.

3.3 Target population

Fana Broadcasting corporate share company has 43 salespeople that are working in the head office and 11 regional branches. Therefore, for this study, all regional branches and the head office salespeople were included. Generally, 41 salespeople both in the head office and 11 regional branches will participate in the study.

3.4. Sample size

To collect information from each and every unit of population the researcher has used census (survey) method. This method is suitable to investigate where the field of investigation is small and to get more accurate and reliable information. Therefore, from the total 11 regional branches and head office sales persons of Fana Broadcasting corporate, the researcher selected all salespeople in order to make the finding representative. Accordingly, the total numbers of sales persons in Fana broadcasting

corporate head office and regional branches are 43 in number and the researcher considered all of them as respondents of the study.

3.5. Data Source and Instruments

This study used primary and secondary data sources. The primary data was collected by using structured questionnaires. Structured questionnaires are helpful to collect first-hand quantitative and precise information from the source. The primary data was collected from 41 sales persons, which is considered sufficiently representative picture of the study area.

The secondary data was gathered from literatures, the company's annual sales plan & reporters. This will help to assess the company sales plan with respect to the sales person's performances.

3.6. Method of data analysis

Data analysis is a technique that typically involves multiple activities such as gathering, cleaning, and organizing the data. Since both quantitative data was collected, inferential and descriptive statistics was used for data analysis. The statistical analysis of the data was carried out using IBM SPSS statistics (statistical Package for Social Scientists) software version 23, which has been specifically designed to support the findings.

After the data collection, descriptive statistical analysis was used and the report was produced through central tendency measurements presented in tables, graphs, charts etc. In addition, inferential statistical analysis correlation and multiple regressions was used to describe the degree of relationship between two variables and to predict the unknown value of a variable from the known value of two or more variables.

3.7. Validity and Reliability Test

Validity is defined as the extent to which a concept is accurately measured in a quantitative study (Roberta & Alison, 2015). In the first place, the researcher wants to test the content validity. This category looks at whether the instrument adequately covers all the content that it should with respect to the variable. Therefore, after the questionnaires are designed,

pre-testing was done with persons who have knowledge of the area by allowing them to read it. Then the instrument was evaluated by an academic advisor prior to the data collection so as to maintain its validity and to increase the accuracy and usefulness of the findings, which allows for greater confidence in the study.

The second measure of quality in a quantitative study is reliability, or the accuracy of an instrument. In other words, the extent to which a research instrument consistently has the same results. Cronbach's α is the most commonly used test to determine the internal consistency of an instrument (Roberta & Alison, 2015). Cronbach's alpha is an index of reliability associated with the variation accounted for the true score of the underlying construct and it can only be measured for variables which have more than one measurement question. According to Nunnally (1978), Cronbach's alpha value of 0.5 is a sufficient, while 0.7 is a more reasonable value. Thus, this study has used Cronbach's α test the reliability of the instruments. The result of reliability analysis is presented in Table 3.1 below.

Table 3. 1: Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Marketing Knowledge	0.70	4
Technical Knowledge	0.64	4
Interpersonal Skill	0.66	3
Self-esteem Skill	0.87	4
Sales Performance	0.82	4

Source: Own Survey, 2023

As presented in Table 3.1, Cronbach's alpha indexes are above 0.7 for variables marketing knowledge, self-esteem, and sales performance suggesting that these variables have more

reasonable values. However, variables, technical knowledge and interpersonal skill have alpha values below 0.7 but above 0.5 that implies these variables have sufficient values. Since, the variables include small number of items and the sample size is small, these values sufficiently indicate consistency of consistency of items.

3.8 Ethical Consideration

The respondents were not required to write their names and they were informed that their responses will be kept in full confidence in order to maintain the confidentiality of the data that was obtained from them.

The confidentiality of earlier findings, publications, and other written or non-written material that is helpful during the project will remain confidential and were properly cited.

CHAPTER FOUR

This study was conducted to identify determinants of sales performance of salesperson by using sales experts of Fana BC. Specifically, the study examined effect of marketing knowledge, technical knowledge, self-esteem, and technical skills on the sales performance. Questionnaire was used to collect primary data and 43 questionnaires were sent to salespeople of FanaBC regional offices and headquarters. However, 41 questionnaires (95.35%) were completed and returned on time. The data was analyzed by using descriptive statistics and linear regression, OLS method. This chapter presents the results of data analysis, interpretation of the results and discussion of findings. The first section of the chapter is about result of descriptive analyses and the second section is about regression analysis. Finally, the chapter presents a discussion on the findings.

4.1 Descriptive Analysis

Descriptive analysis was conducted to describe the characteristics of salespeople, and sales performance and its determinants. The survey was summarized by frequency, percentage, mean and standard deviation.

