Addis Ababa University School of Commerce Department of Marketing Management Post Graduate Program

The Impact of Sales Skills on sales person Performance: *The Case of BGI Ethiopia*

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ADDIS ABABA, Ethiopia

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Approved by Board of Examiners

Name	**Signature**

ADDIS ABABA UNIVERSIRT SCHOOL **OF COMMERCE**

MARKETING MANAGEMENT

Declaration

I, Amanuel Assefa, declare that this research paper entitled “The impact of sales skill on sales person performance ” is my original work and has not been used by others for any other requirements in any other university and all sources of information in the study has been appropriately acknowledged.

Declared by:

Amanuel Assefa signature ----------------- Date ------------------

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Acknowledgement

First of all, thanks to the God for His guidance and blessing throughout my whole life. Next to God, I would like to thank my mother (you are my best), sister and brothers for their support till now. Thank you very much.

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Table of Contents

List of Tables and Figures

List of Abbreviations

- **TCS: Technical skill**
- **MKS: Marketing skill**
- **IPS: Interpersonal skill**
- **SSS: Salesmanship skill**
- **SPP: Sales person performance**
- **OC: organizational commitment**

Abstract

In recent years the competitiveness in Ethiopian beer industry has enormously increased specially after the privatization of government breweries to international well recognized breweries. Despite of room for growth and additional breweries are underway to join the industry, currently breweries are spending a large sum of money to attract consumers in using their sales person officers. Understanding the sales person sales skill contributes in the result of sales person performance. This study analyzes the impact of sales skill on sales person performance. The objectives of this paper are two-fold. Firstly to understand the influence of sales skills dimensions, namely interpersonal, salesmanship, technical and marketing skills on salesperson performance in BGI Ethiopia, which is a major brewery industry in Ethiopia; and secondly, to investigate the effect of organizational commitment as a moderating variable on the above relationship. Data was gathered from all agents of BGI Ethiopia sales person 252 salesperson in the industry. Different literatures have been used in discussing the concept and to identify major factors that affect sales person performance. Sales skills: interpersonal skill, technical skill, marketing skill, salesmanship skill, and organizational commitment are found to be important variables that determine sales performance. Questionnaires were distributed to all respondents of the agent of BGI Ethiopia sales person. From each agent all sales persons are taken and results were put through different methods of data analysis. Descriptive statistics, correlation and regressions were used in this study. Based on the analysis from the independent variables the only salesmanship skill and organizational commitment are the most influential factor of sales person performance. Different factors are consists on those sales skill variables. The findings show that the effect of salesmanship skills positively influence and predicts salesperson performance. And the findings also show that technical, marketing and interpersonal skills do not influence salesperson performance. And, organizational commitment was necessarily moderate the relationship between sales skills dimensions and salesperson performance.

Keywords: sales skills, sales person performance, organizational commitment

CHAPTER ONE

INTRODACTION

1.1. Background of the study

Ethiopia's oldest brewery Saint George, founded in 1922 is located in central Addis Ababa. The brewery was set up with modest premises to produce the country's first bottled beer. It is situated near the Mexico Square, Addis Ababa, and occupies an area of 20,000 Sq. meters of land (Ethiopian Trade Journal, 1960). According to addismap.com (2011), the factory is now owned by BGI, a company owned by French investors, an internationally acclaimed Brewing Company that operates in many countries. It has excellent reputation in producing quality beer and brought St. George to the same standard. Ever since it became privatized, and along with the opening of a sister company in Kombolcha, the brewery bas played an important role to improve the supply of the beer and promote modern marketing in the country.

In this aggressive and energetic world we live in, the role of sales person is immense and fundamental. The growing complexity of products, coupled with the expensiveness of advertising, induced company to rely more on sales person. Personal selling is defined by Meredith (2009) as an interpersonal process whereby a seller tries to uncover and satisfy a buyer's needs in a mutually, long-term beneficial manner suitable for both parties. Even more it is important in Business to Business marketing. Personal selling dominates the business marketer's promotion mix. Because the organizational buyer requires the help of the supplier in solving technical problems and because the buyer negotiated with the supplier the business marketer's promotion mix emphasizes personal selling. (Gross, 1998)

One of the key issues relating to managing sales force is how to improve a B2B sale personal's performance (Singh and Koshy, 2009). They further forwarded that the answer is to identify and measure factors that determine B2B salespersons' performance. In one of the most cited authors in the area Churchill et al., (1985) sales skill is recognized as one of the most important variable in explaining personal performance. In their own words Churchill et al., (1985) have noted that -while differing sales situation, markets conditions, product types, etc all likely affect which factors contribute to sales success, one of the most striking and important commonalties across differing explanations of salesperson job performance is the importance each ascribes to selling skill.

Even if salespersons' importance in the brewery industry is critical, BGI Ethiopia have been giving less emphasis to retailers' sales person that distributes the product of BGI Ethiopia for business customers.

1.2. Background of the organization

The founder of St. George brewery, according to some source, is Mussie Dawit Hale who is a Belgian. Other source says that the brewery was owned and operated by a German Company. In fact, the brewery was set up by Mussie Dawit Hale who lately sold it to a German company. Some 43 years ago, the Ethiopian trade journal (1960). "The St.george brewery is situated near the mexico square , Addis Ababa, and occupies an area of 20,000 Sq.meters of land. The beer factory was started 36 years ago by a German company and an Ethiopian company took it over six years ago.

The brewery stands right on the same site it was 90 years ago. During the time of the last Emperor it was known as marshal Smut Street. It was a fine and a fairly big building and it started off as one of the pioneers in Ethiopia's industrial development.

In the early years of the 1970's the Brewery was in good shape in terms of its machineries, physical buildings, vehicles, marketing network, etc. It even had a plan to open a new plant for the production of soft drinks. In 1974 the brewery was nationalized. Even though this created some obstacles the brewery pulled through with some improvements particularly with regard to manpower development and betterment in workers management. It also started to produce draught beer that enjoyed popularity and big sales. on the other hand, the brewery was lacking the finance it needed to introduce new technologies that came in the 1970s. The name of the brewery was also changed as "Pilsner Brewery" and later as "Addis Ababa brewery".

Most of all, the workers showed great commitment and dedication to keep the brewery and its product popular. The role played by the brewery was significant in supporting and promoting other social activities including St. George Sport Club. St. George brewery is once again privatized. The factory is now owned by BGI, an internationally acclaimed brewing company that operates in many countries. It has excellent reputation in producing quality beer and brought St. George to the same standard. Today, St. George is the oldest beer in Ethiopia certainly also the youngest with the fresh dynamism.

BGI Ethiopia is the first brewery that introduced international draught beer brand, the castle draught beer, Amber beer, a deep reddish brown color beer, is also the first on the Ethiopian market and is distinct from other beer brands in terms of quality and ingredients. At six percent, its alcoholic content is higher than other draught beers.

BGI Ethiopia also bought a 25 % share worth 75 million birr in Raya brewery. According to Raya's plan, in the first phase of its operation, it intends to produce 300,000 hectoliters of beer per annum.

1.3. Statement of the problem

Even though there is still a room for growth in Ethiopian beer market, in recent years the competitiveness in the industry has enormously increased after the privatization of government breweries. In today's multipart times, the sales professional cannot meet all customers' needs for information, customization, and general support. The sales culture engages and empowers all organizational members to contribute their expertise to the sale campaign. Many researchers have emphasized the importance of sales person's skill levels in relation to their performance (Churchill et al., 1985; Rentz et al., 2002 as cited in Ahmad et al., 2010). Churchill et al., (1985), Ford et al., (1988) and Ahmed et.al., (2010) also argued that beside aptitude, role perception, motivation, personality and organizational factors, sales skills also affect a sales persons performance. The dimension of sales skills are adopted from Ahmed et al., (2010) who intern adopted it from different studies. Compared to the global breweries sector, where substantial research has been done on sales skills on food and beverage industries, very little or no organized and comprehensive study has been conducted in the area of sales skill in BGI Ethiopia(beer industry). So the three dimensions; interpersonal, salesmanship and technical from Rentz et al., (2002); which are found to be useful predictors of sales performance. And the fourth dimension marketing skills is adopted from Aherne and Schilleweart (2000).

Therefore it makes sense to explore important sales skills. Currently, Ethiopia's total beer production capacity stands at 7.1m hectoliters annually. BGI Ethiopia's capacity stands at 2.7m hectoliters from its three factories at Addis Abeba, Hawassa and Kombolcha. Heineken S.C., which owns Walia, Harar and Bedele breweries, has a capacity of 2.5m hectoliters. Diageo, owner of Meta Abo Brwery, and Dashen Brewery S.C., follow with one million and 900,000 hectoliters, respectively. The market share of Brewery is highly competitive.

BGI Ethiopia has five districts that retailers grouped in Addis Ababa city and the agents have its own salespeople that sale the product of BGI Ethiopia. But the industry does not know the performance of the salespeople in the retailer and their sales skills. A BGI Ethiopia 2015 target sale was 2.7m hectoliters but the company sales report shows that 2015 BGI Ethiopia sales are 2.53m hectoliters. In addition to that the sales of 2014 are greater than the sales of 2015 by 0.42m hectoliters. According to the company 2015 annual report this deviation comes from due to lack of professional sales person skill, new entrant brewery company competitiveness, company high attention towards manufacturing(launching huge machineries). However, the company mentions lack of sales skill as one of a major problem for the deviation but they did not support this lack through profession sales skills parameter In addition to that currently BGI Ethiopia are battling promotion war and spending millions of birr for advertising. So as research the researcher conduct to investigate the retailer's sales man selling skills.

Therefore, to provide empirical evidence the researcher interested to conduct the impact of sales skills; based on Ahmed et.al.,(2010) ; technical skills, interpersonal skills, marketing skills and salesmanship skills; on sales person performance of BGI Ethiopia retailer's business to business sales force. It also assesses the both direct and moderating impact of organizational commitment on the relationship between sales person's skills and sales performance.

1.4. Research questions

This study has tried to answer the following basic research questions.

1. What is the impact of technical skills on the sales person's performance?
2. What is the impact of interpersonal skills on the sales person's performance?
3. What is the impact of marketing skills on the sales person's performance?
4. What is the impact of salesmanship skills on the sales person's performance?
5. What are the different organizational commitments made by BGI Ethiopia to improve these skills on sales person's performance?

1.5. Objective of the Study

This research aims to provide an understanding of what sales skills are considered necessary to determine the influences of sales performance.

Specifically the study has the following objectives:

To assess the relationship between sales skills variables and sales persons performance

- ✍ To find out the impact of technical skills on sales persons performance.
- ✍ To realize the impact of interpersonal skills on sales persons performance.
- ✍ To explain the impact of marketing skill on sales persons performance.
- ✍ To determine what is the impact of salesmanship skills on sales person's performance.

- ✍ To find out the direct impact of organizational commitment on sales persons performance
- ✍ To find out the Moderating role of organizational Commitment on the relationship between the dimension of sales skills (Technical, Interpersonal, Marketing and Salesmanship) and Sales personas performance

1.6. Research Hypothesis

Based on the review of related literature many researchers have indicated a positive impact of sales skills on sales persons Performance. Therefore, the study formulated the following proposition. The entire hypothesizes is resulting from the review of related literature and was summarized in the following:

H1: Technical kills and sales person's performance are significantly and positively related

H2: Interpersonal skills and sales person's performance are significantly and positively related.

H3: Marketing skills and sales person's performance are significantly and positively related.

H4: Salesmanship skills and sales person's performance are significantly and positively related.

H5: Organizational Commitment and sales person's performance are significantly and positively relates.

H6: The influence of Sales skills (Technical, Interpersonal, Marketing and Salesmanship) on salesperson performance is higher when organizational commitment is high.

1.7. Scope of the study

The study has limited itself on assessing only the impact of selling skills but sales person's performance is affected by many other variables including personality factors, role variables, motivation, aptitude and organizational factors. In terms of the Universe of the study, it is limited to single industry sales persons on the BGI Ethiopia in Addis Ababa city.

1.8. Significance of the Study

Identifying blueprint of sales person performance it is vital for designing and developing innovative marketing strategies, and efficient market segmentation strategies (Horsky et al., 2006). It is important for marketers, marketing managers to know how business customers influence by the sales skills of the sales person. To build good Personal presentation when the sales officer made rapport sales force for the purpose of making sales and building customer relationships. Personal selling is paid personal communication that attempts to inform customers and persuade them to purchase products or services. And sales skill has direct influence on consumer purchasing decisions, segmenting the market based on the information that gain from the successful sales people. Therefore, this study is aimed at helping marketers understand how shaped their sales and to design marketing strategies. From the research perspective you can hardly find studies involving sales skill and sales person performance in beverage and food industries and therefore this study could lead to further research studies in the future.

1.9. Operational Definition of Terms

✍ ***Interpersonal skill***: refer to mental and communication algorithms applied during social communication and interaction to achieve certain effects and results (Ahmed et al., 2010) According to Rentz et al, (2002) as cited in Ahmad et al., (2010) the dimensions of interpersonal skill are listening, empathy, optimism and perceived observation skills.

✍ ***Technical Knowledge***: refers to sales person skill in proceeding information about design and specification of products and the applications and functions of both the products and services (Ahmed et al., 2010)

✍ ***Marketing skill***: refers to knowledge about the industry and trends in general such as customers, markets and products; competitors' products, services, sales policies; knowledge of competitors' products lines, and knowledge of customer operations (Behrman and Perreault, 1982 as cited Ahmed et al., 2010).

✍ ***Salesmanship skill***: refers to adoptability, consultative selling, negotiation and questioning and sales person's cues and communication style skills.

✍ ***Organizational commitment***: a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and be more), protects company assets, shares company goals and others (Meyer and Allen,1997 as cited in Ahmad et al., 2010 p. 184).

✍ ***Sales person performance***: a performance that sales persons expertise in their company's products and the market, good communication skills, ability to solve problems, ability to understand and satisfy the buyer's needs, thoroughness and ability to help in ensuring the reliable and fast delivery of orders.jobber,david(1947).

✍ ***Performance*:-**performance has been defined in two distinct ways. Campbell(1991) defined performance as behavior relevant to the organization's goals. He also suggested that when behavior is not observable, performance can only be known by its effects, that is, sales. Alter-natively, kane (1986, p.137)defiened performance as "the record of outcomes achived in carring out the job function during the specified period." Whereas Campbell emphasized behaviors, kane emphasized outcomes. In selling situation, sales volume is compatible with both definitions. Thus, behavior of sales person and their sales volume should be interrelated.

✍ ***Outcome measure:-*** out measures are most useful when the performance output of a job can be accurately measured. Sales volume is the most frequently used outcome measured of sales person performance(weitz 1981; peck 1982). Sales volume has also been used extensively in academic research as a performance measure(comer and Dubinsky 1985; Churchill et al.1985). However, a major caveat exists when using sales volume to evaluate retail salespeople. When sales people's performance is compared, sales volume must be adjusted for product sold, external environment, time period, and seasonality.

