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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Marketing Management Department

**THE EFFECT OF SALES SKILL ON SALESPERFORMANCE: THE CASE OF
ETHIO TELECOM**

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**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ADDIS
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The Effect of Sales Skills on Salespersons Performance: The Case of Ethio Telecom

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Case of Ethio Telecom**

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Statement of Declaration

I certify that this research paper entitled “**the effect of sales skill on sales performance: the case of Ethio telecom**” is my own original research work. Any help that I have received in my research work and the preparation of the thesis itself has been properly acknowledged with significant contribution of my research advisor.

By Abiy Kesete

Date: _____

Statement of Certification

This is to certify that Abiy Kesete W/senbet have been doing his research work on the subject

The Effect of Sales Skill on Sales Performance: The Case of Ethio Telecom.

The research is original in nature and appropriate to be submitted for the award of Master's Degree in Marketing Management.

Adviser: Mesfin Workineh (PHD)

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List of Abbreviations and Acronym

IS -Interpersonal skill

SS - Salesmanship skill

TS -Technical skill

MS -Marketing skill

SP -Sales Person performance

ET - Ethio Telecom

CAAZ -Central Addis Ababa Zone

WAAZ -West Addis Ababa Zone

SAAZ -South Addis Ababa Zone

SWAAZ -South West Addis Ababa Zone

EAAZ -East Addis Ababa Zone

NAAZ -North Addis Ababa zone

Abstract

The aims of this study, to know the effect of sales skills; interpersonal, salesmanship, technical and marketing skills; salesperson performance in ethio telecom sales force; The methodology used in the study was quantitative research and data collection instrument reliability was assessed by Cronbach Alpha, the data collected was evaluated by descriptive statistics, the mean analysis compared, Pearson correlation analysis and multiple regression analysis were applied to test the hypotheses. The research design was an explanatory inquiry. It illustrates the sales skill that determines salesperson's performance. A comprehensive survey was conducted by distributing a questionnaire to 275 salespeople working in Addis Abeba 6 zone and 266 questioners returned with a 96.7 % return rate. The findings from this research showed that marketing, technical, and interpersonal skills appeared to be significant effect on sales performance predictors. Nevertheless, unexpectedly the finding also showed those salesmanship skills, which do not significant influence with salespersons performance. Marketing skills are superior in terms of their impact magnitude. Nevertheless, that gender could not have positive association. Finally, the study recommended that significant success factors for ethio telecom sales people that the company should emphasis and undertaking to develop appropriate methods of on job and formal training and development to enhance their salespeople 's marketing, technical and interpersonal skills.

Keywords: *Interpersonal skills, Salesmanship skills, Technical skill, Marketing skills, and Salesperson Performance*

CHAPTER ONE

Introduction

This chapter addresses the summary of the entire study. It contains the context of the studies, the statement of the problems, the research questions, the study's aims and objectives, the purpose of the studies, the scope of the studies, the drawbacks of the studies, the structure of the studies and, finally, the operational definition of term.

1.1. Background of the Study

Sales skills denotes to the individual's learned proficiency at performing the essential sales task, and it comprises of learned abilities such as technical, interpersonal, salesmanship and marketing skills (Churchill et al., 2000; Aheame and Schilewaert, 2000). Sales must take place on a continual basis in order to ensure that business continues to make advances in this challenging and varying environment the most important part of a company is the selling of goods or services Sales teams are forced to work overtime to provide revenue streams that support business operations. As a result, salespeople in sales organizations are perhaps the most important entities in the marketing interaction period of the business, as salespeople occupy a boundary positions within the organizations. They represent the business to its customer, connect with them, promote sales and act as a tool to scan and monitor the external environment. (Sohi, 1996). Salespeople are the most powerful marketing tools for many businesses in the business-to customer interface. Salespersons' operates important boundary roles perform at the organization's functionality with its environment. (Baldauf & Cravens, 2002). Productive salespeople in today's highly competitive global market climate can deliver major improvements in efficiency.

Salespeople in companies are perhaps the most important persons in the marketing contact cycle of the company, as salespeople have a boundary role within the organization. Those who show the organization to customers, interact with them, underpin transactions and function as an outdoor environment monitoring and tracking device. Hence, the need to gain market share and being the desired service provider or salesperson has led management to take into consideration the factors that form the basis of salesperson performance.

The selling skills of sales people have long been recognized as deciding the success of salespersons (Churchill et al., 1985; 2000) and Hartley, Walker, Churchill, and Ford (1988). Those who have been recognized with developing research in the field find that in addition to aptitude, role perception, motivation, personality and organizational culture, sales skills also influence the success of salespersons. In fact, in another study, Rentz et al. (2002) divided the selling of talents into three categories, namely interpersonal skills, sales skills and technical skills.

Moreover, Ahearne and Schillewaert (2000) introduced a salesperson's performance to marketing skills as other predictors. Ingram, LeForge, Avila, Schweppes, and Williams (2004) noted that the volatile business environment had pressured the sales department to employ highly skilled salespeople to ensure efficient sales.

A high-qualified sales man who maximizing profits from existing clients and finds and handles new prospects consistently well will allow a company entity to grow faster and more efficiently (Futrell, 2006).

These initiatives are especially relevant in a world where most trusted consumers have more opportunities and preferences than ever before. Taking into account the pivotal role of the salesperson in ensuring sustained sales growth, it is therefore important to employ a highly skilled salesperson in selling organizations (Churchill et al., 2000; Ingram et al., 2004; Futrell, 2006). In addition, several scholars have stressed the contribution of salespersons' expertise to salespersons' success (Churchill et al., 1985; Churchill et al., 2000; Rentz, Shepherd, Tashachian, Dabholkar, & Ladd, 2002).

A lot factors contribute to salesperson performance. However, it has been recognized that the selling expertise acquired by salespeople play a crucial role in the performance of the sales. Sales skills are one of the main discrete factors of sales performance (Churchill et. al., 1985; 2000). Ingram et. Al., (2004) noted that even chaotic market conditions pressured sales teams to track down highly skilled salesmen in order to guarantee efficient sales. Many large organizations have split their business into different segments, based on different reasons for handling their sales / market. In fact, market segmentation as Residential Marketing and Enterprise Marketing is the most common company activity in market segmentation. Among these organizations, ethio

telecom is one of the largest companies in Ethiopia and uses this customer-based segmentation of the market to control their sales.

Currently named ethio telecom is sole telecommunications service provider in the country, which was introduced in Ethiopia by Emperor Menelik II in 1890 is more than a century old, with passing through different stage of different technologies. Telenegerit (2007: 13) this sole organization in the country is restructured at different time, and also recently as a continuance of country plot and after intent its energies on education, health and agriculture, the Ethiopian

Government has decided to transform the telecommunication infrastructure and services to world-class standard, considering them as a key lever to the development of Ethiopia.

Currently ethio telecom provides services across the country in 17 regional offices and 6 zone offices in Addis Ababa my research target group sales people found in Addis Ababa six zones.

1.2 Statement of the Problem

Salespersons' selling skills have long been identified as a determinant of salesperson performance (Churchill et al., 1985; 2000). Churchill et al. (1985) and Ford, Walker, Churchill, and Hartley (1988) who are credited with seminal work in this area found that besides aptitude, role perception, motivation, personality and organizational factors, sales skills also affecting salesperson performance. Moreover, in another study, Rentz et al. (2002) categorized selling skills into three dimensions namely interpersonal skills, salesmanship skills and technical skills. These sales skills dimensions had been found as predictors to salesperson performance. Furthermore, Ahearne and Schillewaert (2000) introduced marketing skills as other predictors to a salesperson performance. According to Krzysztof, Maciej and Piotr (2007), the dispute between two camps on the determinants of effective sales man, several studies have been conducted to justify their claims such that some argue that salespersons are born and others claim effectiveness of salespersons are achieved through training and experience. Many studies have been conducted on the factors that affect the sales performance of salespersons. Given the critical importance of sales performance to organizations, numerous studies have been conducted over the decades in searching for the most powerful determinants of salesperson performance. While the predictive power of these variables varies widely across situations and studies, the

overall explained variance in sales performance has not been high due to lack of all-inclusive benchmarks sales skill dimensions (Vinchur, Jeffery, Fred, & Philip, 1998).

Besides, previous studies that try to compare among the personality traits, sales skills and their sub dimensions are usually conducted through meta-analysis review, a method, which compiles together many studies by calculating overall effect sizes of individual antecedent variables (Ahmad, Sah, & Kitchen, 2010; Vinchur et al., 1998), nevertheless, methodological and contextual differences among each another. From the reviewed articles, it shows that previous studies utilized different combination of predictors such as: aptitude, skill level, role perception, and personal factor; technical skills, salesmanship skills, and marketing skills (Ahearne & Schillewaert, 2000); and technical skills and salesmanship skills (Grant & Cravens, 1999; Baldauf & Cravens, 1999).