4.1.1 General Characteristics of Salespersons

General characteristics of salespersons include sex, age, educational level and qualifications, and experience in sales. The data was analyzed by using frequency and percentage the result is presented in Table 4.1 below.

As depicted in Table 4.1, majority (53.66%) of salespeople are females. On the other hand, 46.36% were male salespersons. In addition, age of the salespersons was analyzed and the result of descriptive statistics shows that, majority (51.22%) of the salespersons were at age between 26 and 35 years. This group of salespersons is followed group of salespersons group age salespersons age from 36 to 45 years that includes 34.15% of the salespersons. These results show that the marketing activities of Fana BC was mainly conducted by females and salespersons at age of 26 to 46 years.

Table 4. 1: Summary Statistics on General Characteristics of Salespeople

Variable	Category	Frequency	Percent
Sex	Female	22	53.66
	Male	19	46.34
Age	Below 25	4	9.76
	26-35	21	51.22
	36-45	14	34.15
	Above 45	2	4.89
Education level	Bachelor's Degree	32	78.05
	Master's Degree	9	21.95
Educational Background	Accounting	12	29.27
	Economics	2	4.88
	Management	16	39.02
	Marketing	9	21.95
	Other	2	4.88
Experience	Below 3 years	8	19.51
	3-5 years	12	29.27
	Above 5 years	21	51.22

Source: Own Survey, 2023

Another focus of general characteristics of the salespersons was education related that includes educational background and level. The result of descriptive analysis shows that the salespersons possess either bachelor's degree or master's degree that include 78.05% and 21.95%, respectively. This result suggests the salespersons possess relevant education level for the sales activities to support the marketing activities through theoretical foundations. In regards to educational background, the salespersons were from business related specialties; accounting, economics, management and marketing that include

29.27%, 4.88%, 39.02%, and 21.95%, respectively. The number of salespersons from marketing background is smaller than number of salespersons from accounting and management. Hence, irrespective to specialization in marketing, the sales activities were dominated by salespersons with educational backgrounds of management and accounting.

Finally, general characteristics of the salespersons include experience in the sales activities in the study organization. The survey data was analyzed based 3 categories of experience; 'below 3 years', '3 to 5 years' and 'above 5 years'. The result of descriptive analysis shows that 19.51%, 29.27% and 51.22% salespersons possess sales experience in the organization for less than 3 years, 3 to 5 years and above 5 years respectively. This result suggests that the largest number salespersons have appropriate sales experience that can enhance efficient sales performance.

Therefore, the sales activities of the Fana BC is characterized by dominance of female sales experts, salespersons at age from 26 to 35 years, educational level of Bachelor's degree and educational background from management and accounting, and sales experience above 5 years.

4.1.2 Sales Performance and its Determinants

The second focus of descriptive analysis is to provide description on sales performance and its determinants. Determinants of sales performance include marketing knowledge, technical knowledge, interpersonal skill, and self-esteem. The survey data about sales performance and its determinants is summarized by using frequency, percentage, mean and standard deviation. The result of descriptive analysis is summarized in Table 4.2 below.

Marketing knowledge is indicated by 4 items that focus on understanding product specification, customer need change, trend of industry and events in the industry. It is summarized with mean score of 4.06 and standard deviation of 0.83. This result shows the sales person possess marketing knowledge and level of the knowledge slightly differ from person to person. Similar to this overall result, the sales experts have marketing knowledge in respect to product specification, real time information about customer need change, and information about trends and events in the industry.

Technical knowledge is measured by 4 items. These items are about knowledge about product features, product benefits, product specification and use, and matching product with specific need. The survey data is summarized with mean scores ranging 4.00 to 4.37 for knowledge about product benefits, and product specification and use, respectively. This result shows that the salespersons have knowledge about product features, product benefits, product specification and use, and matching product with product specific need. Similarly, the overall result with mean score of 4.20 suggests that salespersons of the organization possess appropriate technical knowledge about the products.

Table 4. 2: Summary Statistics: Sales Performance and its Determinants

	1		2		3		4		5		Mean	
	N	%	N	%	N	%	N	%	N	%	\bar{X}	σ
Marketing Knowledge											4.06	0.83
ability to understand specification of products	2	4.88	3	7.32	3	7.32	12	29.27	21	51.22	4.15	1.15
real time information on customer need change			10	24.39	2	4.88	11	26.83	18	43.90	3.90	1.22
information about industry trend			6	14.63			9	21.95	26	63.41	4.34	1.06
informed about important event in industry			8	19.51	5	12.20	14	34.15	14	34.15	3.83	1.12
Technical Knowledge											4.20	0.74
knowledge about product features			6	14.63	3	7.32	12	29.27	20	48.78	4.12	1.08