✍ **Measuring Salesperson Performance**

- ✍ **Quantitative Measures** It is convincing to rely on quantitative company data (such as dollar or unit sales or contribution to profit over some time period) as a logical criterion measure of salesperson performance, moreover, these measures have been widely used in past research Yet there can be problems with quantitative measures For example, Forrester has persuasively described the dynamics of industrial markets, and how this volatility is reflected in dramatic swings in sales volume inequality across different sales territories, product lines, or customer accounts often exist. Thus sometimes quantitative company data that appear to be objective may suggest differences in performance among salespersons that may be attributable to factors beyond the control of the individual Such uncontrollable factors can sometimes be taken into account by considering performance relative to quotas, or by statistically partial ling out the Impact of uncontrollable factors. Even with such adjustments, quantitative measures may be problematic when team selling, missionary selling, or long selling cycles are an issue. The one-dimensional focus of quantitative measures of sales person performance may not be appropriate for sales research purposes. However, to the extent that a number of relevant, but dissimilar, quantitative measures (sales, new accounts, conversion rates, expenses, etc) are available on each salesperson, It IS possible to develop composite performance measures for each salesperson.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. The Sales Process Model

A schematic model of the sales process is actively influenced by participants, the salesman and the buyer. Each may be thought of as a focal person and each is influenced by personal characteristics and role requirements. Personal characteristics include personality, values, attitudes, past experiences and the like. As shall be developed in more detail in a later section, in some situations the personal affiliation of the salesman and customer with respect to these characteristics may help or hinder the participants in moving onward in the sales process. Role set requirements (e.g., formal authority and organizational autonomy) interact with personal characteristics to shape needs and expectations. Furthermore, one focal person's knowledge of the other's needs and expectations may lead to an adjustment of his own. Based on his needs and expectations, each person develops a strategy by which he expects to negotiate a favorable exchange. That overall strategy may involve efforts at persuasion, ingratiation, communication of facts or offers, efforts at friendship and/or other elements. Directly or indirectly, the compatibility of the needs and expectations of the buyer and seller, as reflected by their strategies, is tested at the negotiation phase of the process. If the strategies are compatible, an exchange will take place. Otherwise, the salesman and buyer may stop interacting; or, based on the feedback provided by the unsuccessful negotiation, either or both may adapt by altering strategy, attempting to adjust needs locus of control, and thus he may not be able to adapt successfully: for example, to negotiate effectively a salesman may need to be able to set prices, yet this may be contrary to organizational policy and thus beyond his control. When the particular set of negotiations is terminated, regardless of the outcome, the experience becomes input into future S/C interactions. In subsequent sections, previous research of the model: personal characteristics, role requirements, needs and expectations and strategies. While some of the concepts discussed in one section are relevant in others, the division of material provides a logical organization for most issues about personal selling as a process. arun(1993, p.231-238)

2.2. Personal Selling: Personal presentation by the firm's sales force for the purpose of making sales and building customer relationships. Personal selling is paid personal communication that attempts to inform customers and persuade them to purchase products or services. Personal selling is defined as the personal communication of information to persuade a prospective customer to buy something a good, service, idea, or something else Futrell, (1992) as cited in Jaramillo & Marshall, 2003). Jaramillo and Marshall (2003) believe that personal selling messages have the potential to be more persuasive than advertising or publicity due to the face-to-face communication with customers. Brooksbank (1995) suggests that personal selling is a critical component of marketing success. He defines the personal selling process as the positioning of goods or services in the mind of a particular prospective customer (Brooksbank, 1995, p. 63 as cited in Jaramillo & Marshall, 2003). With increasingly fragmented markets, the role of personal selling becomes extremely important. The role of personal selling will continue to be of overwhelming importance in the case of those companies operating in markets characterized by high volume customized goods and services with relatively long and complex decision making processes (Brooksbank, p. 61 as cited in Jaramillo & Marshall, 2003). Undoubtedly by now you've figured out that marketing enables individuals and organizations to sell products and services to other people to help them satisfy their needs and wants. At some point in the selling process, personal selling usually becomes involved. It is the personal selling process that allows marketers the greatest freedom to adjust a message to satisfy customers' information needs. Personal selling allows the marketer or seller to communicate directly with the prospect or customer and listen to his or her concerns, answer specific questions, provide additional information, inform, persuade, and possibly even recommend other products or services.

Personal selling is a social situation involving two persons in a communication, and success results in how well both parties achieve a common understanding that will enable mutual goal fulfillment through social interaction (Webster, 1968, as cited in Meredith, 2009). A sales representative's skill and efforts are especially important whereby ―good skills and effort‖ are more effective than poor skills and effort especially for complex, new products as well as presentations from sales representations from lesser-known organizations (Levitt, 1967 as cited in Meredith, 2009).

Robert Louis Stevenson once noted, "Everyone lives by selling something." Companies around the world use sales forces to sell products and services to business customers and final consumers. But sales forces are also found in many other kinds of organizations. For example, colleges use recruiters to attract new students, and churches use membership committees to attract new members. Museums and fine arts organizations use fund-raisers to contact donors and raise money. Even governments use sales forces. The U.S. Postal Service, for instance, uses a sales force to sell Express Mail and other services to corporate customers. In the first part of this chapter, we examine personal selling's role in the organization, sales force management decisions, and the personal selling process.

2.3. The nature of personal selling

Personal selling is one of the oldest professions in the world. The people who do the selling go by many names, including salespeople, sales representatives, agents, district managers, account executives, sales consultants, and sales engineers. People hold many stereotypes of salespeople including some unfavorable ones. "Salesman" may bring to mind the image of Arthur Miller's pitiable Willy Loman in *Death of a Salesman* or Dwight Schrute, the opinionated Dunder Mifflin paper salesman from the TV shows *The Office*, who lacks both common sense and social skills. And then there are the real-life "yell-and-sell" "pitchmen," who hawk everything from the ShamWow to the Swivel Sweeper and Point 'n Paint in TV infomercials. However, the majority of salespeople are a far cry from these unfortunate stereotypes. As the opening P&G story shows, most salespeople are well-educated and well-trained professionals who add value for customers and maintain long-term customer relationships. They listen to their customers, assess customer needs, and organize the company's efforts to solve customer problems. Some assumptions about what makes someone a good salesperson are dead wrong. There's this idea that the classic sales personality is overbearing, pushy, and outgoing-the kind of people who walk in and suck all the air out of the room. But the best salespeople are good at one-on-one contact. They create loyalty and customers because people trust them and want to work with them. It's a matter of putting the client's interests first, which is the antithesis of how most people view salespeople. The most successful salespeople are successful for one simple reason: They know how to build relationships. You can go in with a big personality and convince people to do what you want them to do, but that really isn't selling; its manipulation, and it only works in the short term. A good salesperson can read customer emotions without exploiting them because the bottom line is that he or she wants what's best for the customer. Consider GE's diesel locomotive business. It takes more than fast talk and a warm smile to sell a batch of $2-million high-tech locomotives. A single big sale can easily run into the hundreds of millions of dollars. GE salespeople head up an extensive team of company specialists—all dedicated to finding ways to satisfy the needs of large customers. The selling process can take years from the first sales presentation to the day the sale is announced. The real challenge is to win buyers' business by building day-in, day-out, year-in, year-out partnerships with them based on superior products and close collaboration. The term **salesperson** covers a wide range of positions. At one extreme, a salesperson might be largely an *order taker*, such as the department store salesperson standing behind the counter. At the other extreme are *order getters*, whose positions demand *creative selling* and *relationship building* for products and services ranging from appliances, industrial equipment, and locomotives to insurance and information technology services. Here, we focus on the more creative types of selling and the process of building and managing an effective sales force. (Personal Selling and Sales Promotion pp.463).

2.4. The Personal Selling Process

A schematic model of the sales process is actively influenced by participants, the salesman and the buyer. Each may be thought of as a focal person and each is influenced by personal characteristics and role requirements. Personal characteristics include personality, values, attitudes, past experiences and the like. in some situations the personal affiliation of the salesman and customer with respect to these characteristics may help or hinder the participants in moving onward in the sales process. Role set requirements (e.g., formal authority and organizational autonomy) interact with personal characteristics to shape needs and expectations. Furthermore, one focal person’s knowledge of the other’s needs and expectations may lead to an adjustment of his own. Based on his needs and expectations, each person develops a strategy by which he expects to negotiate a favorable exchange. That overall strategy may involve efforts at persuasion, ingratiation, communication of facts or offers, efforts at friendship and/or other elements. Directly or indirectly, the compatibility of the needs and expectations of the buyer and seller, as reflected by their strategies, is tested at the negotiation phase of the process. If the strategies are compatible, an exchange will take place. Otherwisethe salesman and buyer may stop interacting; or, based on the feedback provided by the unsuccessful negotiation, either or both may adapt by altering strategy, attempting to adjust needs

Personal selling is not one time process; rather it is process taking several steps. As revised by Marshal & Moncrief (2005) , there are seven steps of selling and some of the topical discussion of each selling step that one might find in most sales textbook. Fill (2002) as cited in Tsalidis (2010) argues that the alignment and the rigidity of the sequence should not be overstated, as the actual activities undertaken within each of these stages will vary not only from organization to organization but also between the salespersons. The Seven Steps are reviewed by Marshal & Moncrief (2005) as Follows:

Prospecting:-Prospecting is the method by which salespeople search for new customers and potential customers. And Prospecting refers to identifying and developing a list of potential clients. Sales people can seek the names of prospects from a variety of sources including trade shows, commercially-available databases or mail lists, company sales records and in-house databases, website registrations, public records, referrals, directories and a wide variety of other sources. Prospecting activities should be structured so that they identify only potential clients who fit the profile and are able, willing and authorized to buy the product or service. This activity is greatly enhanced today using websites with specially-coded pages optimized with key words so that prospects may easily find you when they search the web for certain key words related to your offering. Once prospecting is underway, it then is up to the sales professional to qualify those prospects to further identify likely customers and screen out poor leads. Modern websites can go a long way in not only identifying potential prospects but also starting this qualification process.

Pre-approach:-The pre-approach step includes all post prospecting activities prior to the actual visit with a prospect or customer. The pre-approach step occurs on virtually every sales call. Before engaging in the actual personal selling process, sales professionals first analyze all the information they have available to them about a prospect to understand as much about the prospect as possible. During the Pre-approach phase of the personal selling process, sales professionals try to understand the prospect's current needs, current use of brands and feelings about all available brands, as well as identify key decision makers, review account histories (if any), assess product needs, plan/create a sales presentation to address the identified and likely concerns of the prospect, and set call objectives. The sales professional also develops a preliminary overall strategy for the sales process during this phase, keeping in mind that the strategy may have to be refined as he or she learns more about the prospect.

Approach:-The approach usually takes the first minute or minutes of a sale. It consists of the strategies and tactics employed by salespeople when gaining an audience and establishing initial rapport with the customer. The approach includes opening small talk, the handshake, eye contact, and generally making a good initial impression. The approach is the actual contact the sales professional has with the prospect. This is the point of the selling process where the sales professional meets and greets the prospect, provides an introduction, establishes rapport that sets the foundation of the relationship, and asks open-ended questions to learn more about the prospect and his or her needs.

Presentation:-The presentation is the main body of the sales call and should occur after the salesperson has predetermined the needs of the customer. This step can be one presentation or multiple presentations over a period of time. Goals for the sales presentation will vary. During the presentation portion of the selling process, the sales professional tells that product "story" in a way that speaks directly to the identified needs and wants of the prospect. A highly customized presentation is the key component of this step. At this point in the process, prospects are often allowed to hold and/or inspect the product and the sales professional may also actually demonstrate the product. Audio visual presentations and/or slide presentations may be incorporated at this stage and this is usually when sales brochures or booklets are presented to the prospect. Sales professionals should strive to let the prospect do most of the talking during the presentation and address the needs of the prospect as fully as possible by showing that he or she truly understands and cares about the needs of the prospect.

Overcoming objections:-Objections can be broadly defined as customer questions and hesitancies about the product or company. Salespeople should expect that objections will be encountered in every sales presentation. Professional sales people seek out prospects' objections in order to try to address and overcome them. When prospects offer objections, it often signals that they need and want to hear more in order to make a fully-informed decision. If objections are not uncovered and identified, then sales professionals cannot effectively manage them. Uncovering objections, asking clarifying questions, and overcoming objections is a critical part of training for professional sellers and is a skill area that must be continually developed because there will always be objections. Trust me when I tell you that as soon as a sales professional finds a way to successfully handle "all" his or her prospects' objections, some prospect will find a new, unanticipated objection-- if for no other reason than to test the mettle of the sales person.

Close:-The close is defined as the successful completion of the sales presentation culminating in a commitment to buy the good or service. Although technically "closing" a sale happens when products or services are delivered to the customer's satisfaction and payment is received, for the purposes of our discussion I will define closing as asking for the order and adequately addressing any final objections or obstacles. There are many closing techniques as well as many ways to ask trial closing questions. A trail question might take the form of, "Now that I've addressed your concerns, what other questions do you have that might impact your decision to purchase?" Closing does not always mean that the sales professional literally asks for the order, it could be asking the prospect how many they would like, what color they would prefer, when they would like to take delivery, etc. Too many sales professions are either weak or too aggressive when it comes to closing. If you are closing a sale, be sure to ask for the order. If the prospect gives an answer other than "yes", it may be a good opportunity to identify new objections and continue selling.

Follow-up:-The follow-up step is a relatively newer addition to the steps of selling in which the salesperson does not assume the sale is over with the acceptance of an order. Rather, much work begins after the sale to make sure the customer is happy with the product/ service and that everything that was promised is being delivered. Follow-up is an often overlooked but important part of the selling process. After an order is received, it is in the best interest of everyone involved for the sales person to follow-up with the prospect to make sure the product was received in the proper condition, at the right time, installed properly, proper training delivered, and that the entire process was acceptable to the customer. This is a critical step in creating customer satisfaction and building long-term relationships with customers. If the customer experienced any problems whatsoever, the sales professional can intervene and become a customer advocate to ensure 100% satisfaction. Diligent follow-up can also lead to uncovering new needs, additional purchases, and also referrals and testimonials which can be used as sales tools.

2.5. Personal selling skills

The basic philosophy underlying the approach to personal selling is that selling should be an extension of the marketing concept. This implies that for long-term survival it is in the best interests of the salesperson and their company to identify customer needs and aid customer decision-making by selecting from the product range those products that best fit the customer's requirements. This philosophy of selling is in line with Weitz1 and the contingency framework, which suggests that the sales interview gives an unparalleled opportunity to match behavior to the specific customer interaction that is encountered. This is called 'adaptive selling' since the salesperson adapts their approach according to the specific situation and it has been found to be a growing way of conducting sales interactions. Its importance is supported by research by Jaramillo *et al.* (2007) which showed that adaptive selling was associated with salespeople's performance (as measured by their attainment of sales quotas). This is not to deny the importance of personal persuasion. In the real world, it is unlikely that a product has clear advantages over its competition on all points, and it is clearly part of the selling function for the salesperson to emphasize those superior features and benefits that the product possesses. However, the model for personal selling advocated here is that of a salesperson acting as a need identifier and problem-solver. The view of the salesperson as being a slick, fast-talking confidence trickster is unrealistic in a world where most sellers depend on repeat business and where a high proportion of selling is conducted with professional buyers. Saxe and Weitz (1982) defined customer orientated selling as 'the degree to which salespeople practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs'.