In a sales oriented company selling products and service is very important. This is much more important in highly dynamic and high-tech sectors such as telecommunications, since the level of consumer awareness and confidence in goods and services in this field is very low, because the position of sales personnel in this regard is vital to the success of the company. Even if, after the management contract with France Telecom, Ethio Telecom has had a monopoly power in the country, it is putting a great deal of effort into marketing, especially sales and sales management. This is mainly due to the excess capacity of the sector, rapid technological changes in the market, the need to become a world-class organization and, at the moment, the Ethiopian government has decided to privatize some part of public property challenging new entrants in the near future, and the imminent competitiveness and technological advances of the telecommunications industry are expected their industry skill expertise sales people through the acquisition of human, technological and market knowledge in order to retain and attract the client.

Most previous studies examining the influence of sales skills dimensions on salesperson performance conducted on salespersons selling intangible products in services industry in which mostly studied in advanced countries. Thus, there is a remaining gap in the literature.

Moreover, since the present study utilizing the four sales skills dimensions namely interpersonal skills, salesmanship skills, technical skills and marketing skills simultaneously as predictors to salesperson performance in a single study, it is anticipated that the findings from the study will

enrich to the research base and literature on the relationship between these predictors and salesperson performance.

Furthermore, previous studies need to update the selling competencies to meet today 's technological and contextual requirements of sales.

The study conducted by Buzuayehu, Yonas (2019) in Repi-Wilmar Soap and Detergent S.C revealed that, there was significant relationship between interpersonal and sales man ship skill and technical & marketing skills have not significant relationship with sales performance.

The research conducted by Tesfagiorgis, Samrawit (2018) in Habesha Construction Materials and Development's Real State Industries, sales man ship skills and sales performance have no substantial connection.

Therefore, this study will strive to investigate the effect of sales skills; based on Ahmed et al., (2010); technical, interpersonal, marketing and salesmanship skills; on sales force performance of Ethio telecom around Addis Ababa six zones sales people.

1.3 Research Questions

In this study, how each sales skills dimension affects sales performance. Furthermore, the effect of sales skills dimensions (interpersonal, salesmanship, technical and marketing skills) on sales performances of salespersons have been analyzed statistically.

1.4 Objectives of The Study

1.2.1 General Objective

The overall objectives of this study are to assess the effect of sales skills on salesperson performance of ethio telecom sales people.

1.2.2 Specific Objective

The problem statement discussed above leads to the following research objectives:

To examine the effect of Interpersonal skill on sales performance.

To determine the effect of salesmanship skill on sales performance.

To find out the effect of technical skill on sales performance.

To examine the effect of marketing skill on sales performance.

1.3 Significance of the Study

This study is significant because it will add to the small but growing theoretical and practical knowledge on the influence of sales skills dimensions on salesperson performance in ethio telecom business environment.

The research's theoretical implications include gaining understanding of how the sales dimensions affect the performance of salespersons. Previous studies mostly employed interpersonal, sales man ship, technical and marketing skill as predictors of performance of salespersons.

To identify sales skills which are highly relevant part to enhance sales performance

To identify training need areas for the sales skills and sales management.

To identify key success factors in the telecom sales force.

To identify sales person's recruitment criteria for the company so that the recruits will have the needed skills.

For academicians, it will provide a baseline for future researchers in the field.

For the researcher, the research paper will be important and requirement for the partial fulfillment of Masters of Art in Marketing Management. In addition, it will give an opportunity for the researcher to apply theoretical knowledge acquired through the courses.

1.4 Scope of the Study

The study delimited geographically, conceptually, and methodologically. Therefore, geographically, the study is explicitly delimited to ethio telecom, a single-industry sales person (telecom industry). The study was delimiting itself on the sales force of ethio telecoms considering only who located six zone sales people in Addis Ababa.

Conceptually, the study had limited itself on assessing only the effect of sales skill on sales person performance. Yet several other variables influence the success of the sales person including personality factors, motivation, attitude, and organizational factors. This analysis ignores certain variables and concentrates solely on the effect of sales skill on sales performance.

The analysis was delimited, methodologically, quantitative research used. Co-relational study methodology in particular to investigate the effects of sales skills (Technical, Interpersonal, Marketing and Salesmanship) and sales person performance by using questionnaires.

1.8 Limitation of the Study

The major limitation for the research is that the study followed a quantitative research approach that collects primary data using survey. However, the inherent limitations of this method may not help to get in depth data from the respondent because this methodology used predetermined survey questioner. In addition, even if the company sale its products throughout the country, the research was confined to Addis Ababa due to this accessibility problem, which may not be a true representative of the whole country.

Secondly, the instrument used is structured questioner. This restrict the respondents from freely express their feeling. Finally, the respondents are the sales persons themselves. The findings of this analysis are therefore subject to a degree of biasness, and should be carefully interpreted.

1.9 Organization of the Proposal

This study is composed of five chapters. Chapter one is an introduction which include backgrounds of the studies, problem statements, and objective of the studies, research questions, and significance of the studies, scope of the studies, limitation of the studies and definition terms. The second chapter is a review of related literatures consisting of theoretical background and significant findings from various literatures.

The third chapter involves methodologies applied in the study. The fourth chapter deals with the outcomes and their respective analysis of the findings of the report, while the fifth chapter contains the observations, explanations and guidelines relevant to the review of findings in comparison with earlier reports, drawbacks of the study and recommendations for further studies.

1.10 Definition of Term

The key words used in this study are listed below briefly. Chapter 2 (Related Literature Review) and Chapter 3 (Research Methodology) will clarify the origin of these variables and their measurements in more detail.

Salesperson Performance: is defined as the level to which a salesperson's role to doing the organization's sales objectives. A performance constructs ponders the results that can be

accredited to the salesperson somewhat factors (e.g potential. market, intensity of competition, brand image) affecting performance that are not controllable by salesperson (Churchill et al., 2000).

Sales Skills: Sales skills refers to the sales people who have learned skills in carrying out the rudimentary sales tasks, and it comprises learned skills such as salesmanship, interpersonal, technical (Churchill et al., 2000), and marketing skills (Aheame & amp; Schilewaert, 2000).

Interpersonal Skills: - The term interpersonal skills are often used in business contexts to refer to the measurement of a person's ability to operate within business organizations through social communication and interactions, and could be broadly categorized by three micro-skills namely listening, empathy, and perceptive observation skills (Ford et al., 1988).

Salesmanship Skills: refers to selling skills or the ability to persuade people to buy (Manning & Reece, 2004) and operationalize independently based on one of the following categories: questioning, adaptability, salesperson and communication style skills; and advisory sales (Rentz et al., 2002).

Technical Skills: denotes to the proficiency of salespeople in providing information round the project and condition of products; and the applications and purposes of products and services (Churchill et al., 2000; Futrell, 2006). It also demonstrates technical skills in bearing to keep up with the technical development of products and services (Behrman and Perreault, 1982).

Marketing Skills: refers to salespersons knowledge about the industry in general such as customers' needs, competitive information, and industry trends. Marketing skills thus refer to a salesperson's level of understanding of the business they operate in (Ahearne & Schillewaert, 2000; Manning & Reece, 2004; Futrell, 2006).

CHAPTER TWO

Review of Related Literature

Introduction

The objective of this chapter is to review the existing salesperson performance literature to show the relevance and significance of research questions outlined in Chapter one. The chapter also seeks to show that other researchers have adequately explored these issues. The discussion begins with the salesperson performance literature including the determinants of salesperson performance and its dimensions, and the issue of measurement in salesperson performance. This is followed by a discussion of the theoretical background of the present study. These reviews would then form the basis for the present study's theoretical framework and the hypotheses.