knowledge about products benefits			7	17.0 7	2	4.88	16	39.0 2	16	39.02	4.00	1.07
knowledge about product specifications and use			3	7.32	3	7.32	11	26.8 3	24	58.54	4.37	0.92
Matching product to specific need	2	4.88	4	9.76			9	21.9 5	26	63.41	4.29	1.19
Interpersonal Skill											3.66	0.99
communicate clearly			3	7.32	5	12.20	19	46.3 4	14	34.15	4.07	0.88
understand nonverbal communication	3	7.32	9	21.9 5			15	36.5 9	14	34.15	3.68	1.35
express nonverbally	6	14.6 3	12	29.2 7	3	7.32	7	17.0 7	13	31.71	3.22	1.52
Self-esteem Skill											4.13	0.87
like myself and customers.	2	4.88	5	12.2 0	3	7.32	13	31.7 1	18	43.90	3.98	1.21

fit the sales position well.			4	9.76	3	7.32	19	46.34	15	36.59	4.10	0.92
like the job			2	4.88	3	7.32	18	43.90	18	43.90	4.27	0.81
Confident, competent and effective in selling.	2	4.88	2	4.88	3	7.32	14	34.15	20	48.78	4.17	1.09
Sales Performance											3.99	0.89
quickly and high sale			9	21.95	2	4.88	12	29.27	18	43.90	3.95	1.18
ability to reach the sales target set			9	21.95			18	43.90	14	34.15	3.90	1.11
one of the highest achievers			5	12.20	3	7.32	9	21.95	24	58.54	4.27	1.05
exhibited increments in customers served			9	21.95			21	51.22	11	26.83	3.83	1.07

Note: \bar{X} = mean; σ = standard deviation; N = counts,

Source: Own Survey, 2023

Interpersonal skill is featured by 3 items that focus on clearly communicating with customers, understanding non-verbal communication and expressing nonverbally. The result of descriptive analysis has shown that the salespersons clearly communicate (mean = 4.07) with customers. In addition, it is computed that the salesperson understands non-verbal communication (mean = 3.68) although 7.32% of salesperson completely not understand the non-verbal communication. Moreover, the salespersons express nonverbally to some extent (mean = 3.22). On overall, it is computed that the salespeople have interpersonal skill (mean = 3.66; standard deviation = 0.99).

The fourth proposed determinant of sales performance is self-esteem and it is indicated by 4 items. These indicators are about characteristics to like themselves and customers, fitting the sales position, like the job, and confidence, competence and effectiveness in selling. The survey result has shown that the salespeople have self-esteem (mean = 4.13) in general. Similarly, the salespeople possess all characteristics of self-esteem. This result shows that the salespeople of the organization like themselves and the customers, fit the sales position well, like their job, and they are confident, competent and effective in sales.

Finally, descriptive analysis is conducted to assess sales performance of the salespeople of the organization. The sales performance is characterized by 4 features. The features of sales performance of a salesperson include performing quickly and at high sale, ability to reach sales target set, being one of the highest achievers, and exhibiting increments in customers served. The survey result shows that the salespeople of the organization perform quickly and at high scale (mean = 3.95), they reach sales targets (mean = 3.90), they are highest achievers (mean = 4.27), and they exhibit increments in customers served (mean = 3.85). The overall result (mean = 3.99) implies that salespeople of the organization have strong sales performance.

4.2 Regression Analysis

This analysis was mainly applied to examine determinants of the sales performance of the salespersons. This analysis was conducted by using OLS model. Before interpreting results of OLS estimation, model assumptions were tested.

4.2.1 Assumption Tests

The results of OLS model are reliable when underlying assumptions are satisfied. Hence, before interpreting result of the model, OLS model assumptions were test. These assumptions include linearity test, multicollinearity test, normality test, and heteroscedasticitytest.

i) Linearity Test

Since linear regression assumes linear relationship between in dependent variables and the dependent variable, the first procedure in conducting linear regression is conducting linearity test. Based on procedure of linearity test, the curve estimation was conducted by applying linear model. The result of linearity test is presented in Table 4.3 below.

Table 4. 3: Linearity Test

	Model Summary			Parameter Estimates	
	R Square	F	Sig.	Constant	b1
Marketing Knowledge.	0.367	22.649	0.000	1.349	0.651
Technical Knowledge.	0.528	43.680	0.000	0.345	0.868
Interpersonal Skill.	0.495	38.265	0.000	1.674	0.632
Self-esteem Skill	0.554	48.511	0.000	0.846	0.761

Source: Own Survey, 2023

As shown in Table 4.3, F-test of all variables is significant at 0.01. In addition, coefficients are positive. This result shows that marketing knowledge, technical knowledge, interpersonal skill and self-esteem skills are linearly and positively linked sales performance. Hence, linearity condition of OLS model satisfied and the empirical estimation was conducted by using linear model.

ii) Multicollinearity Test

The second model test is multicollinearity Test. Velnampy&Sivesan (2012) stated presence of multicollinearity problem can be identified by using two approaches; correlation and variance inflation factor (VIF). According to Velnampy&Sivesan (2012) multicollinearity exists when correlation among independent variables is 0.8 and above; or VIF values are above 10. Correlation matrix and VIF for multicollinearity test is presented in Table 4.4 below.