They characterized customer orientated selling as:

1. The desire to help customers make satisfactory purchase decisions.

2. Helping customers assess their needs.

3. Offering products that will satisfy those needs.

4. Describing products accurately.

5. Avoiding deceptive or manipulative influence tactics.

6. Avoiding the use of high pressure sales techniques.

In order to foster customer orientated selling, companies need to develop a corporate culture that views understanding customers and creating value for them as being central to their philosophy, and to use evaluation procedures that include measurement of the support given to customers, customer satisfaction with salesperson interactions, and the degree to which salespeople are perceived by customers to behave ethically. In addition, companies should include ethics in sales training courses, and employ sales managers who are willing to promote and enforce ethical codes and policies.

Research studies have shown that successful selling is associated with the following:

- asking questions;

- providing product information, making comparisons and offering evidence to support claims;
- acknowledging the customer's viewpoint;
- agreeing with the customer's perceptions;
- supporting the customer;
- releasing tension;
- having a richer, more detailed knowledge of customers;
- increased effort; and
- Confidence in one's own ability.

These important findings should be borne in mind by salespeople when in a sales interview. They also suggest that sales training can improve sales performance, not only by improving skills, but by enhancing the self-confidence of the trainees in their perceived ability to perform well. When developing their **personal selling skills**, salespeople should also be aware of the characteristics desired of salespeople by buyers. Research has shown a number of key factors as with the development of all skills. Many companies use role playing to provide new salespeople with the opportunity to develop their skills in a situation where sales trainees can observe and correct behavior. In order to develop personal selling skills it is useful to distinguish seven phases of the selling process. These phases need not occur in the order shown. Objections may be raised during presentation or during negotiation and a trial close may be attempted at any point during the presentation if buyer interest is high. Furthermore, negotiation may or may not take place or may occur during any of the stages. As Moncrief and Marshall (2005) report: The evolved selling process assumes that the salesperson typically will perform the various steps of the process in some form, but the steps (phases) do not occur for each sales call. Rather, they occur over time, accomplished by multiple people within the selling firm, and not necessarily in any given sequence.

Key characteristics of salespeople desired by buyers

- Expertise in their company's products and the market
- Good communication skills
- Ability to solve problems
- Ability to understand and satisfy the buyer's needs

- Thoroughness
- Ability to help in ensuring the reliable and fast delivery of orders

2.6. B2B Personal Selling

One important advantage of personal selling is that the selling pitch can be adjusted and individualized to the prospect. Once you determine the prospect's needs, you tailor the sales pitch. Unfortunately, personal selling is extremely expensive. As noted previously, door-to-door selling is disappearing in the area of consumer marketing. This is, however, not true in the area of business-to-business (B2B) marketing. Companies selling complex products such as printing presses, buses, jets, computer systems, power plants, and other expensive "installations" usually use salespeople to sell their products. These salespeople are compensated quite well and a large number of them are college graduates. When selling complex, costly products B2B (business-to-business), personal selling is extremely important. You need to develop a relationship with customers and may have to answer technical questions. A customer with a question can get an immediate response. Personal selling is also important where prices have to be negotiated and the sale involves a great deal of money. For example, when JetBlue executives decide to purchase 100 jets and want to talk to salespeople from Boeing, they expect negotiations will be extensive and that there will be several face-to-face meetings. The salesperson for Boeing will have a great deal of knowledge about jets and air travel and will expect to meet the JetBlue executives several times before the sale is closed. A key disadvantage of personal selling is that it is costly and you have to deal with customers one at a time. This is different from advertising where millions of people see the same ad. Advertising is mass selling, not persona selling.

Business to business (B2B) markets is characterized by often large and powerful buyers, purchasing predominantly for the furtherance of organizational objectives and in an organizational context using skilled/professional buyers. Demand in B2B markets is normally derived demand; customers are often geographically concentrated and negotiation is the order of the day in dealings between marketer and customer. Marketing and selling in these markets is very different from that encountered in B2C markets. Buyers are much more likely to negotiate on price, and delivery and service are particularly important. The salesperson is likely to be dealing with skilled negotiators and the process of buying, and hence selling can extend over months or even years for certain types of capital equipment. As in consumer markets, there are several distinct types of sub-markets within B2B markets, the main ones being:

Markets for supplies and consumables e.g. raw materials, semi-manufactured goods;

Markets for capital equipment e.g. plant, machinery;

Markets for businesses services e.g. consultancy, technical advice.

For many firms, especially in business-to-business markets, personal selling is the dominant element in the marketing communications mix and the key to implementing marketing strategy successfully. Sales expenditure may be as much as 15 per cent of sales, and higher than advertising costs (Barker, 1999 as cited in Sweet, 2007). Therefore the factors that enhance the performance of the sales function are of critical interest.

2.7. Sales performance

Sales performance is often describe as the quality and quantity of sales closed in a specific time period. However, the literature provides several perspectives on evaluating sales performance. Colletti and Tubridy (1993) provided the following list of sales activities for successful salespeople: selling, working with distributors, entertainment, attending meetings, servicing products, working with orders, servicing accounts, travel, communication/information, training and recruiting. It is also cited that the performance measures taken at different times are not highly related and the relationships between different performance measures are not strong (Chonko, Roberts and Dubinsky, 2002). Another set of criteria cited by Campbell (1990) consist of 10 which are sales volume and ability to reach quotas, customer relations and management of expense accounts, company knowledge and customer knowledge, product knowledge and competitor knowledge and time management and planning that are important for sales performance. From a different perspective, Campbell's checklist can be effectively reduced to four primarily objective performance criteria such as annual sales volume, gross profit per sale, annual sales volume and profit growth customer relations. Performance expectations that relate to the organization's vision, mission, and values create win-win outcomes. Identifying key result areas and SMART performance standards in these areas develop clarity. Duties and activities, and skills, knowledge and abilities are aligned to create measurable results. Regular follow up through status meetings and measuring skills and activities creates consistent feedback and results. While effort has been expended in attempts to identify valid and reliable predictors of salesperson performance that would be useful to managers, the large number of studies conducted have made only a limited contribution to improving understanding of salesperson performance and have produced only relatively poor predictors of performance (Churchill et al., 1985)

There are immediate difficulties in defining sales performance, which has meant different things to different researchers and practitioners. Performance, which in a literal sense means the way that something functions, or the results of activity over time, is measured differently in different organizations (Sweet et al., 2007). It is important to discuss defining characteristics of sales performance. Anderson and Oliver (1987) as cited in Zallocco et al., (2009) conceptualized sales performance as the evaluation of salespeople based on what they produce (i.e. sales outcomes) as well as what they do (i.e. sales behaviors). Examples of the former include generations of sales units, revenue, market share, new accounts, profitability, etc., while sales behaviors include selling skills (e.g. adaptive selling, teamwork, effective communication, etc.) and selling activities (e.g. making sales calls, managing time and territory, etc.) (Zallocco et.al., 2009). Anderson and Oliver (1987) argued that salespeople under behavioral control should demonstrate a higher level of intrinsic motivation due to enhanced competence and lower pressure for immediate sales outcomes. In contrast, salespeople under outcome control tend to demonstrate a higher level of extrinsic motivation because their compensation is directly tied to sales outcomes.

Based on this view, salesperson performance has been studied relative to both salesperson outcome and behavior performance (Anderson and Oliver, 1987; as cited in Zallocco et al., 2009; Cravens et al., 1993). Regardless of how performance is defined, sales managers play a key role in ensuring that salesperson performance goals are met and a major problem that sales managers face in doing this is the inability to accurately measure performance (Zallocco et al., 2009). As described by Zallocco et al, (2009) to address this, two theoretical frameworks – i.e. agency theory and organizational theory – are useful in describing how managers can effectively deal with the issue of performance measurability.

Agency theory (Eisenhardt, 1985, 1989 as cited in Zallocco et al., 2009) emphasizes the alignment of goals and objectives between principals and agents. In the context of sales, agency theory addresses the problem of how the sales manager (the principal) can measure, monitor, and evaluate the salesperson's (the agent's) activities to ensure that organizational goals are met. The central premise here is that both have divergent goals and frequently do not share the same information.

2.8. Determinants of Sales performance

From the business point of view sales performance management mainly deals with understanding market trends in an improved fashion and better targeting of sales across territories. It also takes into account sales turnovers and fairly allocating sales opportunities to improve their productivity. Concentrates on better management of sales resources, and realistic quota settings with less risk of attainment short falls, or unforecasted sales incentive exposure. Faster implementation of sales plan, more equitable territories and quotas, and improved confidence in their pay for performance for better sales satisfaction. It also takes care of the market drivers and to take mid-course correction.

There are many factors effecting sales performance of the sales person, these factors can be classified as internal and external, factors like motivation, skill set, aptitude, knowledge, job satisfaction, role perception , personal factors like age, sex, height etc, ego drive, and empathy towards the customers are inherent in the individual sales person. Among these factors, skill set have been broadened into competencies, which include knowledge, skills and abilities of the sales person. Research on competencies have shown that there are three to four broad categories which influence their performance; these are selling skills, general management skills, technical skills, interpersonal skills and emotional intelligence of the person. Interpersonal skills reflect the contribution of sales person's ability to form and develop relationship with their clients to create profitable and productive relation among both the parties.

Emotional intelligence is another factor which influence their performance, persons high on emotional intelligence display self awareness, self regulation, motivation, empathy and social skills. Self awareness improves the impression they create on their clients, the level of motivation also contributes their performance. The external factors include environmental and organizational aspects of the job and other different functions of sales management.

Due to its vital importance to both the firm and to individual sales people, improving sales performance is of a great interest to both managers and researchers (Johilke, 2006). A large number of researchers have forwarded different factors that do have an influence on sales person's performance (Churchill et al., 1988; Baldauf and Crevens, 1999; Piercy et al., 1997; Baldauf et al., 2001; Babakus et al., 1996; Barker, 1999; Ahmad et al., 2010; Johalke, 2006; Sweet et al., 2007). Productivity is the sum of all efforts that it takes to deliver a product or service, which is measured in terms of items produced and services performed within a given time period. It becomes the value or result of the price of a product or service deducted from all cost (supplies, material, human labor etc.) that go into the effort, it is used to compare the effectiveness of the country, organization, department, workstation or individual to itself overtime for the same operation or with other counterparts. It can be expressed as partial, multifactor and total measures, partial measures are used to analyze activities in terms of a single input, multifactor measure is used to analyze the utilization of multiple inputs, and total productivity expresses the ratio of overall output produced to all resources used.

Productivity is the quantum of sales done by a sales person in a given time period, which can be measured by value of sales, number of sales units and quality of sales. Sales persons with increased work experience in the given environment is found to be good at product knowledge, understanding of company and client's needs, network of contacts, references and his overall experience, which results in improved productivity of the company.

Many organizations prefer training their sales people which includes product training, training of prospection, sales pitch training and many other aspects of sales which influence sales productivity. A ready infrastructure to meet the upsurge demands can enhance sales productivity.

Sales person's productivity tools such as sales contact management, commission and calendar management, quotation system, product comparison system and financial planner system adds considerably to sales productivity. Functions such as order placement to delivery, post sales service and customer touch and financial operations if taken care properly can contribute in sales productivity. If direct and indirect sales force work together with a strong commitment and investment towards sales results in increased productivity. Emerging market has more business and growth potential as compared to mature markets leading to better chances of productivity.

On the other hand sales material such as brochures, sales order, demonstration material, media coverage album quotes from customers, contractual links of the product, price list, EMI calculation sheet etc. along with sales training forms and good sets of field systems encourages sales productivity.

Sweet et al, (2007) in their work developing a Benchmarking for company-wide Sales Capability identified five drivers of sales performance:

✍ **Leadership:-** including strategy, decision making, attitudes toward learning, improving, coaching.

✍ **Motivation**:-including goal orientation and discipline, enthusiasm, planning, attitudes.

✍ **Skills:-** including communication, negotiation, customer relationships, presentation.

✍ **Process** including company's sales systems, information, records, preparation, follow through and delivery.

✍ **Marketplace** including understanding of the needs of customers, the market, their own products and those of their competitors.

Early traditional research into sales success was viewed as a function of the sales representative's job satisfaction, motivation, ability, role clarity, and other attributes particular to the sales representative's biographical or psychological profile (Riordan, Oliver, & Donnelly, 1977 as cited in Meredith, 2009). The most frequently studied theme pertaining to personal selling is the examination of the selling processes and techniques of salespeople (Meredith, 2009). Selling process and technique studies examine individual level approaches to improving the effectiveness of customer and prospect interactions and sales outcomes, respectively.

Understanding how and why some individuals are more effective in sales interactions than others has obvious value to theorists, practitioners, and managers involved in personal selling (Meredith, 2009). Research examining and explaining the effectiveness of personal selling has since found mixed results and published research in peer reviewed journals examining personal selling success has been broken up into a range of topics (Meredith, 2009). Sales research has investigated variables relating to sales success that include influence strategies, personality traits / behavioral dispositions, and sales representative resources and capabilities. Walker, Churchill, and Ford (1977) as cited in Meredith (2009) identified a sales representative's performance as being a function of his or her a) level of motivation, b) sales aptitude, and c) perception of how his or her role should be performed. However, as Weitz (1981) as cited in Meredith (2009) notes, much research in selling has remained inconsistent and at times has yielded contradictory results, even for variables that can be assessed with high reliability such as age, education, and sales experience.

In one of the most cited authors in sales performance area Churchill et al, (1985) expressed that:

In terms of the average size of their association with sales person performance, the determinants were ordered as follows: role variables, selling skills, motivation, personal factors, attitude and organizational factors; but when ordered according to real variation, the determinant were ranked as personal factors, selling skills, role variables, aptitude, motivation and organizational environment factors. (p. 184)

As can be indicated in quotation above from Churchill et al., (1985) selling skills were the second most important of six variables, both in terms of average size association with performance and in terms of real variation. But as observed by Churchill et al., (1985) only few studies are made relating to selling skills dimensions. Still many researchers have focused upon specific aspects of selling skills. (Rentz et al., 2002 as cited in Ahmad et al., 2010). The majority of the researchers focused on individual sales skills (Ahmad et al., 2010).

These individual sales skills can be categorized in to three dimensions: - Interpersonal, salesmanship and technical skills (Ahmad et al., 2010). The fourth dimension, which is divided from Ahearne and Schillewaort (2000), is marketing skills. The following paragraphs will discuss synthesis of empirical studies made on each of the four dimensions of sales skills and organizational commitment.

2.9. Sales Skills and Sales persons Performance

2.9.1 Technical Skill

Technical knowledge refers to salesperson's skill in providing information about design and specification of products and the applications and functions of both products and services (Ahmad et al., 2010, p.188). Many researchers have found a significant and positive relationship between technical skills and salespersons performance (e.g. Baldauf et al., 2001; Grants and Cravens, Baldout and Cravens, 1999; Katiskeck and Skermeas, 2003; Baldouf and Cravens, 2002). However there are some researchers who come up with the contrary result (Ahmad et al., 2010; Ahearne and Schillewaert, 2000; Barker, 1999; Piercy et al., 1997). This researchers finding is that technical skills levels possessed by salespersons do not necessarily lead to positive effects in terms of salespersons performance. The first hypothesis emanates from the above literature.

2.9.2 Interpersonal Skill

Interpersonal skills refer to mental and communication algorithms applied during social, communication and interaction to achieve certain effects and results‖ (Ahmad et al., 2010, p.186). Different researches on the area have found that interpersonal skills significantly predict salespersons performance (E.g. Ahmad et al., 2010; Ford et al., 1988; Pillling and Eroglu, 1994;).