2.1 Theoretical Literature Review

Many scholars have established many independent variables that affect the effectiveness of the results of the salesmen (see Churchill et al., 1985; Babakus, et al., 1996; Piercy et al., 1997, Cravens and Baldauf, Barker 1999; Baldauf et al., 2001; Rentiz et al., 2002). it was start that, in links of The average figure of with their relationship to the sales people results, the factors were: position variables, motivation, , personal factor, selling abilities, , attitude and organizational factor; but when structured as per the Variability is true (i.e. no caused to sampling errors); the Cause was classified as selling skill, individual factor, attitude , role variable, motivation and structural / environmental influences Churchill et al. (1985)'s outcomes showed that selling skill was the subsequent From the five variables greatest essential, both in terms of the average magnitude and output as well as In consideration of the uncertainty definite. However, Churchill et al. (1985) and Rentz et al. (2002) have experimented with the fact that few preliminary studies on individual factors specific with the selling skills dimensions of salespeople the meta-analysis studies of Churchill et al., (1985). Since these findings, however, a considerable amount of research has focused on specific characteristics or micro-skills in selling skills that have focused on individual sales abilities. (Rentz et al, 2002). Those kinds of skills in micro-stream selling can be classified into three aspects: interpersonal, sales and technical skills. Having this in mind, this paper aims to draw on Churchill et al. (1985)'s pioneering study to explore the effect of selling expertise on sales people's performance in the developing economy. Specifically, the paper

explores the effect of four dimensions of sales services on salesmen's act The three features skills of sales, sales man ship, relational and technical derived from Ford et al., 1988; quoted in Churchills et al., (2000), as well as the others assessment generated of marketing skill derived valuation from Schillewaert & Ahearne and (2000).

2.1.1 Personal Selling

Achumba, (2000) Describes personal selling as an oral presentation in a dialogue with one or more customers for the purpose of making sales. The New Zealand Qualification Authority, (2008) Described personal selling as retail and wholesale sales practices in which a salesperson deliberately offers products to customers in an effort to make a sale. It could also be said to mean offering goods and services to consumers and encouraging or persuading them to purchase products or services. Kotler and Armstrong, (2008) It claims that personal selling is an intimate contact between the sales force of a business and its clients in order to make sales and establish customer relationships. Kotler and Armstrong, (2008) and Kotler and Keller, (2009) It has been argued that product sale is one of the oldest occupations in the country. In addition, its creation could be related to the trade time of the barter, where people exchange products for other goods. (Osuagwu, 2002).

Personal selling is a unique element of marketing communication. Unlike advertisement and sales promotion, the main aim of which is to raise awareness of the presence of a product or service and to provide information on the nature of the goods, their distribution and pricing on a mass scale, personal selling is an individualistic strategy designed to meet the specific needs of the prospective customers. It goes beyond the fundamental role of strategic communication; it plays an important role in the whole exchange process. That involves intervening in the operations of each of the other components of the marketing process, in particular delivery Place. According to the New Zealand Qualifications Authority, (2008) Personal sales carries out a number of activities, including: recognition of buyers, creation of product knowledge, marketing advertising, prospecting, consumer awareness, service standards, appointments, choice of selling strategies, customer satisfaction, detection of customer needs and requirements, product presentation, use of sales techniques, use of sales aids, To make sales pitches, to resolve challenges, to close deals, to complete paperwork, to receive payments, to report transactions, to use distribution software, to provide after-sales resources, to track purchases and to evaluate

sales. However, essential elements of personal selling according to (Palmer, 2005) Include: face-to-face engagement, motivation, versatility, sales promotion, information distribution and mutual benefit. Personal sale is defined as a personal communication of knowledge that would convince a prospective customer to buy a good thing, a service, an 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 compelling than advertising or publicity due to face-to-face contact with consumers. Brooks bank (1995) suggests that personal selling is a critical component of marketing success. This describes the cycle of personal sales as the placement of goods or services in the minds of a single prospective customer. (Brooks bank, 1995, p. 63 as cited in Jaramillo & Marshall, 2003).

2.1.2 AIDAS Theory of Selling

AIDAS Theory popularly known, after the initials of the five terms used to describe it (attention, interest desire, action, and satisfaction) Priyanka (2013)It is the basis for many selling and promotional evaluations and the skeleton around which all sales training programs are structured. Implicit in this principle is the idea that the prospect is deliberately moving through these five steps, so that the selling approach will take the prospect through them in the right sequence if the transaction is to occur.

Securing attention: -The goal is to put the prospect in a responsive state of mind. The first few minutes of the interview were critical. The salesperson must have a motive, or a justification, to perform an interview. If a salesperson has recently made an appointment, this process does not present a problem, but seasoned sales staff advises that, even on appointment, a salesperson must have significant mental alertness and be a professional conversationalist to endure the start of an interview. Professional sales staff also decides to open a discussion just before the interview, so that the chosen ones are as timely as possible. Generally speaking, it is better if the opening remarks are about the prospect or if they are positive statements about the prospect's business good conversation opener that cannot be easily done in with the rest of the introduction should be avoided, because once the conversation starts to drift, a great deal of expertise is needed to return to the main theme.

Gaining interest: -The second objective is to increase the curiosity of the prospect so that it grows into a strong interest. Other methods have been used to gain interest. Many salespeople have a mutual excitement for the commodity or the demo. Where the merchandise is bulky or technological, sales portfolios, flipcharts or other visual aids serve the same purpose. Interests of the prospective dealing with specific motives, closeness of the interview subject to current problems, timeliness of the interview. In addition, their mood-receptive, cynical or negative and the salesperson will find all of these in the collection of the appeal to be stressed.

Kindling desire: -The third goal is to bring the prospect's interest to the level of ready-to-purchase. The salesperson will keep the conversation running along the main line towards the transaction. The creation of sales hurdles, prospective protests, external interruptions, and digressive remarks that sidetrack the presentation during this process. Obstacles must be the identity and the means to get around them. Objections need to reply to the satisfaction of the prospect. Energy is saved, and the probability of making a sale is increased if the objections are expected and addressed before the possibility occurs. External interruptions trigger gaps in the discussion, and when the dialog continues, successful salespersons explain what they said before they started. Digressive comments can usually be spoken of tactfully, with finesse, but sometimes irritating digressively is best dealt with directly.

Inducing actions: -If the delivery was good, the customer is ready to act, that is, to buy. Purchasing, however, is not inevitable and, as a norm, must be triggered. Experienced selling staff never tries to close out until they are sure that the prospect is fully convinced. Merits of the proposition. Thus, it is up to the salesperson should know when the time is right. The trial closes the close on a minor point, and the near use of the trick to test the reactions of the prospect.

Building satisfactions: -After the order has been issued by the client, the salesperson will inform the customer that the decision was correct. The customer left the impression that the salesperson was only helping to make a decision. Creating trust involves thanking the client for the order and taking care of matters such as ensuring that the order has been delivered in writing and following up on the promises made. Delivery is the culmination of the sale scenario, so the risk of an anti-climax should be avoided-sometimes buyers are up selling themselves and the salesperson should not linger too long. (Richard, R.S., Eduard, W.C. & Norman, A.P.G., 2009).

2.1.3 Right Set of Circumstances Theory of Selling

This theory, often referred to as the "condition-response" principle, arose scientifically from animal experiments and holds that the particular circumstances occurring in a given sale situation make it possible for the prospect to respond in a predictable manner. If the salesperson succeeds in attracting publicity and generating confidence in the opportunity, and if the salesperson offers the right incentive or appeal, the desired reaction (i.e. the sale) will follow. In fact, the more professional the salesperson is in managing the set of circumstances, the more reliable the response is. The set of circumstances shall include variables external to and internal to the prospect. To use a simplified example, assume the salesperson says to the customer, "Let's go out for a cup of coffee." The salesperson and the comment are external factors. At least four considerations intrinsic to the possibility have an effect on the response. These are the appearance or lack of desires: (1) to have a cup of coffee, (2) to have it immediately, (3) to stop, and (4) to go out with a salesperson (Richard, R.S., Eduard, W.C. & Norman, A.P.G., 2009). Proponents of this concept tend to emphasize external factors at the detriment of internal factors. They aim to offer appeals that invoke the desired responses. Selling staff may try to apply abstract knowledge problems traceable to internal factors in many selling cases, but internal factors are not easily manipulated. This is a seller-oriented theory: it emphasizes the importance of the salesperson managing the circumstance, fails to address the problem of influencing factors intrinsic to the prospect, and fails to give appropriate weight to the response side of the situations-response relationship (Richard, et al., 2009).

2.1.4 A Marketing Communications Model

Personal selling is paired with advertising and promotion to create a contact channel between seller's intermediaries and end-users. The more complicated the delivery mechanism and the greater the number of intermediaries, the higher the cost of meeting the contact goals. No single contact strategy can be successful for all participants. It is often the most successful mix of personal sales and other methods of promotion in order to increase the productivity of personal selling and reduce the cost of funding from other advertising spending (Bill, 1998). The communicator shall be the source or author of the letter identified by the salesperson, the organization and other means of contact with the public. The result of any personal communication affected by the source's reputation. Respondents need to determine how their root influence is interpreted, understood and accepted. The client must determine salespeople

whether they know what they are talking about and whether they can be trusted. The message that the seller conveys to the prospect is neither separate from nor independent of other sections and means of contact. In fact, the quality of the promotional message and the way it is delivered should be combined with other forms of communication.