Table 4. 4: Correlation Matrix and VIF

	1	2	3	4	5	VIF
1: Sales Performance	1					
2: Marketing Knowledge	0.606**	1				1.220
3: Technical Knowledge	0.727**	0.155	1			2.748
4: Interpersonal Skill	0.704**	0.274	0.539**	1		1.488
5: Self-esteem Skill	0.745**	0.341*	0.750**	0.444**	1	2.595

** . Significant at 0.01; * . Significant at 0.05

Source: Own Survey, 2023

As depicted in Table 4.4, VIF values are well below from value of 10 with maximum of 2.748 for technical knowledge. In addition, the correlation coefficients for relationship among independent variables are below 0.8 with maximum of 0.75 for relationship between technical knowledge and self-esteem. The result of multicollinearity test suggests that there is no multicollinearity among independent variables; hence, independent variables cannot express one another. Therefore, the collinearity assumption is satisfied for OLS model.

Apart from multicollinearity test, the correlation matrix shows that sales performance is positively and significantly related to marketing knowledge, technical knowledge, interpersonal skill and self-esteem skill at 0.01 significance level. Comparatively, sales performance is most significantly related to self-esteem ($r = 0.745$) and followed by technical knowledge ($r = 0.727$).

iii) Normality Test

The third assumption in OLS is normality of residuals. This assumption states error term or expected value of error term should be normally distributed; i.e., expected value of the error terms should be zero ($E(UT)=0$). Normality test was analyzed by using histogram and the result is presented in Figure 4.1 below.

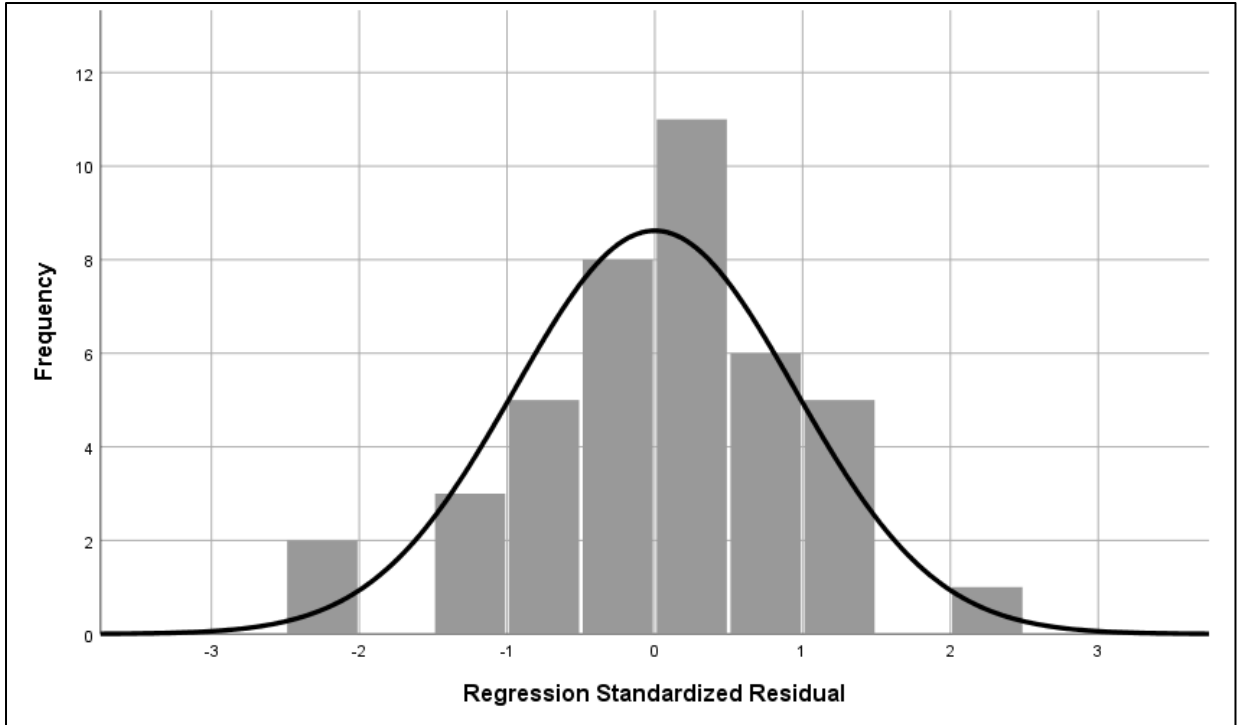


Figure 4. 1: Normality Test (Histogram)