Furthermore it is found that interpersonal skills play a significant role in predicting salesperson success (Lockemon and Hallag, 1982). As the finding form Hill and Petty (1995) indicate interpersonal skill can also predict employability.

Interpersonal skills are expressed by listening, empathy, optimism and perceived observation skills (Rentz et al., as cited in Ahmad et al., 2010).As confirmed by Ahmad et al., (2010) this dimensions are likely to collectively realize effective interpersonal skills that will in turn explain sales person performance. The second hypothesis of this study is derived from the above literature.

2.9.3 Marketing skill

Salespersons' marketing skill refers to knowledge about the industry and trends in general such as customers, markets and products; Competitor's products, Services, sales policies; knowledge of competitor's product lines, and knowledge of customer operation‖ (Behrman and Perrault, 1982. as cited in Ahmad et al., 2010 p.188). Ahearne and Schillewaert (2000); Leigh and McGraw (1989); Sujan et al., (1988); Smith and Ownes, (1995) found positive and a significant relationship between marketing skills and sales performance. As expressed by Ahmad et al., (2010) extensive knowledge base is importance for a sales person since it allows them to cope with the complex market environment. Thus the third hypothesis is derived from the above literature.

2.9.4 Salesmanship Skill

Salesmanship can be explained by five dimensions which are adoptability, consultative selling, negotiation, questioning and salesperson cues and communication styles skills (Ahmad et al., 2010). Generally most of the studies on the area have found a positive relationship between salesmanship skills and salespersons' performance (Ford et al., 1988; Baldaf et al., 2001; Babakes et al., 1996; Katsikon and Skarmeas, 2003; Baldouf and Cravers, 1999). However still there are other researchers who have found the opposite of the above one's (Ahmad et al., 2010 and Aheorne and Schillewaert, 2000). Most of the previous studies have tried to relate each dimension of the salesmanship with salesperson's performance (Kentz et al., 2002 assited in Ahmad et al, 2010). Adaptive selling is defined as the sales person's ability to alter her/his sales behavior when interacting with customers and is important because it shows the amount of customization a salesperson is utilized (Ahmad et al., 2010 p. 186). Many researchers have found a positive relationship between adoptive selling and sales performance (Babakus et al., 1996; Boorom et al., 1998as cited in Ahmed et al., 2010)

According to Morgan and Stoltman (1990) salespersons ability of asking questions, listening and detecting verbal and nonverbal cues, provide the basis for adaptive selling. There are also some findings that salespersons communication style plays on sales person's success (Stafford, 1996; Futrell,2006). Researchers have found that not only the verbal skills could influence salespersons performance but salesperson's nonverbal cues could influence a person's behavior (Cho, 2001; Leigh and Summors, 2002; Stafford, 1996;). The final skill under salesmanship is consultative skills can also influence salespersons performance (De Cormier and Jobber, 1993; Goolsby et al., 1992). The majority of the researches reviewed lead to salesmanship to be hypothesized as positive influence. This is the base for the fourth the hypothesis.

2.10. Organizational Commitment and Sales persons Performance

A committed employee is the one who stays with the organization through thick and thin, attained work regularly, puts in a full day (and maybe more), protects company assets, shares company goals and others (Meyer and Allen, 1997; as cited in Ahmad et al., 2010 p. 184). According to Ahmad et al., (2010) few studies were undertaken on job performance by considering it as a moderator. As explained by Dutto et al., (1994) as cited in Ahmad et al., (2010) activities take place within the organizational contexts, the effects of affective organizational commitment on sales skills dimensions can be expected and anticipated.

Irving and Coleman (2003) as cited in Ahmad et al., (2010) examined the moderating effect of organizational commitment on the relationships between role ambiguity and job tension in an organization undergoing significant change. It is found in this research that organizational commitments have a moderating effect on the relationship between role ambiguity and job tension. In addition it is argued that organizational commitment has some influence on employee turnover intention (Chang et al., 1999). Another more related research is conducted by Thanker and Joshi (2002), studied the relationship between customer oriented selling and long term performance, with organizational commitment as a moderator. It appeared that organizational commitments do really moderate the relationship between the two variables. In contrary to the above results, Ahmad et al., (2010) in their work on the relationship between sales skills and performance, found that organizational commitment does not have a significant moderator effect. As can be seen from the reviewed literature, only one research investigated the moderator impact of organizational commitment on the relationship between sales skills and organizational commitment. Organizational commitment has been only seen from the moderating impact. Its impact as direct influence of sales performance is not researched.

Therefore, in addition to testing the relationship between sales skills (technical, interpersonal, marketing and salesmanship) and sales persons performance and the moderating role of organizational commitment in BGI Ethiopia business to business selling, the present research will also try to fill the research gap by adding organizational commitment not only as a moderator but also as determinant of sales persons performance.

2.11. Conceptual framework

The present study examines the relationship between selling skills dimensions (interpersonal, salesmanship, technical, and marketing) and salesperson performance. The effect of organizational commitment on this relationship is explored as a moderating variable. The relationships among the variables are shown in this Figure.

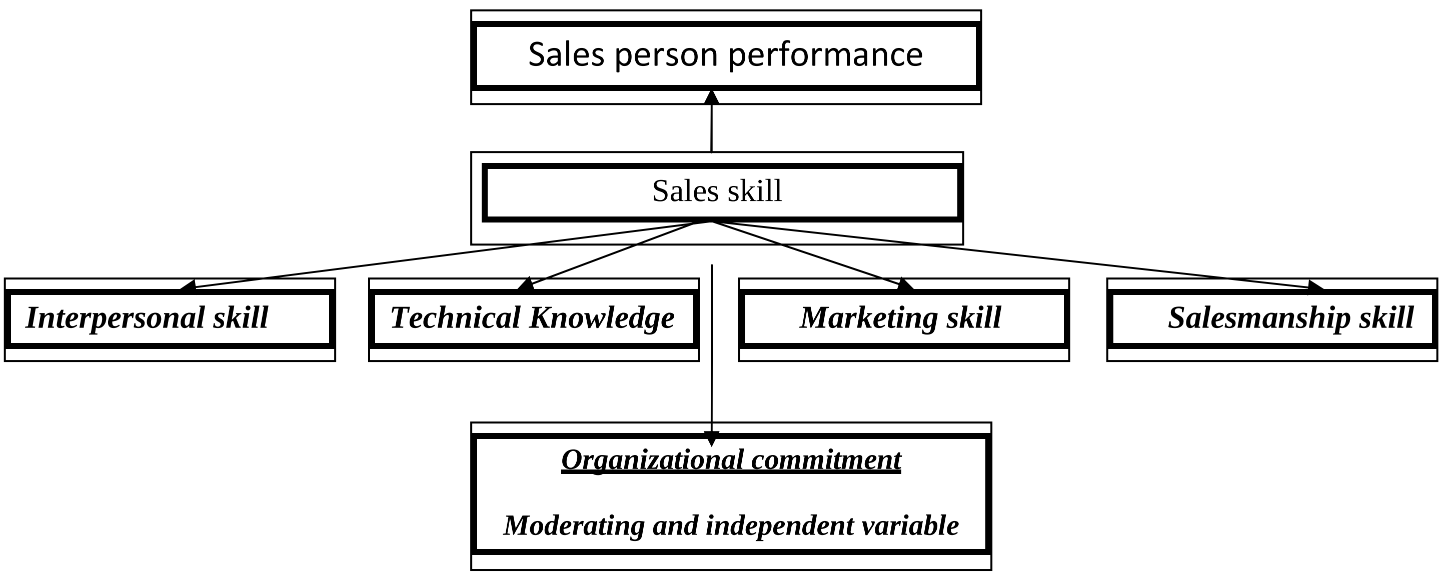


Figure 1 Source: Ahmad s.z, basir m. Sah, and Kitchen p.j 181 – 211 (2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Type of Research

According to (john w. creswell 2006) research can be classified as descriptive, explanatory and exploratory depending on the specific purpose that the research tries to address.

Descriptive research sets out to describe and to interpret what is. It looks at individuals, groups, institutions, methods and materials in order to describe, compare, contrast, classify, analyze and interpret the entities and the events that constitute the various fields of inquiry. It aims to describe the state of affairs as it exists.

Explanatory research aims at establishing the cause and effect relationship between variables. The researcher uses the facts or information already available to analyze and make a critical evaluation of the data/information.

Exploratory research is less formal, sometimes even unstructured and focuses on gaining background information and helps to better understand and clarify a problem. It can be used to develop hypotheses and to develop questions to be answered.

From among the above classification of the research the study use the explanatory type. It explains the sales skill that influences the performance of sales person. Investigate and asses the strength of relationship between dependent and independent variables. And it will be ensuring the internal validity of the research not only the statistical procedures used to analyze the data obtained from the design.

3.2. Design of the study

Research Design is the plan that draws the structure of investigation and the organization of the research project (David, 1987). It explains and justifies the type and method of data collection,, source of information, sampling strategy and time-cost constraints (Saunders, 2012).

The research design was used in general is quantitative. Particularly it utilizes co-relational research design in investigating the relationship between sales skills (Technical, Interpersonal, Marketing and Salesmanship) and sales person performance.

3.3. Population of the study/ Participants/

The population is the totality of entities in which the researcher is interested in, i.e. the collection of individuals, objects or events about which the researcher wants to make inferences (Diamantopoulos and schlegelmilch, 2005).

The population/ sampling frame of the study is the retailer sales person's working in BGI `Ethiopia retailers sales man in Addis Ababa who are responsible for business customers.

3.4. Data sources

The researcher was used both primary and secondary data for the accomplishment of the study. Primary sources are the BGI's retailer's sales man. And secondary Source will be collect from documents, published and unpublished literature, research reports, journals, furthermore types of information it is collect from directives guidelines and strategies.

3.5. Instrument of data collection

The primary data were collected by the principal investigator using structured questionnaire from employees BGI Ethiopia's retailer sales person in order to achieve the objective of study. Secondary data was collected from documents, published and unpublished literature, research reports, journals, furthermore types of information it is collect from directives guidelines and strategies after verifying their accuracy before using them. A questioner survey instrument was used. The questioners was used structured as it is the case in quantitative research design. The study was used a seven point Likert Scale from (1) Disagree very strongly to (7) Agree very strongly. To measure all the variables the researcher directly use highly validated measurements from different researchers which are organized in to one by Ahmed et al (2010). Very slight Modification was made on the questions to fit the existing condition in the Industry.

✍ Measurements of Technical, interpersonal and salesmanship skill are adopted from Rentz et al (2002) as sited in Ahmed et al (2002). Measurement of Marketing skill are adopted from Ahearne & Schillewaert (2000). Measurement of Salespersons Performance items are adopted from Behrman and Perreault (1982) as sited in Ahmed et al (2002). Measurements of organizational commitment are adopted from Ahmed et al., (2010).

3.6. Sample

It is possible to survey the entire population of the agent of BGI Ethiopia's sales person. There is no sampling mechanism to be used because the study takes all the population that can increase the generalize ability of the finding to the company. Therefore the focuses were all the 252 sales persons working under agents of BGI Ethiopia. From the total 252 questioners distributed 204 (88.95) is returned Therefore it is necessary to survey all of the population. As a result, as mentioned above, the researcher was taking the survey based on the BGI grouped retailers on five districts in Addis

Ababa.

Table 1. The five districts of BGI Ethiopia retailers in Addis Ababa

No. Name of the district	Name	Location	Number of sales man
district 1	YESHI trading plc	BOLE	**68**
district 2	BRAS trading plc	KERA	**39**
district 3	QALAB trading plc	4 KILO	**51**
district 4	GIRMA trading plc	AWTOBIS TERA STATION	**38**
district 5	ALTAD trading plc	MERKATO	**56**
Total			**252**

Regarding the sampling techniques the researcher employs census survey technique. Thus, the researcher was taking the five districts as a unit of analysis. Since the number of sales man that found in the district is small the researcher includes all the population in order to achieve its objective.

3.7. Data processing and analysis

The desired data was collected using quantitative method. After the desired data was carefully gathered the analysis was done by using SPSS 20.0 then quantitative data was processed and analyzed precisely using table and percentage. Different inferential statistics methods were used in this study. In explanatory research different inferential statistics are used in order to create different groups representing the different level of the independent variable, inferential statistics was employed to determine the extent to which the different groups actually perform differently on the dependent variable. Such as testing all the hypothesis hierarchical regression analysis, independent sample T-Test and One way ANOVA was used to investigate the relationship between demographic variables (Sex, Age, Education and Experience), sales skills and sales person performance. In addition, different descriptive statistical tools like frequency distribution, cross tabulation, mean and median will employs to further indicate the relationship. Charts, tables and graphs will also be used to substantiate and describe the data.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION

The purpose of this study was to investigate the impact of sales skills on sales person performance. In order to get a representative data 252 questionnaires were prepared and distributed to five agents/retailers/ of BGI Ethiopia, Out of these 239 questionnaires were collected back. And 204 questionnaires were valuable. Thus, the analysis is based on the 204 questionnaires. The data collected using structured questioner was edited, coded, cleaned and entered into the computer. Then, it was analyzed using Software package for social science (SPSS 20). Both descriptive and inferential statistics were used in analyzing the data collected. Descriptive analysis for instance percentage, mean, frequency and standard deviation was used in examining the dependent and independent variables. When analyzing the data collected, correlation and regression were applied.

4.1 Reliability test

The study used Cronbach alpha to assess the internal consistency of the research instrument. Cronbach's alpha is a coefficient (a number between 0 and 1) that is used to rate the internal consistency (homogeneity) or the correlation of the items in a test. A good test is one that assesses different aspects of the trait being studied. Cronbach's alpha was generally increase as the inter correlations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. George and Mallery (2003) provide the following rules of thumb: - > .9 Excellent, > .8 – Good, > .7 Acceptable, > .6 Questionable, _ > .5 Poor, and < .5 Unacceptable (as cited in Gliem & Rosemary , 2003). If correlations between items are too low, it is likely that they are measuring different traits and therefore should not all be included in a test that is supposed to measure one trait.

All dimensions' Cronbach's Alpha is by far above the cut of point of 0.6 (table 4.1). The lowest Alpha registered are 0.891 (technical skill and interpersonal skill) and the highest is 0.978 (salesmanship skill). Therefore it can be inferred that all measures are internally consistent.

Table2 Reliability statistics

N of Items	Variables	Cronbach's Alpha
5	Technical skill	.891
6	Marketing skill	.927
6	Interpersonal skill	.891
5	Salesmanship skill	.978
3	Personal selling performance	.968
8	Organizational commitment	.954

Note: The full result for all items is presented in Appendix

Source: survey result, 2016

4.2 Predictive Validity

Predictive validity is the measure being used will allow you to predict future behaviors that this measure should be able to predict. Also, predictive validity helps to establish a measure's construct validity.

Table 3. Predictive validity

Correlations							
		Salesperson performance	Technical skill of the respondent	Marketing skill of the respondent	Interpersonal skill of the respondent	Salesmanship skill of the respondent	Organization commitment
Pearson Correlation	Salesperson performance	1.000	.567	.672	.622	.770	.812
	Technical skill of the respondent	.567	1.000	.696	.581	.659	.550
	Marketing skill of the respondent	.672	.696	1.000	.641	.741	.664
	Interpersonal skill of the respondent	.622	.581	.641	1.000	.726	.617
	Salesmanship skill of the respondent	.770	.659	.741	.726	1.000	.708
	Organization commitment	.812	.550	.664	.617	.708	1.000

As can be inferred from the above table, all independent variables were found to be significantly correlated with the dependent variables of sales performance. Two of the independent variables have above 0.7 correlation coefficient. And the remaining variables are close to correlation coefficient. This indicates the independent variables have achieved predictive validity.