2.2 Empirical Literature Review

Sales skill and sales people efficiency several experts have emphasized the importance of sales people's ability levels in terms of their output. (Churchill et al., 1985; Ahmad et al., 2002; Rentz et al., 2010). Churchill et al. (1985), Ford et al. (1988), and Ahmed et al. (2010), have argued that, in addition to aptitude, task perception, motivation, personality and interpersonal factors, sales skills also influence sales performance.

2.2.1 Sales Performance

There are obvious problems in determining sales performance, which has led to various researchers and practitioners having different things to do. Performance that literally means how something performs, or the effects of operation over time, is calculated differently in different organizations. (Sweet et al., 2007). It is important to discuss the concept of the characteristics of sales performance. Anderson and Oliver (1987) as cited in Zallocco et al., (2009) Conceptualized sales success as an appraisal of salesmen based on what they make. (i.e. sales outcome) 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. teamwork, adaptive selling, effective communication, etc.) and selling activities (e.g. making sales calls, managing time and territory, etc.) (Zallocco et al., 2009).

2.2.2 Interpersonal Skills and Salesperson Performance

Related research in the field has shown that interpersonal skills substantially affect sales people's success. Interpersonal skills refer to the intellectual and cognitive techniques used during psychological, collaboration and engagement to accomplish those consequences and outcomes. Salespersons with better interpersonal skills have greater chances of success in terms of performance. Improving interpersonal skills may lead to significantly higher sales performance (Muhaiminul, Sultana, Sarkar, Shuvro, & Reza, 2016).

Furthermore, Olannye (2014), Interpersonal relationships have become an important strategic tool in the service industry due to their ability to promote positive connections that cultivate

mutual intimacy, emotional attachment and loyalty to service providers. It is advised that effective marketing results necessitate strong interpersonal contact, efficient relational style, solid production of the relational environment and quality-friendly engagement in order to improve profitability and achieve competitive edge. Referring to Joseph, et al., (2002), the features of interpersonal skills comprise perceived observation ability, attention, sensitivity, and motivation. Such capacities have been operationalized and empirically evaluated distinctly to represent the indicator of interpersonal skills in forecasting salesperson success. As a result, these aspects are likely to increasingly understand that good interpersonal skills and, in turn, salesperson success in order to achieve high sales performance contributing to salespeople must have or develop strong interpersonal skills. As a result, we expect a similar relationship to be formed between our samples of salesmen in this analysis. Ahmed S. Z. et al., (2010), quoted the point made by Rentz et al. (2002) that the salesman & interpersonal abilities were found to be valuable predictors of salesperson performance. Researchers suggest that salespersons with good interpersonal flexibility had higher overall performance. Therefore, the initial explanation was:

2.2.3 Salesmanship Skills and Salesperson Performance

It can be explained by five scopes, which are adoptability, questioning, consultative selling, intercession and salesperson cues and message styles skills (Ahmad, et al., 2010) Previous studies used apiece aspect individually to reflect these skills in assessing their relationship to salesperson success. (Rentz et. al., 2002). Adaptive selling is described as the ability of the seller to adjust his / her sales actions while engaging with the customer. (Churchill, et al., 1985). Adaptive sales are significant because they show the amount of flexibility that the seller is employing. Babakus et al., (1996) Found an optimistic correlation between effectual selling and sales performance evaluations and organizational effectiveness measures, in addition another important process of selling is negotiation (Futrell, Ingram et.al., 2006, 2004).

Danes and Schuster (1986), Goolby et al. (1992), contended that the negotiating skills of Salesman had bestowed to the salesperson & success. In the meanwhile, Morgan and Stoltman (1990) it was found that there was a constructive relationship among adaptive personal sales and requesting, listening and non-verbal behavior. They identified that salesperson & perceptual capabilities, asking questions, including probing, attending, and detecting verbal and nonverbal clues, provide the foundation for adaptive selling. Danes and Schuster (1986) and Goolby et al. (1992) confirmed these observations while arguing that the salesperson & negotiation and

interviewing skills backed to the success of the salesperson. In fact, communication style played a critical role in the willingness of a salesclerk to close transactions (Williams and Spiro (1985) Williams et al., 1990; Whittler, 1994; Stafford, 1996; Futrell, 2006). Found that good salespeople should alter their communication styles sufficiently to communicate with customers. In the same way, William et al. (1990) it also designated that sales vendors who change their communiqué styles in relation to consumers might dramatically increase the possible to close the deal. In fact, non-verbal salesmen have arisen as a critical component of successful sales.), other studies have found no association between sales man ship skill and sales person performance (for example, Ahearne & Schillewaert, 2000; Cravens & Grant, 1999; Piercy, Cravens & Morgan, 1997);

2.2.4 Technical Skills and Salesperson Performance

Many researchers have identified a significant and positive relationship between technical skills and the performance of salespeople. According to Ahearne and Schillewaert, (2000) Technical knowledge refers to the creation and use of technical expertise, such as product applications specifications and consumer use conditions. Many researchers had already found a positive and significant relationship between technical knowledge and performance of salespeople (Baldauf et al., 2001; Grants and Cravens, 1999; Baldauf and Cravens, 1999; Katisheck and Skermeas, 2003; Baldauf and Cravens, 2002). An empirically valid relationship supports the use of technical skills contributing to higher results performance for salespeople (Babakus et al., 1996; Cravens, D.W., Ingram, T., LA Forge, R.W. and Yong, C.E. 1993; Baldauf and Cravens, 2002). Found that salesperson's product knowledge is important.

2.2.5 Marketing Skill and Sales person performance

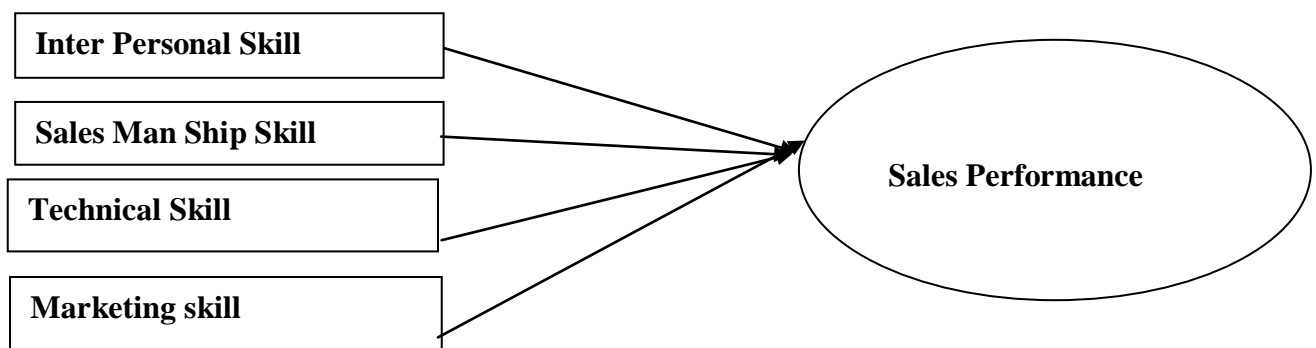
Marketing skills relate to industry knowledge and patterns in general, such as consumers, industries and goods; Rival products, Products, pricing policies; understanding of rival product lines and experience of consumer operations; (Ahmad, et al., 2010).

Salespeople also have business knowledge and particular developments, such as consumers, demographics, and goods; products, facilities, competitor sales practices; knowledge of rival product lines and consumer operational knowledge; (Perreault & Behrman, 1982, quoted in Cravens & Baldauf, 2002; Futrell, 2006). These are the sales people marketing skill sets. This information quality refers to the level of understanding that a sales people has about the organizations in which he or she works. A comprehensive knowledge base is critical for a sales people as it permits them to manage the changing market environment. In fact, Churchill et al.,

(2000), Johlke and Schoemaker (2002), and Ingram et al., (2004) Revealed that awareness of public and corporate environmental problems is essential for salespeople to carry out their sales tasks. Researchers have also established that consumer awareness is crucial to sales people performance. (Donath, 1993; Owens and Smith, 1995). Ingram et al., (2004); and Petti john (1994) this was supported by the discovery that consumer knowledge is main topic for sales people training. It is also recognized that effective salespeople have richer and more interrelated knowledge structures about their consumer than those that are less effective. (Sujan, H., Mita, S. & Bettman, J.R. (1988). Moreover, Weitz (1978) Considered that there is a significant positive link between success and policy development capabilities (i.e. which requires extensive knowledge of the market, competitors and products etc.). Additionally, Ahearne and Schillewaert (2000) Confirmed that marketing skills also affect sales performance. As mentioned by Ahmad et al., (2010) the comprehensive knowledge base is of significance to a sales person as it allows them to cope with the changing market environment. Therefore, the fourth hypothesis is taken from the literature referred to above.