Source: Own Survey, 2023

As shown in Figure 4.1, scores of residuals lie around the center of the distribution (so the largest bars on the histogram are all around the central value and many of the residuals are fairly close more to the curve and the histogram is bell-shaped. This indicates that the residuals are normally distributed. Therefore, normality assumption of OLS is satisfied.

iv) Homoscedasticity Test

Finally, the study has tested homoscedasticity assumption that assumes the variance of the errors to be constant (Brooks 2008). This test is presented graphically by using scatterplot graph and it presented in Figure 4.2 below.

As depicted in the figure 4.3, the residuals are scattered and do not form clear pattern. This implies the residuals have no clear functional form with predicted values. Therefore, the homoscedasticity assumption is satisfied for OLS estimation.

Therefore, the model diagnosis tests shows that the data fits assumptions of OLS model in regards to linearity between dependent variables and independent variables, independence of explanatory variables, normality of residuals and homoscedasticity of residuals.

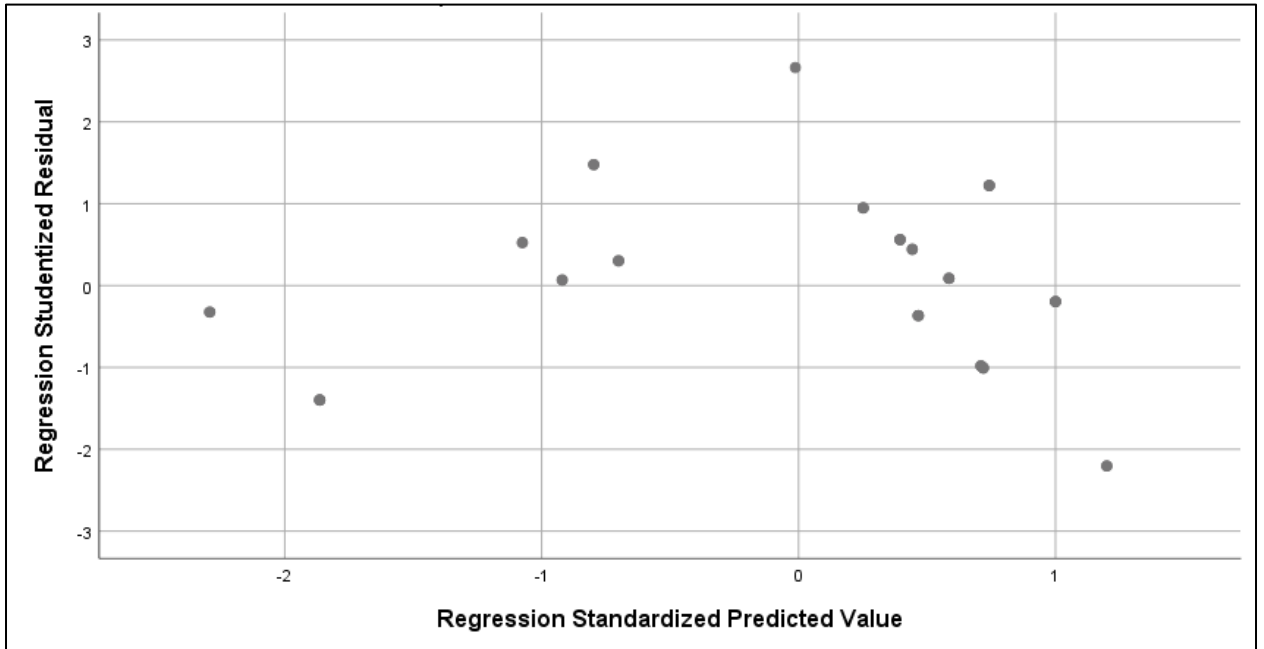


Figure 4. 2: Heteroskedasticity Test (Scatterplot)

4.2.2 Estimation Result

As presented in previous section, the estimation model fits the data. As a result, this study proceeds to present result of OLS and interpret the results. The estimation result of OLS model is summarized in Table 4.5 below.