4.3 Frequencies on general information

4.3.1 General Information on demographic characteristics of the respondent

4.3.1.1 Gender: is one demographic variable that respondents have to indicate and the following table shows that from the 204 respondents 5 or 2.5 were female and the remaining 199 or 97.5% were male. In the practical situation the number of male sales mans who works for BGI Ethiopia retailers are much more than female salesman. And also the retailer’s male sales person statistically affects the sales person performance.

Table 4: gender of the respondents

Independent Samples Test												
		N		Levene's Test for Equality of Variances		t-test for Equality of Means						
				F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
											Lower	Upper
Salesperson performance	Equal variances assumed	F	5	1.077	.301	2.842	202	.005	1.380	.486	.422	2.338
	Equal variances not assumed	M	199			4.036	4.432	.013	1.380	.342	.466	2.294

Source: survey result 2016

4.3.1.2 Age Category: from the total 204 respondents 2(1.0%) belongs to age <25 years old, 111 (54.4%) belongs to age group 25-35 , 89(43.6%) belongs to age group Above 45 years old. respondents are above 45 years. This indicates that there is almost the age of the retailer salesman of BGI Ethiopia age categories is from 25-45 years old. The age of sales person doesn't affect the sales person performance(p=.912).

Table 5: Age group of respondents

ANOVA					
Salesperson performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.641	3	.214	.177	.912
Within Groups	241.102	200	1.206		
Total	241.743	203			

Fig. 1 Age group of respondents

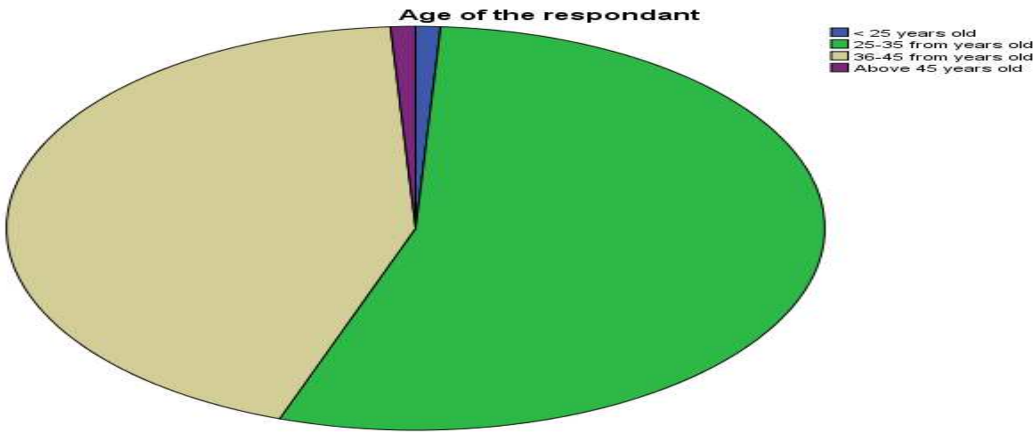


Figure 2 source : survey result 2016

4.3.1.3. Educational background: Majority 73 (35.8%) of respondents are High school completed and the rest 60(29.4), 70(34.3%) and 1(0.5%) are Diploma, Bachelor degree and Master degree respectively. The status of the sales person statistically affects the performance of sales person in BGI Ethiopia retailers.

Table 6: Educational background of the respondent

ANOVA					
Salesperson performance					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	41.834	3	13.945	13.951	.000
Within Groups	199.909	200	1.000		
Total	241.743	203			

source survey result 2016

4.3.1.4. Work experience: the table below shows that from the 204 respondents 106 or 52.0% were from 5-10 years and the remaining 49 or 24.0% and 49 or 24.0% were <5 years and from 11-20 years respectively. In practical situation also most of the number of respondents has work experience in between 11-20 years.

Table 7 : **Work experience of the respondent**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	49	24.0	24.0	24.0
	from 5-10 years	106	52.0	52.0	76.0
	from 11-20 years	49	24.0	24.0	100.0
	Total	204	100.0	100.0	

Source survey result 2016

4.4 Descriptive Statistics

Five indicators of sales person performance are considered for the study. These five broad variables are technical skill, marketing skill, interpersonal skill, salesmanship skill, and organizational commitment. Each factor has incorporated their sub statements. As identified from reliability statistics, the statements which are used to evaluate independent variables have the ability to explain the broad dimension.

4.4.1. Impact of technical skill on the respondents with respect to sales person performance

As shown below the table technical skill was represented by five statements. Respondents have stated their level of agreement in a likert scale. As of the table 53.33, 14% and 14.61% agree, very agree and agree very strongly respectively with the statement that sales person has technical skill. This shows that 84.94% of respondents agree with technical skill. The rest of the statements are also supported by 85% the respondents by putting their level of agreement on agree and strongly agree.

Table 8: frequency statistic on technical skill dimensions

Technical skill								
		TCS1	TCS2	TCS3	TCS4	TCS5	**Total**	%
Valid	Disagree very strongly	1	1	1	1	1	5	.49
	Very disagree	3	3	2	1		9	.88
	Disagree	27	28	29	17	28	129	12.65
	Nutral	11	12	10	1	7	41	4.02
	Agree	110	106	106	108	114	544	53.33
	Very agree	25	28	27	38	25	143	14
	Agree very strongly	27	26	29	38	29	149	14.61
	Total	204	204	204	204	204	1020	100

source: survey result 2016

4.4.2 Impact of marketing skill of the respondents with respect to sales person performance

The researcher asked the respondents to put their level of agreement on seven scale alternatives whether reasonably marketing skill is the reason to influence the sales person performance. Based on this, from the total respondents: 56.37%, 10.62%, 11.60% of the respondents agree, very agree and agree very strongly respectively.10.54%, 0.65% and 0.65 of them disagree and very disagree and disagree very strongly respectively and the rest 9.56% of them said that they are neutral.

Table 9: frequency statistic on marketing skill

Marketing skill									
		MKS1	MKS2	MKS3	MKS4	MKS5	MKS6	Total	%
Valid	Disagree very strongly	1	1		2	2	2	8	.65
	Very disagree	1	2	2	1	1	1	8	.65
	Disagree	18	19	24	25	25	18	129	10.54
	Nutral	6	10	32	32	32	5	117	9.56
	Agree	129	131	106	107	107	110	690	56.37
	Very agree	21	20	20	19	19	31	130	10.62
	Agree very strongly	28	21	20	18	18	37	142	11.60
	Total	204	204	204	204	204	204	1224	100

Source survey result 2016

4.4.3 Impact of interpersonal skill of the respondents with respect to sales person performance

The researcher asked the respondents to put their level of agreement on seven scale alternatives whether reasonably interpersonal skill is the variable that influence the sales person performance. Based on this, from the total respondents: 68.79, 11.60%,and 12.17% of the respondents agree, very agree and agree very strongly respectively. And 3.27%, 0.57% and 0.16 of them are disagree and very disagree and disagree very strongly respectively and the rest 3.43% of them said that they are neutral.

Table 10: frequency statistics on interpersonal skill

Interpersonal skill									
		IPS1	IPS2	IPS3	IPS4	IPS5	IPS6	**Total (IPS)**	**%**
	Disagree very strongly	-	-	1	1	-		2	.16
Valid	Very disagree	2	1		1	2	1	7	.57
	Disagree	5	5	5	9	8	8	40	3.27
	Nutral	7	7	10	7	6	5	42	3.43
	Agree	143	141	137	141	142	138	842	68.79
	Very agree	23	21	23	24	24	27	142	11.60
	Agree very strongly	24	29	28	21	22	25	149	12.17
	Total	204	204	204	204	204	204	1224	100

Source: survey result 2016

4.4.4 Impact of salesmanship skill of the respondents with respect to sales person performance

The researcher asked the respondents to put their level of agreement on seven scale alternatives whether reasonably marketing skill is the reason to influence the sales person performance by the five factors of salesmanship skill. Based on this, from the total respondents: 58.04%, 11.18% and 10.78% of the respondents agree, very agree and agree very strongly respectively. And on the other position11.86%, 0.69% and 0.69 of them disagree and very disagree and disagree very strongly respectively and the rest 6.76% of them said that they are neutral.

Table 11: frequency statistics on salesmanship skill

Salesmanship skill							TOTAL SSS	%
		SSS1	SSS2	SSS3	SSS4	SSS5		
	Disagree		1	3	1	2	7	.69
Valid	Very disagree	1	1	2	2	1	7	.69
	Disagree	24	29	29	20	19	121	11.86
	Neutral	10	12	30	7	10	69	6.76
	Agree	120	116	96	129	131	592	58.04
	Very agree	25	22	23	25	19	114	11.18
	Agree very strongly	24	23	21	20	22	110	10.78
	Total	204	204	204	204	204	1020	100

source: survey result 2016

4.4.5 sales person performance of the respondent

The researcher asked the respondents to put their level of agreement on seven scale alternatives whether reasonably marketing skill is the reason to influence the sales person performance by the five factors of salesmanship skill. Based on this, from the total respondents: 49.35%, 17.32% and 19.77% of the respondents agree, very agree and agree very strongly respectively. And on the other position 9.64%, 0.33% and 0.33 of them disagree and very disagree and disagree very strongly respectively and the rest 3.27% of them said that they are neutral.

Table 12: frequency statistics of sales person performance

Sales person performance		SPP1	SPP2	SPP3	TOTAL SPP	%
Valid	Disagree very strongly	1		1	2	.33
	Very disagree	1	1		2	.33
	Disagree	26	15	18	59	9.64
	Neutral	10	4	6	20	3.27
	Agree	92	106	104	302	49.35

	Very agree	31	38	37	106	17.32
	Agree very strongly	43	40	38	121	19.77
	Total	204	204	204	612	100

source: survey result 2016

4.4.6 Impact of organizational commitment of the respondents with respect to sales person performance

The researcher asked the respondents to put their level of agreement on seven scale alternatives whether reasonably organizational commitment is the reason to influence the performance by the five factors of salesmanship skill. Based on this, from the total respondents, 59.25%, 16.54% and 15.44% of the respondents agree, very agree and agree very strongly respectively. And on the other position 3.80%, 0.12% and 0.92 of them disagree and very disagree and disagree very strongly respectively and the rest 3.62% of them said that they are neutral.

Table 13: frequency statistics of organizational commitment

Organizational commitment										**TOTAL OC**	**%**
		OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8		
	Disagree very strongly		2	1	1	8	1	1	1	15	0.92
Valid	Very disagree	1				1				2	0.12
	Disagree	7	8	9	7	8	8	7	8	62	3.8
	Nutral	4	2	8	11	17	6	6	5	59	3.62
	Agree	123	124	119	118	122	121	122	118	967	59.25
	Very agree	34	40	37	34	28	36	35	31	275	16.54
	Agree very strongly	35	28	30	33	20	32	33	41	252	15.44
	Total	204	204	204	204	204	204	204	204	1632	100

source: survey result 2016

4.5. Correlation Analysis

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 Field (2005). If the correlation result lies between -1 and 0, the two variables are negatively related. But if the correlation result of the two variables lies between 0 and 1, the two variables are positively related. Furthermore, according to Rubin et al. (1994), if Pearson correlation coefficient is between: 0.00-0.19 there is slight or negligible correlation, 0.20-0.39 there is quite small correlation, 0.40-0.69 there is Moderate correlation, 0.70-0.89 there is high correlation and 0.90-1.00 there is very high correlation.A correlation analysis with Pearson´s correlation coefficient (r) was conducted on all variables in this study to explore the relationships between independent variables and dependent variable. To interpret the strengths of relationships between variables, the guidelines suggested by Field (2005) were followed, mainly for their simplicity. His classification of the correlation efficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong. Correlation coefficients say nothing about which variable causes the other to change. Although it cannot make direct conclusion about causality, we can take the correlation coefficient a step further by squaring it (Andy, 2005).

Table 14: Correlation Analysis

		Salesperson performance
Technical skill of the respondent	Pearson Correlation	.567**
	Sig. (1-tailed)	.000
Marketing skill of the respondent	Pearson Correlation	.672**
	Sig. (1-tailed)	.000
Interpersonal skill of the respondent	Pearson Correlation	.622**
	Sig. (1-tailed)	.000
Salesmanship skill of the respondent	Pearson Correlation	.770**
	Sig. (1-tailed)	.000
Organization commitment	Pearson Correlation	.812**
	Sig. (1-tailed)	.000

4.5.1 Discussion of findings of correlation

A correlation analysis above clearly depicts that organizational commitment is the most positively and significantly correlated (r=.812** p<0.01) to sales person performance. The correlation coefficient (0.812) is even significant at the 0.01 level. So it is possible to infer that the relationship between organizational commitment and sales person performance on selling is very significant. As the result the H5 Organizational Commitment and sales person's performance are significantly and positively relates.) is accepted.

A correlation analysis from the table above indicates that there exists a significant and positive relationship (r=.770** p<0.01) between salesmanship and sales person performance. The relationship is significant even at 0.01 levels. Accordingly hypothesis H4 (salesmanship skills and sales person's performance are significantly and positively relates) is also supported.

When we see the relationship between interpersonal skill of the respondent and sales person performance, there exist a strong and significant positive relationship between them .the correlation coefficient in this case is 0.712** which is statistically significant at the 0.01 level.H2 (interpersonal skills and sales person's performance are significantly and positively relates) is once again accepted.

The correlation coefficient for the relationship between marketing skill and sales person performance on performance is (.672) .The relationship is also significant at the 0.01 level. As a result hypothesis H3 (Marketing skills and sales person's performance are significantly and positively relates) is also accepted.

Even if the relationship b/n interpersonal skill and technical with sales person performance is that of r=0.622 and p<0.01 respectively. There exist positive relationship with sales person performance at the 0.01 level, so H2(Interpersonal skills and sales person's performance are significantly and positively relates) and H5 (Technical kills and sales person's performance are significantly and positively relates) is accepted.

4. 6. Regression Analysis

A simultaneous linear regression was carried out to determine the most important dimensions because the researcher has no prior ideas about which variables will create the best prediction equation. The main purpose here is to see whether the dependent variable (sales person performance) can be predicted better from a combination of the five independent variables in the case of agent of BGI Ethiopia sales person performance. First of all, it is a good idea to check the correlations among the predictor variables prior to running the multiple regressions, to determine if the predictors are sufficiently correlated such that multicollinearity is highly likely to be a problem.

4.6.1 Checking the assumptions

Multicollinearity: The correlations between the variables in the model are provided in the table (in the appendex). While checking, the correlation between each of five independent variables is not too high. Tabachnick and Fidell (2001) suggest that you 'think carefully before including two variables with a bivariate correlation of, say, .7 or more in the same analysis. As it can be observed from the correlation table there is no correlation between the independent variable which is above 0.7. The maximum correlation is found b/n organizational commitment and technical skill it is .444 and .463 the rest is less than .444 (i.e. <.7) Therefore, all variables will be retained.

Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1–R^2$ for each variable. If this value is very small (less than .10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity . As it can be observed from the table (appendex) the tolerance value for all variables are greater than .580 (i.e. >.1) that indicate the absence of multicollinearity b/n variables. The other value given is the VIF (Variance inflation factor), which is just the inverse of the

Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating multicollinearity but all the values are below 2 so there is no concern for multicollinearity.

4.6.2 Hierarchical Regression Analysis

Table 15: Hierarchical Regression Analysis

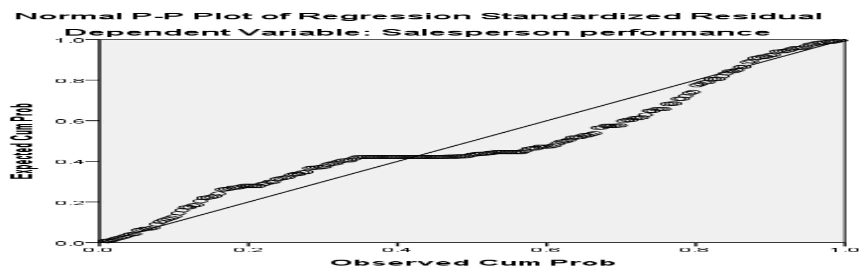
Coefficients[a]											
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.634	.323		1.962	.051					
	Technical skill of the respondant	.018	.065	.018	.273	.786	.567	.019	.012	.463	2.158
	Marketing skill of the respondant	.222	.081	.198	2.734	.007	.672	.190	.120	.366	2.736
	Interpersonal skill of the respondant	.118	.089	.087	1.323	.187	.622	.093	.058	.443	2.259
	Salesmanship skill of the respondant	.576	.080	.548	7.175	.000	.770	.453	.314	.328	3.051
2	(Constant)	-.434	.292		-1.488	.138					
	Technical skill of the respondant	.006	.054	.006	.109	.913	.567	.008	.004	.463	2.159
	Marketing skill of the respondant	.070	.070	.062	1.007	.315	.672	.071	.037	.346	2.890
	Interpersonal skill of the respondant	.008	.075	.006	.112	.911	.622	.008	.004	.432	2.314
	Salesmanship skill of the respondant	.367	.070	.349	5.216	.000	.770	.348	.190	.295	3.385
	Organization commitment	.658	.070	.517	9.459	.000	.812	.558	.344	.444	2.251
a. Dependent Variable: Salesperson performance											

The table above clearly shows that organizational commitment and salesmanship skill have significant effect on sales person performance. And marketing skill also has effect on the sales person performance but it is weak. But technical skill and interpersonal skill have no significant impact on personal selling performance. In order to establish the impact that each determinants has on the dependant variable, the study checked the Standardized Coefficients. Salesmanship skill ((β=0.349, P<0.01), organizational commitment ((β=0. 517, P<0.01) all three significant effect on sales person performance. The result also indicates that salesmanship skill and organizational commitment has the highest impact on sales person performance as compared with the other variables. Since β of organizational commitment is positive and high it indicates that organizational commitment is the moderator.

4.6.3 Outliers, Normality, Linearity, Homo-scedasticity, Independence of Residuals

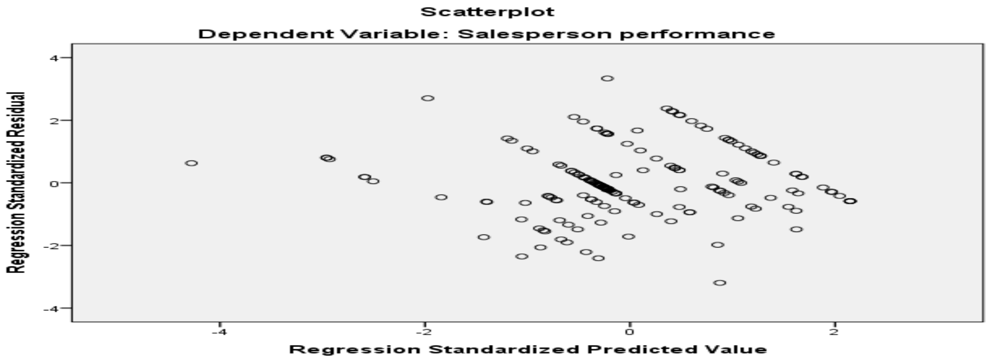
According to Jullie P. (2005) one of the ways that these assumptions can be checked is by inspecting the residuals scatter plot and the Normal Probability Plot of the regression standardized residuals that were requested as part of the analysis. In the Normal Probability Plot it will be hoped that points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. In this case the value is distributed along the diagonal line from zero to one. Therefore, according to the result it is concluded that there is no major deviation from normality.

Fig. 3 Normal P-P plot of regression standardized residual



In the Scatter plot of the standardized residuals hoping that the residuals will be roughly rectangularly distributed, with most of the scores concentrated in the centre (along the 0 point). Deviations from a centralized rectangle suggest some violation of the assumptions. In this regard, as can be seen from the fig(4and 5) below it was also learned that it is highly concentrated in the (-2,-2), (-2,2), (2,2) and 2,-2) rectangle and shows a slight rectangular shape which depicts there is no a clear or systematic pattern of residuals and relatively uncorrelated with the linear combination of predictors.

Fig.4 scatter plot



4.6.4 Evaluating the Model

Table 16: model summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.859[a]	.738	.731	.566	1.727
b. Dependent Variable: Salesperson performance					

The adjusted R2 of .731 indicates 73 percent of variances in salesperson performance can be predicted by the five variables used in this research study. Accordingly, there are other variables that influence sales person performance of sales person represented by the remaining 27 percent. But the majority of the variance in sales person performance can be predicted by the five variables included in this study.

Table 17: ANOVA table

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	178.320	5	35.664	111.341	.000[b]
	Residual	63.422	198	.320		
	Total	241.743	203			
a. Dependent Variable: sales person performance						
b. Predictors: (Constant), Organization commitment, Technical skill of the respondent, Interpersonal skill of the respondent, Marketing skill of the respondent, Salesmanship skill of the respondent						

To assess the statistical significance of the result it is necessary to look in the ANOVA table. This tests the null hypothesis that multiple R in the population equals 0. As can be seen from the ANOVA table, the independent variables significantly predict sales persons performance, $F = 111.341$, /p < .000.

4.6.5 Evaluating each of the independent variables

Regressions fit a predictive model to data and use that model to predict the values of dependent variable from one or more independent variables (Andy, 2005). Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable. In multiple regressions we use an equation :

$Yi= (bi+b1X1+b2X2+\text{--------------}+bnXn) +Ei$

Where: *y*=the outcome variable

bi =the coefficient of the constant predictor *(Xi)*

b1=the coefficient of the first predictor *(X1)*

bn=the coefficient of the nth predictor *(Xn)*

Ei = the difference between the predicted and observed value of *y* for the i^{th} participant Therefore, in this study the following multiple regressions were used:

Y= bi +bx1 +b2x2+b3x3+b4x4+b5x5;

Y= -434 + 0.006x1+0.062x2+0.006x3+.349x4 + .517x5 where: y= personal selling performance

x1= technical skill

x2= marketing skill

x3=interpersonal skill

x4= salesmanship skill

x5= organizational commitment

Multiple R is a correlation between the observed values of ***y,*** the values of ***y*** predicted by the multiple regression models. Therefore, large values of the multiple R represent a large correlation between the predicted and observed values of the outcome. The model summary table reports the strength of the relationship between the model and the dependent variable, sales person performance

Table 18: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.434	.292		-1.488	.138
	Technical skill of the respondent	.006	.054	.006	.109	.913
	Marketing skill of the respondant	.070	.070	.062	1.007	.315
	Interpersonal skill of the respondant	.008	.075	.006	.112	.911
	Salesmanship skill of the respondant	.367	.070	.349	5.216	.000
	Organization commitment	.658	.070	.517	9.459	.000

The table above clearly shows that organizational commitment and salesmanship skill have highly significant effect on sales person performance. Salesmanship skill ((β=0.349, P<0.01), organizational commitment ((β=0. 517, P<0.01) all three significant effect on sales person performance. The result also indicates that salesmanship skill and organizational commitment has the highest impact on sales person performance as compared with the other variables.

.349**

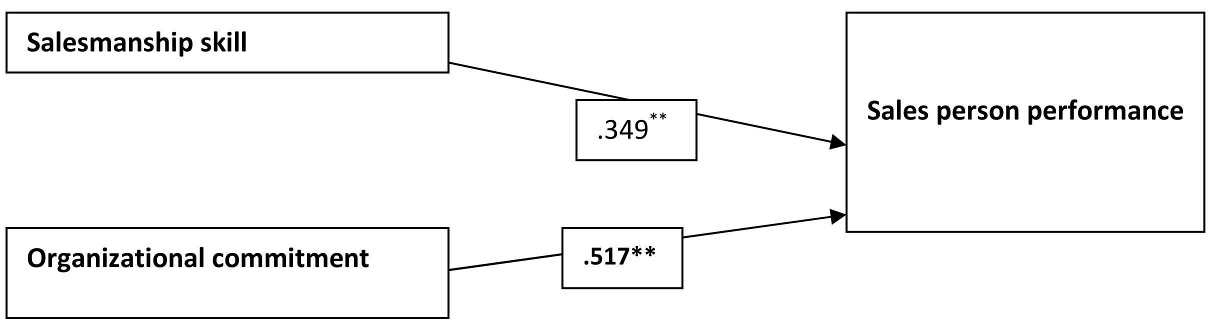


Figure 5: impact of sales skill on personal selling performance

Note: *- significant at 0.05 level; **- significant at 0.01 level

4.6.6 Discussion of the research

This paper set out to examine the selling skills dimensions, namely, interpersonal, salesmanship, technical and marketing skills and the influence they have upon salesperson performance. The effect of organizational commitment on this relationship is also explored as the moderating variable.

This study found that there is a positive relationship between salesmanship skills and salesperson performance a correlation analysis from the table of correlation indicates that there exists a significant and positive relationship ($r=.770^{**}$ $p<0.01$) between salesmanship and sales person performance. The relationship is significant even at 0.01 levels. This finding is consistent with that of previous research, which demonstrated that salesmanship skills significantly predict salesperson performance while some prior studies indicated a positive association between salesmanship skills and salesperson performance (for instances, Ford *et al*., 1988; Baldauf *et al*., 2001; Babakus *et al*., 1996; Katsikan and Skarmeas, 2003; Baldauf and Cravens, 1999). The result from the present study demonstrates the importance of salesman ship skills as a means to improve salesperson performance. This result implies that salesperson performance can be enhanced by employing salespersons with high levels of salesmanship skills. Furthermore, hiring salespersons with a higher level of salesmanship skills will probably result in sustaining and building customer strong need on the product, create customer's need, and the salespersons will be more likely to develop long lasting relationships with their customers in accordance with Manning and Reece (2004); and Weitz *et al*., (1998).

Surprisingly there was significant relationship in the present study between technical skills and salesperson performance. This was an unexpected finding in light of the volume of previous evidence supporting that technical skills influence salesperson performance (for instances, Baldauf *et al*., 2001; Grants and Cravens, 1999; Katiskea and Skarmeas, 2003; Cravens *et al*., 1993). Nonetheless, this finding is consistent with Ahearne and Schillewaert (2000); Barker (1999); and Piercy *et al*., (1997) who established that high technical skills levels possessed by salespersons do not necessarily lead to positive effects in term of salespersons performance. The absence of a significant relationship between technical skills and salesperson performance in the present study may be explained from three perspectives. First, a technically skilled salesperson sometimes suffers from the problem of transforming their technical knowledge into a manner that is understandable and comprehenable for their customer bases (Baldauf and Cravens, 2001). Given that the salespersons may have to sell diverse product ranges to diverse customers and markets, it is a reasonable expectation that salespersons may face difficulties in effectively applying their technical skills when performing sales activities in such complexity.

The present study also found relationship between interpersonal skills and salesperson performance. This means that a high level of interpersonal skills correlate with high performance. There was mixed support for the hypotheses concerning the main effect of interpersonal skills on salesperson performance. While, another investigation, by Lockeman and Hallaq (1982), found that interpersonal skills were the main predictor of sales success. Similarly, many previous studies identified interpersonal skills as the single strongest predictor of performance rating dimensions of task performance, job dedication, and interpersonal facilitation, as well as for an overall rating of performance (for instances, Ferris *et al*., 2001; Riggio and Taylor, 2000; Morgeso *et al*., 2005; Payne, 2005).

Market knowledge reflects a salesperson's knowledge about the industry in general (e.g., competition, trends). An extensive knowledge base is important for salespersons, because it allows them to cope with complex market environments. It is expected that salespersons with commendable marketing skills will produce good performance (Leigh and McGraw, 1989; Sujan *et al*., 1988b). Nonetheless, findings from the present study do not support Ahearne and Schillewaert's (2000) finding that marketing skills have a significant relationship with salesperson performance.

The present study examined the potential moderating roles of organizational commitment on the relationship between sales skills dimensions, namely, interpersonal, salesmanship, technical and marketing skills, and salesperson performance. It was hypothesized that the influence of sales skills dimensions on salesperson performance is higher when organizational commitment is high. Although the idea of interaction makes sense conceptually, similar to the hypothesis, the expected moderating role of organizational commitment on the independent variables could be empirically substantiated. Thus, organizational commitment has a significant independent impact on salesperson performance ($r=.812^{**}$ $p<0.01$).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

From the analysis carried out in order to answer our research questions and hence fulfill the purpose of our study which include; theoretically trying to find out if the sales skills is used to influence of the sales people in BGI Ethiopia and empirically finding out what sales mans in the industry should have sales skills.

In brewery industries, globally, the subject of sales skills remains a main issue of business strive to maintain a competitive advantage in current competitive environment ever before.

The study was undertaken to assess the impact of sales skill on the sales people performance in BGI Ethiopia brewery industry. The study's results proved that there is no problem that influences the sales officer's skill towards the sales performance in the BGI Ethiopia brewery industry. The effect of one on other is deliberately visible in the findings. Since the key objective of the research was to assess the impact of sales skill on the performance of sales people, the findings showed us all dimensions scored positive results, which results that the performance of the sales people. But the variables that predict to the sales person performance are salesmanship and organizational only. From demographic of the sales people educational back ground in more influence the sales person performance. And almost all the sex of the sales person in BGI Ethiopia retailers is dominated by male sales person.

In summary, this study indicates that in the performance of the sales person is they expected from the industry was positively accepted. But the sales skills that affect the sales person performance are salesmanship and organizational commitment only. Even if the sales person skill has positive impact on sales performance relatively still it needs high effort form the BGI industry on the sales person skill such as: technical skill, interpersonal skill and marketing skill of the sales person.

5.2. Conclusion

In majority of times, even in small business activities sales person performance is strongly influenced by sales skills. A sales skill is an essential step in understanding sales officer performance. Uncovering sales skills are considered critical input to evaluate successful sales person. To meet requirements of successful sales person it is essential for BGI Ethiopia to identify and measure the elements of sales skill. Compared to the global breweries sector, where substantial research has been done on sales skills on food and beverage industries, very little or no organized and comprehensive study has been conducted in the area of sales skill in BGI Ethiopia (beer industry). The primary purpose of this study was to investigate the impact of sales skill and its influence on the performance. The study empirically examines the agent of BGI Ethiopia sales person performance. The research considers sought how sales skill is as variables that affect sales person performance. Through the review of different literature on personal selling performance and sales person performance a total of five sales skill measurements (technical skill, marketing skill, interpersonal skill and salesmanship skill) and as moderator organizational commitment were identified and tested to understand factors that affect sales person performance. These variables had sub factors that are provided in a likert scale and send to the respondents. The gathered data is analyzed by using descriptive statistics, correlation, and regressions. Salesman's sales skill is important factors in influential sales persona personal selling performance. Most of beer industries in Addis Ababa beer market have closely similar product attribute like test, alcohol content, packaging therefore it is important to study the sales person sales skill. Most of sales person are believed that salesmanship skill is the most influential factor on personal selling performance. The statistical test also support that Salesmanship skill ((β=0.349, P<0.01) is the significant variable in determining sales person performance. From the finding it is concluded that the Salesmanship skill regarding the effect of personal selling performance is important factor in shaping the performance of sales person.