2.3 Conceptual Frame Work

The present investigation explored the association between the dimensions of selling skills (interpersonal technical, salesmanship and marketing) and performance of salespersons. The relationships among the variables are show in the Figure below.



Conceptual framework -adopted from Ahmad, etal. (2010) p.54.

H1: There is a significant positive relationship between interpersonal skills and salesperson performance.

H2: There is a significant positive relationship between salesmanship skills and salesperson performance.

H3: There is a significant positive relationship between technical skills and salesperson performance.

H4: There is a significant positive relationship between marketing skills and salesperson performance.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

In this chapter the practical method will be use in order to answer the research questions and fulfill the purpose of the research are presented. In addition, it provides an overview of the research approach, research design, and model specification, a description of the instrument used for data gathering, targeted population, sampling procedure, and unit of analysis, sources of data used, and methods of data analysis, presentation and interpretation.

3.1. Research Approach

The research approach that is used in this research was a descriptive and explanatory study descriptive study was aimed to establish relationship between variables and to create an accurate profile of persons, events, or situations. The research describes the sales skills that affect the performance of sales persons. It investigates and assesses the strength of relationship between dependent variable and independent variable, and it ensures the internal validity of the research, not only the statistical procedures used to analyze the data obtained from the design. Moreover, it utilizes correlation research in investigating the relationship between sales skills (Technical, Interpersonal, Marketing and Salesmanship) and sales performance of the sales person by using questionnaires.

3.2. Research Design

Quantitative research is a means for testing objective theories by examining the relationship among variables. These variables in turn, can be measured typically on instruments so that numbered data can be analyzed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results and discussion (Creswell 2008). Like qualitative researchers, those who engage in this form of inquiry have assumptions about testing theories deductively building in protections against bias controlling for alternative explanations and being able to generalize and replicate the findings.

Based on the above explanation, this study has used quantitative research design to examine the relationship between sales skill and sales performance.

3.3. Data Types and Data Sources

The main source of this study is primary data source collected from sales people in the telecom sector of Ethiopia specifically six zones in Addis Ababa. As the research is intended to assess the effect of sales skill on sales performance, the primary data would be collected from employees via questionnaire. The data that were collected from through questionnaire that describes numerical figures is the quantitative data types that used in this study, the main sources of primary data were respondents who were permanent employee of ethio telecom. The secondary data that was relevant to the study collected from the ethio telecom written document, and internet access etc.

To get the information, researcher had design and distributed a set of questionnaire. A questionnaire consisting the independent variables and dependent variables had been conducted by extracting sources from few established questionnaires. Thus, a survey by a questionnaire was consider the most appropriate method for measuring the perceptions of the workers, while minimizing the possibility of researcher bias and providing a greater degree of subjectivity Because with the respondents' direct replay and feedback, which can be gathered in a short period of time and in an easier manner. The questionnaires had been distributed for Professional Sales Staff in six zones in Addis Ababa.

3.4 Sampling Design

3.4.1 Target Population

All items under consideration form a population in any area of inquiry. Sekeran (2001) describes a population as "the whole group of people, events, or interest that the researcher would like to investigate" The target population for the study consisted of 872 sales staff of ethio telecom working in six zone in Addis Ababa and it had been selected only some Employees from the population for the study purposes.

3.4.2 Sampling Technique

To make an inference that can be generalized for and to carry out with few rules governing how the sample should be collected with the relative cost and time required, *Stratified Random Sampling* was applied for this research. Also using more sample size and gathering useful data and information helps to get relatively accurate result. The second stage were classifying the clusters and selecting the samples from the selected cluster. Ethio telecom segment and perform

its sales activity using six zone office this study used this section as a cluster. In these cluster there are 872 sales people and to address the specific participant researcher used stratified random sampling.

3.4.3 Sampling Size

The sample size for the study calculated according to the formula recommended by Yamane (1967) with 95% confidence and 5% acceptable sampling error.

$$n = \frac{N}{1+N*(e)^2} = \frac{872}{1+872(0.05)^2} = 275$$

Where: **n** = Sample size **N** = Population size **e** = (5% at 95% confidence level)

To determine the sample size from each zone (cluster) the researcher use stratified sampling from each cluster in the formula of $P_i = n (N_i/N)$, Where, p_i =number of sample in each zone(cluster), n =sample size, N_i =total population in each zone, and N =total population. Based on this we can generate the following sample from each stratum.

Let Sample of size $n = 275$ to be drawn from a population of size $N = 872$ which is divided into

Table 1 sales person data

Table 3.1 How a sampling process carry out			
No	Zone	No employees	No of selected employees
1	EAAZ	187	59
2	CAAZ	120	38
3	WAAZ	138	44
4	SAAZ	118	37
5	SWAAZ	168	53
6	NAAZ	141	44
Total		872	275

Source from Ethio Telecom corporate HR of February 2020.

3.5. Data Gathering Instrument

The instrument used to collect data from respondent in this study was structured question. To measure all the variables, the researcher directly took up measurements from different researchers that were 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. The researcher tries to make questionnaire to facilitate the collection of the data needed to answer the research questions and to be user friendly and convenient as possible for the respondent.

The analysis used a five-point Likert scales from (1) that strongly disagree with (5) strongly agree. In order to measure all variables, the researcher directly took highly validated measurements from various researchers, which are grouped into one by Ahmed et al (2010).

3.6. Data Analysis Techniques

Analysis of the data includes a combination of closely related activities such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inferences in line with research objectives (Kothari, 2004).

To assess the relationship between gender and dependent variable, the Independent Sample T-Test used and correlation analysis were used to examine the relationship between the dependent (Salesperson Performance) and the four independent variables (interpersonal, technical, marketing and salesmanship skills), that was to test the hypothesis illustrated in the conceptual framework.

3.7. Validity and Reliability

Validity is the degree to which differences identified with a measuring instrument reflect true differences between those tested (Kothari, 2004). Validity is the degree to which variability in participants' scores on a particular measure reflects variability in the characteristic we want to measure (Leary, 2012). In other words, Validity is the most critical criterion and indicates to what degree an instrument tests what it is meant to be measuring. Since the statements have been generated from an extensive review of academic and practitioner's literatures, it is assumed that the construct validity is hold.

When the variables were also validated, they undergo an internal consistency test. This is done to determine the extent of agreement between for each dimension; the respondents would mean a

greater score and higher reliability. Reliability has to do with the accuracy and precision of a measurement procedure (Kothari, 2004). The level of reliability of the instrument that is the consistency of the variables is checked with the Cronbach's Alpha statistics.

After the variables were checked, they were subjected to an internal consistency check. These were done to measure the levels of association between the respondents for each element, so that a higher score would mean a greater reliability.

Reliability has to do with the accuracy and precision of a measuring procedure (Kothari, 2004). The degree of reliability of the instrument that is the accuracy of the variables is checked using Cronbach's Alpha Statistics. Cronbach's alpha is a measure of reliability associated with the variance represented by the "underlying building" real score (Nunnally, 1978).

The Cronbach Alpha prediction is well above the 0.70 limit value (as Bernstein & Nunnally suggested, 1994) meant all measurements were right. Alpha Cronbach The coefficient of 0.70 means that the systemic, true-score variance constitutes 70 percent of the overall variance of the test participants' results. In other sayings, when Cronbach's alpha coefficient exceeds 0.70, we know that the items being evaluated reliably evaluate having similar concept and that less than 30 per cent of the variance in individual scores is measurement error (Leary, 2012). The below table 2 summarizes the research instrument's reliability test, which was performed on the actual analysis

Table 2: Reliability Statistics for the General Instrument

Model	Cronbach's Alpha	No of Items
Salesperson Performance	0.740	3
Interpersonal Skills	0.720	5
Salesmanship Skills	0.760	3
Technical Skills	0.840	4
Marketing Skills	0.710	3
Over All α	0.750	18

Source: Survey data, 2020.

3.8. Ethical Consideration

According to Saunders, Lewis and Thornhill (2013), in the sense of research "... Ethics relates to the appropriateness of the actions with respect to the interests of those who are or are affected by the job. In the area of research, the following ethics should be noted Informed consent: Participants should be given the option of participating or non-participating, and further told of the purpose of the research in advance.