Table 4. 5: Estimation Result

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.345	0.382		-3.523	0.001
Marketing Knowledge	0.419	0.072	0.391	5.812	0.000
Technical Knowledge	0.385	0.121	0.322	3.195	0.003
Interpersonal Skill	0.290	0.067	0.323	4.345	0.000
Self-esteem Skill	0.232	0.100	0.227	2.311	0.027
Model Summary	R2 = 0.867	Adj R2 = .852	F = 58.505	p = 0.000	

Source: Own Survey, 2023

As shown in Table 4.5, the regression model is summarized with R-square of 0.867 and adjusted R-square is 0.852 that indicate 86.7% of variation in sales performance of the salespeople is explained independent variables in the model; marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill. In addition, the critical value of F-statistics (58.505) is significant (p-value = 0.000) at 0.01 significance level. This indicates that explanatory variables (marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill) jointly have significant influence on the dependent variable (sales performance).

Coefficients of all independent variables are positive and statistically significant. This shows that marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill positively and significantly affect sales performance of a salesperson. Coefficients of

marketing knowledge ($\beta = 0.419$; $p = 0.000$), technical knowledge ($\beta = 0.383$; $p = 0.003$), and interpersonal skill ($\beta = 0.290$; $p = 0.000$) are significant at 0.01. Comparatively, marketing knowledge has largest effect on sales performance. However, coefficient of self-esteem skill ($\beta = 0.232$; $p = 0.027$) is significant at 0.05 significance level. This shows that although self-esteem has significant positive significant effect, it has lowest effect when compared to marketing knowledge, technical knowledge, and interpersonal skill. Therefore, the result of OLS estimation shows that sales performance of a salesperson is determined by marketing knowledge, technical knowledge, interpersonal skill, and self-esteem skill.

4.3 Discussion

4.3.1 Effect of Marketing Knowledge on Sales Performance

Marketing knowledge has positive and significant effect on sales performance of sales personal. A salesperson's ability to handle the ever-changing market environment depends on having a thorough knowledge foundation. Salespersons with better marketing knowledge have better sales performance than salesperson with weak marketing knowledge when other characteristics are similar. In fact, it has been shown by Churchill et al. (2000), Johlke and Schoemaker (2002), and Ingram et al. (2004) that in order for salespeople to do their duties, they must be aware of the environmental issues facing the public and businesses. In contrast, salespersons with weak marketing knowledge have weak sales performance.

According to Bizaiyehu, 2022 A salesperson's marketing knowledge—which includes product knowledge, competitor products, unique selling points, and their benefits—can help them generate higher sales performance. Specifically, this study reveals that the sales experts that are strong in marketing knowledge in respect to product specification, real time information about customer need change, and information about trends and events in the industry are strong in sales performance in performing quickly and at high sale, ability to reach sales target set, being one of the highest achievers, and exhibiting increments in customers served.

4.3.2 Effect of Technical Knowledge on Sales Performance

Product knowledge and abilities are crucial for success in sales. Effective communication requires salespeople to have a thorough understanding of their product. They communicate with their customers in the best possible way (Hai, 2023). Similarly, the effect of technical knowledge on sales performance of salespeople is positive and significant in Fana Broadcasting Corporation. Salespersons of the corporation with strong technical knowledge have high sales performance. On the other hand, salespersons with low technical knowledge have low sales performance. Therefore, this study reveals that technical knowledge improves sales performance of the salespeople when other factors are similar for the salespeople. In particular, this study suggests that knowledge of salespeople about product features, product benefits, product specification and use, and matching product with specific need enable the salespeople to perform effectively in sales of products and services.

4.3.3 Effect of Interpersonal Skill on Sales Performance

This study identified positive and significant effect of interpersonal skill of salespersons on their sales performance at Fana Broadcasting Corporation. The capacity for interpersonal interaction includes the ability to interact and form bonds with others. Salespeople with high interpersonal skill have high sales performance and salespeople with low interpersonal skill have low sales performance while other characteristics of the salespeople are similar. Similar finding has been shown by Muhaminul et al. (2016) significantly better sales performance may result from developing interpersonal skills (Muhaiminul, Sultana, Sarkar, Shuvro, & Reza, 2016). The findings of Mosissa (2022) indicate that Interpersonal skill is crucial for improving salesperson performance. The salespersons that are strong in clearly communicating with customers, understanding non-verbal communication and expressing nonverbally have high sales performance in regards to performing quickly and at high sale, reaching sales targets, being one of the highest achievers, and increasing number of customers served. Salespeople are in direct contact with your customers. Candidates abilities and Communication skills, skills persuasion, sales skills, planning skills and customer care skills is very essential (Hai, 2023). In

contrast, salespersons that are weak in clearly communicating with customers, understanding non-verbal communication and expressing nonverbally perform slowly and low sale, weak in reaching sales targets, and low in increasing number of customers served.