And also organizational commitment, which had been only considered as a mediator in previous research, is found to have a significant and a positive direct effect on sales person performance especially in BGI Ethiopia. The statistical test also support that organizational commitment ((β=0. 517, P<0.01) is the significant variable in determining sales person performance. The insertion of organizational commitment have significantly improve the percentage of the variance explain by the model. Interpersonal skill and technical skill were find to be insignificant predictors of sales person performance with multiple regression test results, interpersonal skill (β=-0.006, p=0.911) and technical skill (β=-0.006, p=0.913). Both construct finds to have negative relationship with sales person performance and contradictory with previous related researches in other beer markets. But the industry must identify other factors that affect the sales performance (market share, competition, market strategy, promotion, this inconsistency with previous research explained by the sales person performance are positioned as me too, failure of the industries to identify their problems with unique event and situations and in their marketing communication. On the other hand marketing skill were found to the most strong contribution to affect the personal selling performance and significant r2 The test result for marketing skill based on respondent's demographic profile was significant = 0.331 (β=0.062, p=0.000) predictors sales person performance, it is conclude that sales personas are strongly connected to sales skills.

Salesmanship skill and sales person performance are significantly and positively related. Furthermore salesmanship skill is the highest predictor of sales person performance compared to other sales skills. And organizational commitment also highly predicted the performance of the sales person performance as a independent variable and moderated the sales skill variable.

5.3. Recommendation

Based on the findings from the study, the discussion that followed and the conclusion drawn in line with the study objectives, the following points are recommended for BGI Ethiopia that sales person skill in order to make better and informed decisions in devising sales person performance, developing sales skill appraisal strategies and marketing communication to better position their product in the growing market both in demand and competition.

- The first suggestion involves sales person with excellent ability not only in presenting the product but also the sales person must have the ability to influence the customer and create customer needs. For this reason BGI Ethiopia should use salesman with salesmanship knowledgeable. The bottom line is the sales person should have up-to-date and standard salesmanship skill on: how the product is presented; how can the sales man distribute the product; how to influence the customer (demonstration) and how to determine the customer need. In the analysis findings shows that salesmanship skill regarding the performance is important determinant of sales skill.
- The BGI Ethiopia industry should review the agent's salesman sales skill their performance with different proficiencies. The finding that the personal selling performances of the sales person were only significantly influenced by salesmanship skill and organizational commitment.
- Since the organizational commitment have fundamental effect on the sales skill to influence sales person performance BGI Ethiopia should carefully protect the relationship between the organization and the sales person.
- The industries should give much emphasis and use market intelligence in their market share because the test results show that salesmanship skill are significant and very important for the performance in setting their customers' needs and in creating new customer need.
- Also the industry should identify different situation i.e. place, criteria that agents profile should have, and emphasis the situation in which their product should be used in their marketing communication.
- To make difficult the entry competitors to the market share of BGI Ethiopia compete and to continue the dominant position in competitive market the industry should monitor the sales skill of retailer's sales person.

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Appendix

Appendix A

T-Test

Group Statistics					
	Sex of the respondent	N	Mean	Std. Deviation	Std. Error Mean
Salesperson performance	F	5	6.67	.745	.333
	M	199	5.29	1.078	.076

Independent Samples Test				
		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	t
Salesperson performance	Equal variances assumed	1.077	.301	2.842
	Equal variances not assumed			4.036

Independent Samples Test				
		t-test for Equality of Means		
		df	Sig. (2-tailed)	Mean Difference
Salesperson performance	Equal variances assumed	202	.005	1.380
	Equal variances not assumed	4.432	.013	1.380

Independent Samples Test					
		t-test for Equality of Means			
		Std. Error Difference	95% Confidence Interval of the Difference	
			Lower	Upper
Salesperson performance	Equal variances assumed	.486	.422	2.338
	Equal variances not assumed	.342	.466	2.294

ONEWAY Salespersonperformance BY Age

/MISSING ANALYSIS.

Oneway

ANOVA					
Salesperson performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.641	3	.214	.177	.912
Within Groups	241.102	200	1.206		
Total	241.743	203			

ONEWAY Salespersonperformance BY Age

/STATISTICS DESCRIPTIVES

/MISSING ANALYSIS

/POSTHOC=SCHEFFE ALPHA(0.05).

Oneway

Descriptives						
Salesperson performance						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
< 25 years old	2	5.50	.707	.500	-.85	11.85
25-35 from years old	111	5.37	1.102	.105	5.16	5.57
36-45 from years old	89	5.26	1.093	.116	5.03	5.49
Above 45 years old	2	5.33	1.414	1.000	-7.37	18.04
Total	204	5.32	1.091	.076	5.17	5.47

Descriptives		
Salesperson performance		
	Minimum	Maximum
< 25 years old	5	6
25-35 from years old	2	7
36-45 from years old	3	7
Above 45 years old	4	6
Total	2	7

ANOVA					
Salesperson performance					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.641	3	.214	.177	.912
Within Groups	241.102	200	1.206		
Total	241.743	203			

Post Hoc Tests

Multiple Comparisons				
Dependent Variable: Salesperson performance Scheffe				
(I) Age of the respondant	(J) Age of the respondant	Mean Difference (I-J)	Std. Error	Sig.
< 25 years old	25-35 from years old	.134	.783	.999
	36-45 from years old	.242	.785	.992
	Above 45 years old	.167	1.098	.999
25-35 from years old	< 25 years old	-.134	.783	.999
	36-45 from years old	.108	.156	.924
	Above 45 years old	.033	.783	1.000
36-45 from years old	< 25 years old	-.242	.785	.992
	25-35 from years old	-.108	.156	.924
	Above 45 years old	-.075	.785	1.000
Above 45 years old	< 25 years old	-.167	1.098	.999
	25-35 from years old	-.033	.783	1.000

	36-45 from years old	.075	.785	1.000

Multiple Comparisons			
Dependent Variable: Salesperson performance Scheffe			
(I) Age of the respondant	(J) Age of the respondant	95% Confidence Interval	
		Lower Bound	Upper Bound
< 25 years old	25-35 from years old	-2.07	2.34
	36-45 from years old	-1.97	2.45
	Above 45 years old	-2.93	3.26
25-35 from years old	< 25 years old	-2.34	2.07
	36-45 from years old	-.33	.55
	Above 45 years old	-2.18	2.24
36-45 from years old	< 25 years old	-2.45	1.97
	25-35 from years old	-.55	.33
	Above 45 years old	-2.29	2.14
Above 45 years old	< 25 years old	-3.26	2.93
	25-35 from years old	-2.24	2.18
	36-45 from years old	-2.14	2.29

Homogeneous Subsets

Salesperson performance		
Scheffe		
Age of the respondant	N	Subset for alpha = 0.05
		1
36-45 from years old	89	5.26
Above 45 years old	2	5.33
25-35 from years old	111	5.37
< 25 years old	2	5.50
Sig.		.992

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 3.921.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

```
ONEWAY Salespersonperformance BY Exprience
  /STATISTICS DESCRIPTIVES
  /MISSING ANALYSIS
  /POSTHOC=SCHEFFE ALPHA(0.05).
```

Oneway

Descriptives						
Salesperson performance						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
< 5 years	49	5.38	1.095	.156	5.07	5.70
from 5-10 years	106	5.31	1.094	.106	5.10	5.53
from 11-20 years	49	5.27	1.101	.157	4.96	5.59
Total	204	5.32	1.091	.076	5.17	5.47

Descriptives		
Salesperson performance		
	Minimum	Maximum
< 5 years	3	7
from 5-10 years	2	7
from 11-20 years	3	7
Total	2	7

ANOVA					
Salesperson performance					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.298	2	.149	.124	.884

Within Groups	241.445	201	1.201		
Total	241.743	203			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: Salesperson performance

Scheffe

(I) Work experience of the respondant	(J) Work experience of the respondant	Mean Difference (I-J)	Std. Error	Sig.
< 5 years	from 5-10 years	.066	.189	.940
	from 11-20 years	.109	.221	.886
from 5-10 years	< 5 years	-.066	.189	.940
	from 11-20 years	.042	.189	.975
from 11-20 years	< 5 years	-.109	.221	.886
	from 5-10 years	-.042	.189	.975

Multiple Comparisons

Dependent Variable: Salesperson performance

Scheffe

(I) Work experience of the respondant	(J) Work experience of the respondant	95% Confidence Interval	
		Lower Bound	Upper Bound
< 5 years	from 5-10 years	-.40	.53
	from 11-20 years	-.44	.65
from 5-10 years	< 5 years	-.53	.40

	from 11-20 years	-.42	.51
from 11-20 years	< 5 years	-.65	.44
	from 5-10 years	-.51	.42

Homogeneous Subsets

Salesperson performance		
Scheffe		
Work experience of the respondant	N	Subset for alpha = 0.05
		1
from 11-20 years	49	5.27
from 5-10 years	106	5.31
< 5 years	49	5.38
Sig.		.863

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 59.701.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

```
ONEWAY Salespersonperformance BY Education
  /STATISTICS DESCRIPTIVES
  /MISSING ANALYSIS
  /POSTHOC=SCHEFFE ALPHA(0.05).
```

Oneway

Descriptives					
Salesperson performance					
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean
					Lower Bound
High school completed	73	4.89	1.079	.126	4.63
Diploma	60	5.13	.990	.128	4.88
Bachlor degree	70	5.92	.919	.110	5.70
Master degree	1	6.00	.	.	.
Total	204	5.32	1.091	.076	5.17

Descriptives			
Salesperson performance			
	95% Confidence Interval for Mean	Minimum	Maximum
	Upper Bound		
High school completed	5.14	3	7
Diploma	5.39	2	7
Bachlor degree	6.14	4	7
Master degree	.	6	6
Total	5.47	2	7

ANOVA					
Salesperson performance					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	41.834	3	13.945	13.951	.000
Within Groups	199.909	200	1.000		
Total	241.743	203			

Frequency Table general information of the respondent

Sex of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	f	5	2.5	2.5	2.5
	m	199	97.5	97.5	100.0
	Total	204	100.0	100.0	

Age of the respondant					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25 years old	2	1.0	1.0	1.0
	25-35 from years old	111	54.4	54.4	55.4
	36-45 from years old	89	43.6	43.6	99.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Above 45 years old	2	1.0	1.0	100.0
	Total	204	100.0	100.0	

Education background of the respondant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school completed	73	35.8	35.8	35.8
	Diploma	60	29.4	29.4	65.2
	Bachlor degree	70	34.3	34.3	99.5
	Master degree	1	.5	.5	100.0
	Total	204	100.0	100.0	

Work experience of the respondant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	49	24.0	24.0	24.0
	from 5-10 years	106	52.0	52.0	76.0
	from 11-20 years	49	24.0	24.0	100.0
	Total	204	100.0	100.0	

Appendix B

Descriptives: Skewness and Kurtosis Test of Normality

Descriptive Statistics			
	Mean	Std. Deviation	Variance
	Std. Error	Statistic	Statistic
Age of the respondant	.038	.536	.288
Education background of the respondant	.060	.851	.724
Work experience of the respondant	.049	.695	.483
Technical skill of the respondant	.076	1.086	1.180
Marketing skill of the respondant	.068	.971	.942
Interpersonal skill of the respondant	.056	.806	.649
Salesmanship skill of the respondant	.073	1.039	1.080
Salesperson performance	.076	1.091	1.191
Organization commitment	.060	.857	.734
Valid N (listwise)			

Skewness and Kurtosis Test of Normality

	N	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Age of the respondant	204	2.45	.038	.536	.288	.217	.170	-1.011	.339
Education background of the respondant	204	2.00	.060	.851	.724	.058	.170	-1.505	.339
Work experience of the respondant	204	2.00	.049	.695	.483	.000	.170	-.911	.339
Technical skill of the respondant	204	5.09	.076	1.086	1.180	-.296	.170	.498	.339
Marketing skill of the respondant	204	5.01	.068	.971	.942	-.299	.170	1.252	.339
Interpersonal skill of the respondant	204	5.24	.056	.806	.649	.269	.170	1.698	.339
Salesmanship skill of the respondant	204	4.97	.073	1.039	1.080	-.197	.170	.786	.339
Salesperson performance	204	5.32	.076	1.091	1.191	-.171	.170	-.047	.339
Organization commitment	204	5.32	.060	.857	.734	-.516	.170	2.668	.339
Valid N (listwise)	204								

Appendix C

Correlations

Descriptive Statistics			
	Mean	Std. Deviation	N
Age of the respondant	2.45	.536	204
Education background of the respondant	2.00	.851	204
Work experience of the respondant	2.00	.695	204
Technical skill of the respondant	5.09	1.086	204
Marketing skill of the respondant	5.01	.971	204
Interpersonal skill of the respondant	5.24	.806	204
Salesmanship skill of the respondant	4.97	1.039	204
Salesperson performance	5.32	1.091	204
Organization commitment	5.32	.857	204

Correlations				
		Age of the respondant	Education background of the respondant	Work experience of the respondant
Age of the respondant	Pearson Correlation	1	-.179**	.278**
	Sig. (1-tailed)		.005	.000
	Sum of Squares and Cross-products	58.407	-16.554	21.000
	Covariance	.288	-.082	.103
	N	204	204	204
Education background of the respondant	Pearson Correlation	-.179**	1	-.300**
	Sig. (1-tailed)	.005		.000
	Sum of Squares and Cross-products	-16.554	146.995	-36.000
	Covariance	-.082	.724	-.177
	N	204	204	204
Work experience of the respondant	Pearson Correlation	.278**	-.300**	1
	Sig. (1-tailed)	.000	.000	
	Sum of Squares and Cross-products	21.000	-36.000	98.000
	Covariance	.103	-.177	.483
	N	204	204	204

Appendix D

Regression

Personal selling performance

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Organization commitment, Technical skill of the respondant, Interpersonal skill of the respondant, Marketing skill of the respondant, Salesmanship skill of the respondant[b]	.	Enter

a. Dependent Variable: Salesperson performance

b. All requested variables entered.