Right to confidentiality: The performance of the participants must be kept strictly confidential in nature and consistency.

Honesty with qualified colleagues: Reports must be stated in a full and truthful way, without misrepresenting what has been done or intentionally misleading others as to the essence of it. Data cannot be fabricated to endorse a clear inference.

Confidentiality / Anonymity: Offering confidentiality or anonymity is a good research technique, since this can lead to more transparent and truthful answers being provided by participants.

CHAPTER FOUR

4. DATA, ANALYSIS, INTERPRETATION AND PRESENTATION

This chapter presents discovering and evaluating, interpreting and explaining findings of collected data.

4.1. Response rate of respondents

The findings are both descriptive and explanatory. Data were collected from 275 qualified ethio telecom sales people employed from six zone of Addis Ababa out of these 266 (96.7%) questionnaires were returned.

4.2 Demographic Information about Respondents

The frequencies were used to assess how often respondents responded to questions and this allows for the study of general knowledge about the collected information. Questionnaires were distributed to sales people in Addis Abeba. The following tables show demographic information such as gender, age, current educational status and work experience

Table 3: Profile of the Respondents

Variables	Category	Frequency	Percent
Gender	Male	140	52.60
	Female	126	47.40
Age	18 - 25	25	9.40
	26 - 35	194	72.90
	36 - 45	40	15.00
	Above 45	7	2.60
Education	Diploma	4	1.50
	1 st Degree	242	91.00
	MA or MSC	20	7.50
Experience	1- 5	59	22.20
	6 - 10	114	42.90
	11 - 15	74	27.80
	Above 15	19	7.10

Source: own survey data, 2020

As shown in Tables 3 above, 52.6 percent of the respondents were males, and the remaining 47.4 percent were female. This indicated that the number of proportion of gender between male and female were insignificant difference.

With respect to the respondents 'age category, 9.4 per cent of respondents' age was less than 25 years' old the highest proportions of respondents (72.9%) were found between the ages of 26 and 35. From this, it is possible to predict the data obtained from the respondents were dependable, young and productive.

Regarding the educational background, only 1.5% of the respondents have Diploma, 91% of bachelors' degree and 7.5 % of MA or MSC. Most of the company's employees are BA/BSc. This infers that there can be an opportunity to the company easily adapt with the changes and contemporary issues.

Concerning of the work experience of the respondents; 22.2 % of respondents were between 1 to 5 years, 42.9 % from 6 to 10 years and the remaining 27.8 % and 7.1 % were 11 to 15 and above 15 years of work experience respectively. This showed that most of the employees are senior. This can be helpful for coaching and mentoring.

4.3. Independent Sample T-Test between Gender and Salesperson Performance

The t-test is the most commonly used method to assess the difference between two categories in the mean. Independent sample t testing is a statistical method that analyses the mean relationship between the two groups. The mean of the sample can be different if samples are taken from two different populations. In this case, separate sample t-tests are used to conclude on the means of two groups and to say whether they are identical or not. Independent t-test analyses were performed to analyses the respondent's gender effect on Salesperson Success of ethio-telecom sales people.

Table 4: Independent Sample t-test between Gender and Salesperson Performance

Group Statistics										
Gender of the respondent		N	Mean	Std. Deviation	Std. Error Mean					
SPN	male	140	12.643	1.9456	.1644					
	female	126	12.603	1.8421	.1641					
Independent Samples Test										
		Levine'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
SPN	Equal variances assumed	1.08	.30	.17	264	.87	.0397	.2329	-.4191	.4984
	Equal variances not assumed			.17	263.31	.86	.0397	.2323	-.4177	.4971

Source: own survey data, 2020

Based on the result of the independent value t-Test sig (2-tailed), the threshold value p (p=.30>.05) was greater than the value p. Therefore, the results indicated that there was no statistically significant difference between male and female in Salesperson in the output of ethio-telecom sales people.

4.4 Descriptive Analysis Interpersonal skills

Table 5: Descriptive Analysis Interpersonal skills

Statistics					
	Ability to express non verbally	Ability in general speaking	Awareness and understanding of non-verbal communication	An ability to control & regulate non verbal	An ability to exercise to influence other
N	266	266	266	266	266
Mean	4.11	4.06	4.12	4.38	4.37
Std. Deviation	0.79	0.69	0.72	0.67	0.73
Minimum	2	2	2	3	3
Maximum	5	5	5	5	5
Grand Mean					4.21
Std. Deviation					0.72

Source: Survey data, 2020

All responses for interpersonal skill mean value have near to similar result the for response for the statement that the ability to control & regulate nonverbal and ability to exercise to influence other highest men value and standard deviation suggesting that the lower variation with agreement for the statement. Both interpersonal responses to skills have close to identical results the mean for interpersonal responses to skills is 4.21 and its standard deviation is 0.72. This shows that the data are clustered around the mean that showed the reliability of the data.

4.5 Descriptive Analysis Salesmanship skills

Table 6: Descriptive Analysis Salesmanship skills

Statistics			
	I am efficient in negotiation	I have an ability to get buy in from customer	I have an ability to service customers' account
N	266	266	266
Mean	4.09	4.03	4.07
Std. Deviation	0.80	0.68	0.71
Minimum	2	2	2
Maximum	5	5	5
Grand Mean			4.06
Std. Deviation			0.73

Source: Survey, 2020

Table 6 above offers a descriptive analysis for salesmanship skills is presented in the table 6 above. The results indicate that salesperson negotiation skill, the ability to get buy in from customer and the ability to serve customers' account. The respondents agree that they have salesmanship skill with overall mean value of 4.06 and standard deviation of 0.73.

4.6 Descriptive Analysis Technical Skills

Table 7: Descriptive Analysis technical skills

Statistics				
	Ability to understand general specifications of the product company's products	Skill and knowledge about the delivery the process of company's product	My knowledge about product feature helps to close sell	My knowledge about product benefit helps to close sell
N	266	266	266	266
Mean	4.46	4.40	4.56	4.53
Std. Deviation	0.68	0.72	0.63	0.69
Minimum	3	3	3	3
Maximum	5	5	5	5
Grand Mean				4.49
Std. Deviation				0.67

Source: Survey data, 2020

Table 7 above presents the technical skills of the sales persons based on their responses and measured with their agreement level. As it is indicated with the grand mean value of 4.49, the knowledge of the sales persons for how the company's technical skill were developed helped them to sell more. Standard deviation for this statement is 0.67 suggesting that there is no significant variation from mean response. This shows that sales persons are helped from the knowledge concerning how the company's products were developed to sell the product.

4.7 Descriptive Analysis Marketing skills

Table 8: Descriptive Analysis Marketing skills

Statistics			
	Always have real time information about customer need change	Have a lot of information about industry trends.	Am well informed about important events in our industry.
N	266	266	266
Mean	3.85	3.59	3.56
Std. Deviation	0.83	0.77	0.74
Minimum	2	2	2
Maximum	5	5	5
Grand Mean	3.67		
Std. Deviation	0.78		

Source: own survey data, 2020

Table 8 below presents the descriptive results about the marketing skill dimensions.

The data indicated that salespeople have real-time knowledge of consumer needs trends, market patterns, developments in our business and opportunities for sales. Of marketing skills, an average mean is 3.67 and a standard deviation of 0.78 indicates salespeople's marketing skills helps to enhance sales performance.

4.8 Descriptive Analysis of sales performance

Table 9: Descriptive Analysis of sales performance

Statistics			
	the ability to reach the sales targets that are assigned to me	there is a clear link between my sales performance and my sales skill	the ability to generate more sales Revenue
N	266	266	266
Mean	4.12	4.19	4.32
Std. Deviation	0.78	0.79	0.77
Minimum	2	2	2
Maximum	5	5	5
Grand Mean	4.21		
Std. Deviation	0.78		

Source: own survey data, 2020

Table 9: Descriptive Analysis for Sales performance Statistics of sales performance indicate that salespeople are effective in generating high sales revenue levels, there is the link between my sales performance and my sales skill and meeting annual sales targets and goal the overall average of 4.21 and standard deviation of 0.78 a strong measure of relation between sales skill and sales performance.

4.9 Normality Test

In terms of this assumption, a measure of normality for the error term is conducted via a visual analysis of the ordinary probability plots of the residuals (Malhotra N. K., 2007). Normal distribution usually renders a straight diagonal line, and the residuals plotted are in contrast to the diagonal.

If there is a normal distribution the residual line strongly matches the diagonal (Hair et al., 1998) because the distribution graphs of the variable all data fall almost on a straight line, and hence the normality principle is not violated. A normality test with a skewness and kurtosis analysis was also conducted on the variables, in addition to the regular probability plots.