4.3.4 Effect of Self-esteem skill on Sales Performance

Finally, this study identified that self-esteem skill positively and significantly affects sales performance of salespersons in Fana Broadcasting Corporation. Your self-esteem is the primary factor that determines both your financial success and sales performance. It indicates your level of achievement in all spheres of your life (Tracy, 2004). Likewise this finding implies, for sales people with similar other characteristics, salespeople with high self-esteem skill have high sales performance and salespeople with low self-esteem skill have low sales performance. Specifically, it is identified that sales performance is high for salespeople that like themselves and their customers, feel that they fit their sales position, like their job, and have confidence. Sales people with high self-esteem have a good relationship with their customers. Salespeople have a major and frequently deciding influence on an organization's success because they are entrusted with a company's most valuable asset, which is its relationship with its customers (Zoltners, Sinha, and Lorimer, 2009). In contrast, sales performance is low for salespeople that have weak interest to their customers, dislike their job, and low confidence and competence on their job.

(Kesete, 2020)

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CHAPTER FIVE

This chapter concludes this report. A summary of major findings and conclusion is presented. Recommendations for the company and for further research end the chapter.

5.1 Summary of Major Findings

This study identified determinants of sales performance of salesperson, in general, and examined effect of marketing knowledge, technical knowledge, interpersonal skill and self-esteem skill on the sales performance, in particular. The salespeople of Fana BC were targeted and primary data was collected from 41 salespeople of the corporation by using structured questionnaire. Explanatory research design was adopted for the research objectives and the survey data was analyzed by using descriptive and regression analysis. The study reached on following major findings;

- First, this study identified that marketing knowledge positively ($\beta = 0.419$) and significantly ($t = 5.812$; $p = 0.000$) affects sales performance of salespeople. Salespeople with strong marketing knowledge have high sales performance and salespeople with weak marketing knowledge have low performance.
- Second, it is examined that technical knowledge has positive ($\beta = 0.385$) and significant ($t = 3.195$; $p = 0.003$) effect on sales performance of salesperson. This finding implies technical knowledge positively affects sales performance of a salesperson.
- Third, this study analyzed effect of interpersonal skill on sales performance of salesperson and found out that interpersonal skill positively ($\beta = 0.290$) and significantly ($t = 4.345$; $p = 0.000$) affects sales performance of a salesperson at Fana BC. This implied that sales performance is significantly higher for salespeople with higher interpersonal skills.
- Finally, this study identified that the effect of self-esteem skill on sales performance of a salesperson is positive ($\beta = 0.232$) and significant ($t = 2.311$; $p = 0.027$) at 0.05 significance level. This result revealed that self-esteem skill has positive and significant effect on sales performance of a salesperson at Fana BC.

5.2 Conclusions

Salesperson performance has a crucial role in a company's expansion and success, having a highly qualified sales force capable of acquiring new clients, retaining existing ones, and maximizing earnings is very important (Futrell, 2006). While considerable research has been conducted to identify factors influencing salesperson performance, certain essential components, such as self-esteem, have been overlooked. Therefore, this study examined the impact of salesperson self-esteem, along with other factors like marketing knowledge, technical skills, and interpersonal competence, on achieving sales targets in FBC.

Thus based on the major findings, this study has drawn following conclusions.

- In Fana Broadcasting Corporation, marketing knowledge of salesperson positively influenced his/her sales performance. In the corporation, high sales performance of the

salespeople is improved by their strong marketing knowledge about product specification, customer needs change, and trends and events in the industry. This knowledge has improved sales performance in providing fast and quality service, meeting sales target, and increasing number of customers served.

- In addition to the marketing knowledge, in the corporation, sales performance of a salesperson is significantly affected by extent of technical knowledge of salesperson. In the corporation, salespeople's possession of technical knowledge about product features, product benefits, product specification and use, and product need enabled improved their sales performance of quick and high sales, reach large number of customers and increasing number of customers served by the salespeople.

- In Fana BC, interpersonal skill of a salesperson significantly affected his/her sales performance. Strong interpersonal skill of the salespeople resulted high sales performance of the salespeople in the corporation. In the corporation, the sales people perform quickly and at high sale, they have an ability to reach sales targets, and they exhibit increments in customers served because of their clear communicating with customers, understanding of non-verbal communication and expressing nonverbally to the customers.

- Moreover, in the corporation, sales performance of salespeople is directly linked to their self-esteem skill. As a result, sales performance of the salespeople is improved the salespeople of the corporation like themselves and their customers, feel that they fit their sales position, they like their job, and they have confidence in their sales activities.

5.3 Recommendations

Based on the conclusions drawn, this study provides following suggestions to marketing managers and salespeople of the corporation.