Model Summary[b]							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.859[a]	.738	.731	.566	.738	111.341	5

Model Summary[b]			
Model	Change Statistics		Durbin-Watson
	df2	Sig. F Change	
1	198[a]	.000	1.727

a. Predictors: (Constant), Organization commitment, Technical skill of the respondant, Interpersonal skill of the respondant, Marketing skill of the respondant, Salesmanship skill of the respondant

b. Dependent Variable: Salesperson performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.320	5	35.664	111.341	.000[b]
	Residual	63.422	198	.320		
	Total	241.743	203			

a. Dependent Variable: Salesperson performance

b. Predictors: (Constant), Organization commitment, Technical skill of the respondant, Interpersonal skill of the respondant, Marketing skill of the respondant, Salesmanship skill of the respondant

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.434	.292		-1.488	.138
	Technical skill of the respondant	.006	.054	.006	.109	.913
	Marketing skill of the respondant	.070	.070	.062	1.007	.315
	Interpersonal skill of the respondant	.008	.075	.006	.112	.911
	Salesmanship skill of the respondant	.367	.070	.349	5.216	.000
	Organization commitment	.658	.070	.517	9.459	.000

Coefficients[a]							
Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Technical skill of the respondant	.567	.008	.004	.463	2.159
	Marketing skill of the respondant	.672	.071	.037	.346	2.890
	Interpersonal skill of the respondant	.622	.008	.004	.432	2.314
	Salesmanship skill of the respondant	.770	.348	.190	.295	3.385
	Organization commitment	.812	.558	.344	.444	2.251

Collinearity Diagnostics[a]						
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Technical skill of the respondant	Marketing skill of the respondant
1	1	5.932	1.000	.00	.00	.00
	2	.026	15.168	.39	.18	.03
	3	.016	19.090	.11	.65	.00
	4	.010	24.029	.00	.07	.64
	5	.009	25.860	.02	.10	.32
	6	.007	29.382	.48	.00	.00

Collinearity Diagnostics[a]				
Model	Dimension	Variance Proportions		
		Interpersonal skill of the respondant	Salesmanship skill of the respondant	Organization commitment
1	1	.00	.00	.00
	2	.01	.05	.01
	3	.01	.20	.06
	4	.22	.16	.08
	5	.17	.00	.70
	6	.58	.59	.15

Residuals Statistics[a]					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.31	7.33	5.32	.937	204
Residual	-1.808	1.888	.000	.559	204
Std. Predicted Value	-4.278	2.145	.000	1.000	204
Std. Residual	-3.194	3.335	.000	.988	204

a. Dependent Variable: personal selling performance

APPENDIXE: QUESTIONNAIRE ITEMS

The Impact of Sales Skills on Personal Selling Performance:

The Case of BGI Ethiopia Salas Personnel

Addis Ababa University

School of commerce

Masters of Art in Marketing Management

A Questioner will be filling by BGI Ethiopia's retailer sales man.

This survey is to be conducted as part of a research project which shall be submitted in partial fulfillment of Masters of Art Degree in Marketing Management. The overall purpose of this study is to examine the relationship between sales skills and sales person's performance. All information provided through this is used only for academic purpose and to be considered with top confidentiality.

NB: Your responses will use only for academic research. Your kind and serious cooperation will have significant effect on the result of the study.

Instruction: Please rate sales person performance of BGI Ethiopia retailer's business to business sales force by putting **"√"** on scale below. The abbreviations: **1** stands for **DISAGREE VERY STRONGLY**, **2** stands for **DISAGREE STRONGLY**, **3** stands for **DISAGREE 4** stands for **NEUTRAL**, **5** stands for **AGREE**, **6** stands for **STRONGLY AGREE, and 7** stands for **AGREE VERY STRONGLY.**

I would like to thank you in advance for your participation, given your full of activity schedule. Please do not hesitate to call or mail if you have any doubt on the questions.

Amanuel Assefa

Tell 0913905258

Email: amaniibex2@yahoo.com

Part I: General information of the sales person

Sex:	**Male**	☐	**Female**	☐
Age :	**Less than 25 years old**	☐	**25-35 years old**	☐
	35-45 years old	☐	**Above 45 years old**	☐
Education:	**High school completed**	☐	**Diploma**	☐
	Bachelor degree	☐	**Masters Degree**	☐
Experience:	**Less than 5 years**	☐	**5-10 years**	☐
	10-20 years	☐	**Greater than 20 years**	☐

Part II: Scale Questions

Please Score your sales skills and performance on each statement: - 1- Disagree very strongly to 7- Agree very strongly as follow

Disagree very strongly **Agree very strongly**

No.	Statement	1	2	3	4	5	6	7
1	**Technical skill**							
TCS1	Excellent knowledge about product development.							
TCS2	Excellent knowledge of product performance.							
TCS3	Excellent understanding on product specifications							
TCS4	Excellent knowledge of delivery process.							
TCS5	Excellent knowledge of product characteristics.							
2	**Marketing skills**							
MKS1	Real time information							
MKS2	Excellent resource of competitive information							
MKS3	Information on industry trends							
MKS4	Well informed about important events in our industry							
MKS5	Good in a team work							
MKS6	Master the essential business technology							
3	**Interpersonal skills**							
IPS1	Excellent ability to express oneself							
IPS2	Excellent ability in general speaking							
IPS3	Excellent awareness and understanding							
IPS4	Excellent in controlling and regulating emotion							
IPS5	Excellent ability to influence							
IPS6	Right spirit into his work, to cultivate attitude of mind towards his towards the customers							
4	**Salesmanship skills**							
SSS1	Excellent ability of get buy-in							

SSS2	Excellent ability in sales presentation							
SSS3	Excellent ability to service account							
SSS4	Excellent ability to determine what his customers need							
SSS5	Excellent ability to create customers' needs							
5	**Sales person Performance**							
SPP1	Excellent in generating high level of sales							
SPP2	Very effective in exceeding sales targets							
SPP3	Excellent establish rapport easily and put people "at ease" in their presence							
6	**Organizational commitments**							
OC1	Puts a great deal of effort							
OC2	Accept any type of assignment							
OC3	Values similar to company							
OC4	Believe that his/her organization is best organization to work for							
OC5	Influenced by his organization inspires							
OC6	Proud to be associated with organization							
OC7	Glad she/he is employed by the company							
OC8	Care about the fate of the company							

አዲስ አበባ ዩኒቨርሲቲ

እዝል፡- የቃለ መጠይቅ ይዘት

የግለሰቦች የሽያጭ አፈጻጸም ክህሎት በሽያጭ ላይ ስለሚያሳድረው ተጽእኖ

አዲስ አበባ ዩኒቨርሲቲ

የንግድ ስራ ትምህርት ቤት

የማርኬቲንግ ማኔጀምንት 2ኛ ዲግሪ (ማስተር ኦፍ አርትስ ዲግሪ)

ይህ ቃለመጠይቅ በቢጂአይ ኢትዮጵያ የአከፋፋይ የሽያጭሠራተኞች የሚሞላ ነው፡፡

ይህ የዳሰሳ ጥናት በማርኬቲንግ ማኔጅመንት የ2ኛ ዲግሪ ወይም ማስተር ኦፍ አርት ዲግሪ ማሟያ ጥናት የምርምር ፕሮጀክት አካል ሆኖ የሚቀርብ ነው፡፡

አጠቃላይ የጥናቱ አላማ በሽያጭ ክህሎቶች እና የሽያጭ ሠራተኞች አፈጻጸም መካከል ያለውን ግንኙነት ለመመርመር ነው፡፡ በዚህ ጥናት የሚቀርቡት ሁሉም መረጃዎች ለትምህርት አላማ ብቻ የሚያገለግሉ ሲሆን በከፍተኛ ምስጢራዊነት የሚያዙ ናቸው፡፡

ማስታወሻ፡- እርስዎ የሚሰጧቸው ምላሾች ለትምህርት ምርምር አላማ ብቻ የሚያገለግሉ ናቸው፡፡ የእርስዎ በጎ ምላሽ እና ትብብር በጥናቱ ውጤት ላይ ከፍተኛ ልዩነት ሊያስከትል ይችላል፡፡

መመሪያ፡- እባክዎ የቢጂአይ ኢትዮጵያ የአከፋፋይ የሽያጭ ሠራተኞች ለድርጅቶች ሽያጭ የሚያከናውኑ በ ስራ ላይ የተሰማሩ የሽያጭ ሰራተኞች የግለሰቡ የሽያጭ አፈጻጸም መለኪያን "✓" በማድረግ ከታች በተመለከተው መለኪያ ያስቀምጡ፡፡ አህጽሮተ ቃላቱ 1) እጅግ በጣም አልስማማም 2) እጅግ አልስማማም 3) አልስማማም 4) ገለልተኛ) 5) እስማማለሁ 6) በጣም እስማማለሁ 7) እጅግ በጣም እስማማለሁ

በቅድሚያ ጊዜዎን በመሰዋት ላደረጉት ሙሉ ተሳትፎ እያመሰገንኩ፤ እባክዎ ማንኛውንም ጥርጣሬ ወይም ግልጽ ያልሆኑ ጥያቄዎች ካሉ ለመደወል ወይም በመልዕክት ለመጠየቅ አይቦዝኑ፡፡

አማኑኤል አሰፋ

ስልክ ቁጥር 0913905258

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ክፍል 1፡- የሽያጭ ሰራተኛው አጠቃላይ መረጃ

ጾታ፡-	ወንድ	☐	ሴት	☐
እድሜ፡-	ከ25 አመት እድሜ በታች	☐	ከ25-35 አመት እድሜ	☐
	ከ35-45 አመት እድሜ	☐	ከ45 አመታት በላይ	☐
የትምርት ደረጃ፡-	ሁለተኛ ደረጃ ያጠናቀቀ	☐	ዲፕሎማ	☐
	ባችለር ዲግሪ	☐	ማስተር ዲግሪ	☐
ልምድ፡-	ከ5 አመት በታች	☐	ከ5-10 አመታት	☐
	ከ10-20 አመታት	☐	ከ20 አመታት በላይ	☐

ክፍል 2፡- የማመዛዘኛ ጥያቄዎች

በእያንዳንዱ አረፍተ ነገር/መግለጫ ላይ የሽያጭ ክህሎቶችን እና አፈጻጸምዎን ውጤት ያመልክቱ፡ 1- ከእጅግ በጣም አልስማማም እስከ 7 እጅግ በጣም እስማማለሁ በማለት እንደሚከተለው ያስቀምጡ

እጅ በጣም አልስማማም   እጅግ በጣም እስማማለሁ

ቁ.	መግለጫ/አረፍተ ነገር	1	2	3	4	5	6	7
1	**ቴክኒካዊ ክህሎቶች**							
	እርሱ/እርሷ ስለ ምርት ማጎልበቻ የላቀ እውቀት አለው/አላት							
I.	እርሱ/እርሷ ስለ ምርት አጠቃላይ ጥራትና አገልግሎት የላቀ እውቀት አለው/አላት							
II.	እርሱ/እርሷ በምርት ልዩ መስፈርቶች ላይ የላቀ ግንዛቤ አለው /አላት							
III.	እርሱ/እርሷ በምርት ርክክብ ሂደት የላቀ እውቀት አለው /አላት							
IV.	እርሱ/እርሷ ስለ ምርት ባህሪያት የላቀ እውቀት አለው/አላት							
2	**የግብይት ክህሎቶች**							
I.	እርሱ/እርሷ ሁሌም ወቅታዊ የሆነ መረጃ አለው /አላት							
II.	እርሱ/እርሷ በግብአት /ሀብት ተወዳዳሪነት ላይ የላቀ መረጃ አለው /አላት							
III.	እርሱ/እርሷ በኢንዱስትሪ አቅጣጫዎች ላይ በቂ መረጃ አለው/አላት							
IV.	እርሱ/እርሷ በኢንዱስትሪያችን ሁነቶች አስፈላጊ የሆኑ መረጃዎች አለው /አላት							
V.	እርሱ/እርሷ በቡድን ስራ ጥሩ ነው/ናት							
VI.	እርሱ/እርሷ በአስፈላጊ የበቢዝነስ ቴክኖሎጂን በደንብ							

	ያውቃል/ታውቃለች							
3	ከሰዎች ጋር ስላሉ ግንኙነቶች ክህሎቶች							
I.	እርሱ/እርሷ እራሳቸውን በላቀ ሁኔታ የመግለጽ ክህሎት አለው/አላት							
II.	የእርሱ/እርሷ በአጠቃላይ ንግግር ችሎታ የላቀ ነው							
III.	የእርሱ/እርሷ በግንዛቤ እና ንቃተ ህሊና የላቀ ነው							
IV.	የእርሱ /የእርሷ ስሜታዊነትን የመቆጣጠር እና በአግባቡ የመምራት ችሎታ የላቀ ነው							
V.	የእርሱ/እርሷ በሌሎች ላይ ተጽእኖ የማሳደር ችሎታ የላቀ ነው							
VI.	እርሱ/እርሷ በስራቸው ላይ ትክክለኛውን መንፈስ ይዘው የሚጓዙ በመሆናቸው የደንበኞቻቸውን አእምሮ ወደሚፈልጉበት አቅጣጫ የመቀየር አመለካከታቸው የላቀ ነው							
4	የሽያጭ ክህሎቶች							
I.	እርሱ/እርሷ ደንበኞች ምርቶቻቸውን እንዲገዙ የማግባባት የላቀ ችሎታ አላቸው							
II.	እርሱ/እርሷ በሽያጭ ጊዜ ስለ ምርት ገለፃ የላቀ ችሎታ አላቸው							
III.	እርሱ/እርሷ ለአገልግሎት መተግበሪያ የላቀ ችሎታ አላቸው							
IV.	እርሱ/እርሷ የደንበኞቻቸው ፍላጎት ምን እንደሆነ የመወሰን(የመለየት) የላቀ ችሎታ አላቸው							
V.	እርሱ/እርሷ የደንበኞቻቸውን ፍላጎቶች ለማነሳሳት/ለመፍጠር የሚያስችላቸውን የላቀ ችሎታ አላቸው							
5	የሽያጭ ሰራተኛው አፈጻጸም							
I.	እርሱ/እርሷ ከፍተኛ ሽያጭ ለመፈጸም የላቀ ክህሎት አላቸው							
II.	እርሱ/እርሷ የሽያጭ ኢላማቸውን በአብላጫ ለመሸጥ የሚያስችላቸው ክህሎት እጅግ ውጤታማ በሆነ መልኩ መፈጸም ይችላሉ							

III.	እርሱ/እርሷ በሽያጭ ግንኙነት በቀላሉ መፍጠር ስለሚችሉ እና እነርሱ በተገኙበት ቦታ ግለሰቦችን "በቀላሉ" ወደሚፈልግቡት ሀሳብ ማምጣት ይችላሉ							
6	**ከድርጅቱ ጋር ያላቸው ቁርጠኝነት**							
I.	እርሱ/እርሷ እጅግ ከፍተኛ ጥረት ያደርጋሉ							
II.	እርሱ/እርሷ ማንኛውንም አይነት ስራ ይቀበላሉ							
III.	እርሱ/እርሷ ከኩባንያው ጋር ተመሳሳይ የሆነ እሴቶች አሏቸው							
IV.	እርሱ/እርሷ እንደሚያምኑት በመስሪያ ቤታቸው ውስጥ መስራታቸው ጥሩ መስሪያ ቤት ነው ብለው ያምናሉ							
V.	እርሱ/እርሷ በተቋሙ ማበረታቻ እርካታ አለኝ							
VI.	እርሱ/እርሷ ከድርጅቱ ጋር በመተሳሰራቸው ኩራት ይሰማቸዋል							
VII.	እርሱ/እርሷ በኩባንያው /ድርጅቱ በመቀጠራቸው ደስተኞች ናቸው							
VIII.	እርሱ/እርሷ ስለ ኩባንያው/ድርጅቱ እጣ ፈንታ ጥንቃቄ ያደርጋሉ							