The skewness and kurtosis values within the range of -2 and + 2 Normally are considered norm. Other rule of the thumb is that to be considered normal, skewness and kurtosis values must fall within an absolute value of 2.0 (Sundara, 2015).

Are usually considered standard. Another thumb rule is that the values of skewness and kurtosis will fall within an absolute value of 2.0 to be considered normal (Sundara, 2015).

Table 10: Normality Test

	Skewness			Kurtosis	
	N	Statistic	Std. Error	Statistic	Std. Error
Salesperson Performance	266	-0.388	0.149	0.889	0.298
Interpersonal Skills	266	-0.687	0.149	0.533	0.298
Salesmanship Skills	266	-0.503	0.149	0.507	0.298
Technical Skills	266	-1.092	0.149	0.360	0.298
Marketing Skills	266	-0.240	0.149	-.0.152	0.298

Source: Own computations, 2020

The result showed that all variables of -2 to + 2 are within the correct mean range. In general, the population data collected is within a tolerable range to presume a normal distribution, as seen in the table above.

4.10 Multi co linearity Test

To assess the independent correlation of the variable, a Multi co linearity test was carried out. Multi co linearity refers to the degree to which an independent variable can be described in the analysis (Gujarati & Porter, 2004). Multi co linearity, in other words, refers to the presence of more than one exact linear relationship between independent variable and if this is too large, it can have adverse effects on regression.

In this study, two major approaches were used to determine the presence of Multi co linearity among independent variables. These methodologies involved calculating the tolerance test and the Variance Inflation Factor (VIF).

The VIF indicates if there is a clear linear relation between a predictor and the other predictors. In addition, the degree of tolerance is below or equal to one and the VIF (one / Tolerance) value is far below 10 is acceptable (Malhotra N. K., 2007).

Table 11: Multi co linearity Test

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Interpersonal Skills	0.27	3.71
Salesmanship Skills	0.41	2.42
Technical Skills	0.47	2.12
Marketing Skills	0.83	1.20
a. Dependent Variable: Sales person performance		

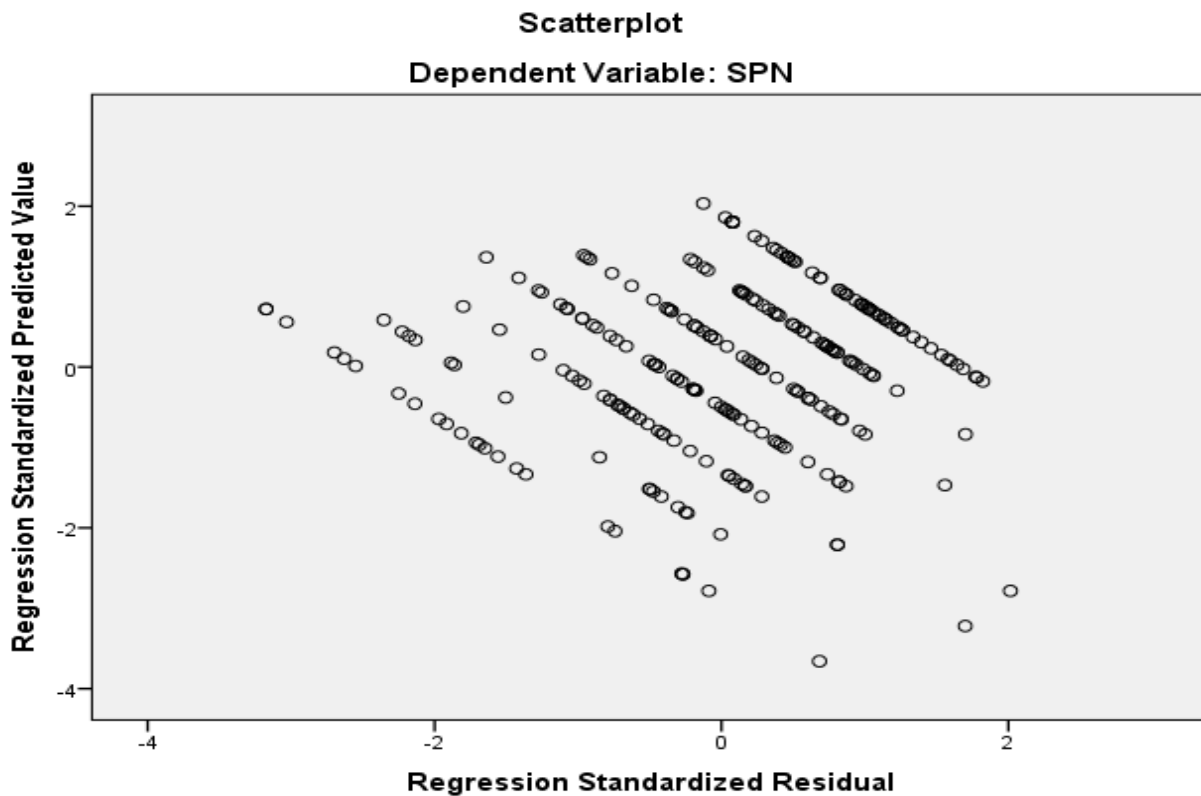
Source: Own computations, 2020

As can be seen from this data, all tolerance rates are below 1; and all VIF values are much below 10. Hence the variables chosen to determine independent variable in this analysis, and there is no complete multi-co linearity. That is, the explanatory variables do not have perfect linear relations and the variable is accepted.

4.11 Linearity Test

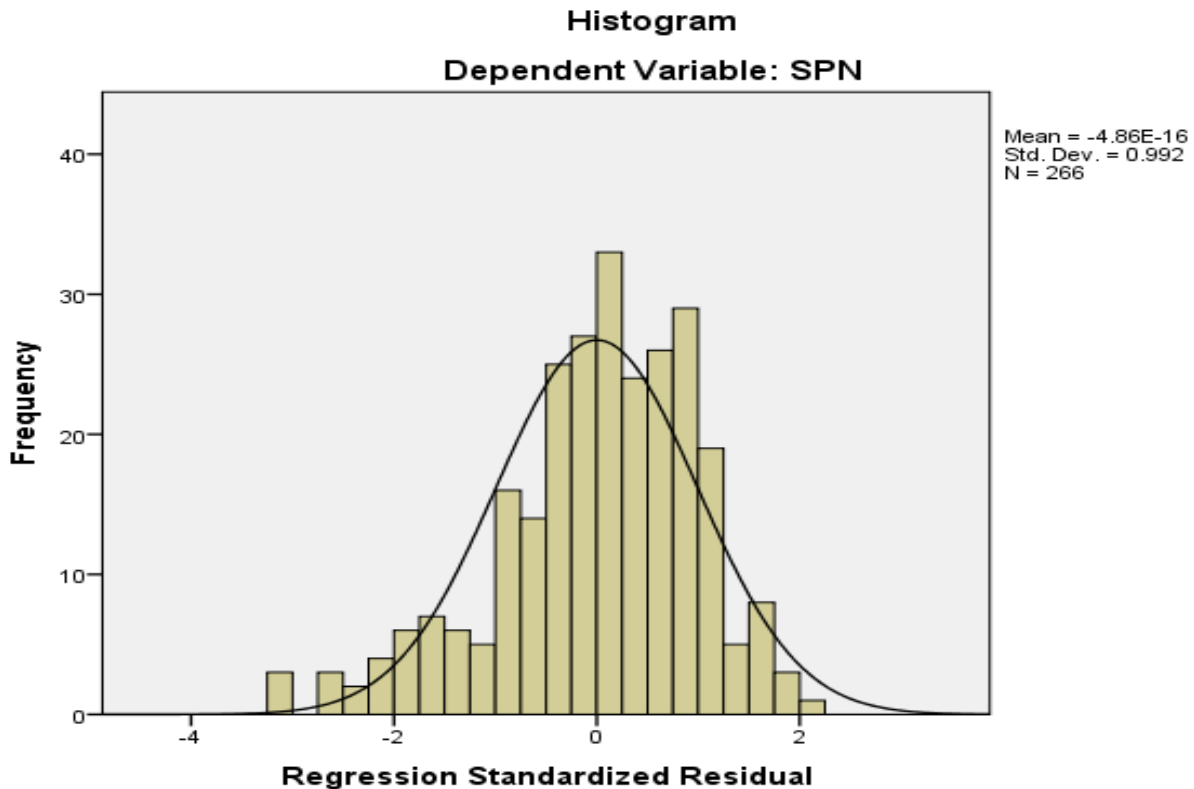
The linearity of the dependent-independent variable linkage was the degree to which the dependent variable change is related to the independent variable (Hair, Anderson, & Tatham, 1998). Linear models precisely predict values falling in a straight line by changing the dependent variable constant unit (slope) to change the independent variable on a constant unit (Hair et al., 1998).