- Marketing management of the corporation is suggested periodically to review sales performance of the salespeople. Based on the result of performance evaluation, the management is suggested to rate the marketing knowledge, technical knowledge, interpersonal skills, and self-esteem skills of the salespeople. According to (Hai,

2023) Training sales professionals in advanced and technical abilities is crucial for success in the market, leading to increased sales. Products contribute to the company's growth and profitability. As a result, when recruiting and training salespeople, a list of critical criteria must be carefully planned. Therefore the management is suggested to hire staff with high marketing knowledge, technical knowledge, interpersonal skill and self-esteem and provide training for salespeople with low sales performance to improve their marketing knowledge, technical knowledge, and interpersonal skills and self-esteem skills. In addition, it is recommended to provide exams that improve marketing and technical knowledge of the salespeople.

- The management is suggested to periodically upgrade knowledge of salespeople about product specification, customer need change, and trends and events in the industry through training and exams. In addition, this study suggests the marketing management to evaluate technical knowledge and provide trainings about product features, benefits, specification and use. Further, it is suggested to improve interpersonal skill of salespeople, especially, to provide attention to non-verbal communication to understand feelings of customers that are not expressed verbally. Furthermore, the management is suggested to periodically assess self-management and customer handling by the salespeople, work motivation, confidence and competence of salespeople. Based on the survey, it is important to provide guidance and counseling for salespeople with low records.
- In addition to the management, the salespeople of the corporation with low sales performance are suggested to improve their marketing knowledge, technical knowledge, interpersonal skill and self-esteem to improve their performance. On the other hand, salespeople of the corporation with high sales performance are suggested to sustain their performance by regularly upgrading their marketing knowledge, technical knowledge, interpersonal skill and self-esteem.

5.4 Limitations and Suggestion to Further Studies

This study has some limitations and it provides suggestions for further studies to fill the gap to reach at more generalizable result. The first limitation of the study is that it included small number of salespeople i.e., 41 samples, from single organization. Further studies in

area of the study are suggested to improve size of participants by increasing number of case organizations to reach on more generalizable result.

This study examined only 4 determinants to sales performance and it has not included other behavioral, demographic and social factors related to salesperson. In addition, the study applied OLS regression to examine the determinants. Further, the study focused only on primary data and failed to support with facts from secondary sources, especially about sales performance. Therefore, further studies are suggested to increase number determinants by including additional behavioral, demographic and social factors, apply advanced methodologies and analyze data by using advanced models; such as, Structural Equation Model instead of OLS, and incorporate secondary data.

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APPENDICES

Appendix 1: Questionnaire



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

BUSINESS ADMINISTRATION MASTERS PROGRAM

Questionnaires Prepared for Fana Broadcasting Corporate Sales Persons

Dear Respondent, I am SelamMeles, a graduate student at Addis Ababa University, I am conducting research on the topic —Factors Affecting Salesperson Performance: The Case of fana broadcasting corporate for the partial fulfillment of Master of Arts in business

administration. I kindly request you to spend some minutes of your time in filling the questionnaire honestly. The information you would provide me is highly essential for successful completion of this study. Please answer all items objectively. The research assures you that information provided will be kept confidential and be used only for an academic purpose. Note: kindly put a (√) mark with the option that reflects your level of agreement with the given statement.

Part I: Demographic Data of the respondents.

1. Gender Male Female
2. Age 18 to 25 years 36 to 45 years
26 to 35 years Above 45 years
3. Education level High school completed BA/BSc Degree
Diploma Masters and above
4. Sales experience Less than 1 Year 3 to 5 Years
1 to 3 Years Above 5 years
5. Qualification Marketing Accounting
 Management Economics

If other, specify _____

PART II: Please state your level of opinion for each given statement using the following scales:

1 = Not at all 2 = To a little extent 3 = To some extent 4 = To a great extent 5 = To a very great extent

No	Opinion of respondents toward the factors affecting sales person performance	Agreement scale				
		1	2	3	4	5
A.	Marketing knowledge					
	I have the ability to understand products general specification of the company					
	I always have real time information about change in customer need.					
	I have a lot of information about industry trend					
	I am well informed about important event in our industry					
B.	Technical knowledge					
	I have a knowledge about my company's product features					
	I have a knowledge about products benefits					
	I have a knowledge about product application specifications and consumer use conditions.					
	I can make the product to the specific need of the prospect					
C.	Interpersonal skill					

	I have the ability to express non verbally (through facial expression)					
	I have the ability to communicate clearly					
	I have the ability to understand nonverbal communication of others					
D	Self esteem					
	I like myself and my customers too.					
	I fit the sales position well.					
	I like my job very much (such as prospecting, building rapport, identifying needs, presenting your product or service, answering objections, closing the sale, and getting resales and referrals)					
	I am confident, competent and effective in selling.					
E	Sales person proformance					
	I quickly sale high volume of product of my organization					
	I have the ability to reach the sales target set by my department					
	I am one the highest achiever in my department					

	I exhibited increments in the number of customers served					
--	--	--	--	--	--	--