As we evaluated by the Pearson Correlation, the relationship between independent variables (the sales ability dimension) and the independent variable (Salesperson Performance) is positively correlated. For regression models, the scatter plot of uniform residuals versus the fitted values is examined visually. The plots show a positive linear relation between readings of the variables. The plots show a positive linear relationship among readings of the variables. Their relationship is important so that we can conclude that a linear relationship exists between them and hence d



4.12 Residual Normality Test

One of the assumptions of the classical linear regression models is that the error term should normally be distributed, or the expected error term value should normally be distributed, or the error terms should be zero ($E(UT) = 0$). The researcher used histogram to define normal residual distribution, and the result shows that many of the residuals are very far from the curve. This means that most ratings are in the distribution center (and the biggest bars on the histogram are clustered around the central value, and this shows that the residuals are normally distributed.



Source: own computation, 2020

4.13 Correlation Analysis

Analysis of the association between sales skill and sales performance showed that each has a clear and statistically significant correlation with the salespersons' success. The results of the correlation matrices showed that the combination between the four salespeople skills (interpersonal, sales man ship, technical and marketing skills) and sales success on Pearson correlation values is statistically significant with p-value= 0.00

There is a significant and positive interaction between Interpersonal Skills and Sales people Performance with $r = .561$ and $p=.000$, there is a significant and positive association between Salesmanship Skills and Salesperson Performance with $r = .429$ and $p=.000$, there is a significant and positive relationship between Technical Skills and Salesperson Performance with $r = .551$ and $p=.000$, and there is also a significant and positive relationship between Marketing Skills and Salesperson Performance with $r = .469$ and $p=.000$. In addition, Correlation tests required to accurately compute the variables' internal consistency (Ahmad, Basir & Kitchen, 2010). Those independent variables have positive to be considerably correlated with the dependent Salesperson Variable Success, which indicates an acceptable reliability achievement Table 13: Correlation Analysis Test

4.14 Regression analysis

Regression analysis is a statistical method for investigating relationships between variables (Malhotra N. K., 2007). The multiple regression models were used to determine the degree to which interpersonal, salesmanship; technical and marketing skills affect the success of salespersons performance.

Table 12: Model Summary b

Model	R	R Squares	Adjusted R Squares	Std. Errors of the Estimates	Change Statistics				
					R Square Changes	F Changes	df1	df2	Sig. F Changes
	.66a	.441	.432	1.4272	.44	51.4	4	261	.00

Source: own computation, 2020.

a. Predictors: (Constant), Marketing Skills, Interpersonal Skills, Salesmanship Skills, Technical Skills

b. Dependent Variable: Salesperson Performance

The first statistic, R, in the Model Summary Table 14, is the coefficients of correlation between such predictor variables were positively associated with the output of Salesperson as a whole.

As a whole, these predictor variables were positively correlated with Salesperson Performance.

The R was (0.66) at the level ($\Delta \leq 0.05$); whereas the coefficient of determination of the model was (0.44). R^2 is often used to describe the amount of variance explained by a given set of predictor variables.

Which means that due to independent variables there is quite significant explanatory power and also 44.1 percent variation on dependent variables Salesperson Performance of (Marketing, Technical, Interpersonal and Salesmanship Skills,) while the remaining 55.9 percent is explained by other variables (out of this model)

Table 13: ANOVA a of the model

ANOVA ^a						
Model		Sum of Squares	df	Mean Squares	F	The Sig.
1	Regressions	418.76	4	104.69	51.40	.000 ^b
	Residuals	531.65	261	2.04		
	Total	950.41	265			
a. Dependent Variable: SP						

Source own survey data 2020.

a. Dependent Variable: Salesperson Performance

b. Predictors: (Constant), Interpersonal Skills, Salesmanship Skills, Technical Skills and Marketing Skills.

ANOVA Table 15 above indicated that there is a statistically significant effect between the independent variable (Sales Skill Dimensions) and the dependent variable (Salesperson Performance) which is the independent variable where the F value was (51.395) at $P < 0.01$, indicating that there is a statistically significant effect of Sales Skill Dimensions on Salesperson Performance.

This means that the dependent variable (Salesperson Performance) is a significant predictor of at least one of the independent variables.

Coefficients^a

a. Dependent Variable: SPN

Table 14: Coefficients a of the independent variables

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.69	0.84		0.82	0.41
	Interpersonal Skills	0.22	0.07	0.286	3.21	0.001
	Salesmanship Skills	0.04	0.08	0.038	0.53	0.59
	Technical Skills	0.20	0.06	0.235	3.49	0.001
	Marketing Skills	0.29	0.05	0.285	5.62	0.000

a. Dependent Variable: SP

Source: own computation, 2020

4.15 Discussion of the Research Finding of sales skill on Sales performance

Table 15 Summary of the Hypothesis

Hypothesis	Description	Regression Result	Conclusion
H1	<i>There is a significant positive relationship between interpersonal skills and salesperson performance</i>	$\beta = -0.22, p < 0.01$	supported
H2	<i>There is a significant positive relationship between salesmanship skills and salesperson performance.</i>	$\beta = 0.04, p > 0.05$	Not supported
H3	<i>There is a significant positive relationship between technical skills and salesperson performance.</i>	$\beta = 0.20, p < 0.01$	supported
H4	<i>There is a significant positive relationship between marketing skills and salesperson performance.</i>	$\beta = 0.29, p < 0.01$	supported

Source: own computation, 2020

Relationship between Interpersonal Skills and Salesperson Performance

The research study attempted to assess the effect of Interpersonal Skills and Salesperson Performance on sales people in ethio telecom in Addis Ababa. The analysis found a significant association between Interpersonal Skills and Salesperson Performance of ethio telecom A.A., in addition to the above table of coefficients. Sales people $\beta=0.22$ and $p<0.05$.

Having interpersonal skill at a meaning level of 0.01 is positively significant, indicating it has a good association with sales performance. Its positive coefficient indicates improved sales performance by enhancing interpersonal skills, and vice versa.

It improves sales efficiency through mental and communication algorithms, which are essential for interaction and social communication. Hearing performance, empathy, inspiration and communication skills on enhanced customer interaction so better sales can be achieved. This finding is consistent with that of previous studies that found that interpersonal skills had substantially predicted salesperson performance (e.g., Ford, Walker & Churchill, 1988; Ahmad, Mohad and Philip, 2010).

According to Sundara (2015), interpersonal skills with the strength of the sales force found that skill sets such as communication skills, motivation, buyer seller relationships and perceptive perception had a major impact on their sales-related explanatory power.

Relationship between Salesmanship Skills and Salesperson Performance

Despite this statistically significant correlation, the present study found no predictive relationship between sales man ship skills and performance of salespersons. The study found a weak positive relationship between Salesperson Performance of ethio telecom A.A sales people at $\beta= 0.04$ and $p>0.05$ when referring to the coefficients table. This means that a high level of salesmanship skills did not associate with high performance

Even though some previous research suggested Good combination of selling skills and success of salespersons (for example, Churchill, Walker & Ford, 1988; Cravens ,Baldauf & Piercy, 2001; Babakus, Cravens, Ingram, Grant, & LA Forge, 1996Cravens& Baldauf, 1999; Skarmeas & Katsikan, 2003Other research found no correlation (e.g., Schillewaert & Ahearne, 2000; Grant & Cravens, 1999; Cravens Piercy, & Morgan, 1997); the findings of this review, with respect to the second hypothesis, suggest that sales skills could not influence the success of salespersons.

These results do not support the suggestion that sales people efficiency can be improved by management by providing or hiring sales people with strong salesmanship skill. It therefore means that programs such

as training and sales skills development and having salespeople with longer sales experience that may increase sales skills of salespeople do not feel like much bearing on improving Salespersons performance. The statistical significance level for this variable between Salesperson Performance is $p = 0.594$ this is higher than the minimum p-value threshold of 0.05 and not statistically significant. An empirical study (2010) in the Malaysia telecommunication company *also revealed that salesmanship skills do not influence salesperson performance.*

The absence of a significant relationship between salesmanship skills and salesperson performance found in the present study may be attributed to which are: the nature of the industry no more negotiation selling skill acquiring for the monopolistic telecom business.

Relationship between Technical Skills and Salesperson Performance

The study found a positive relationship between Technical Skills and Salesperson Performance of ethio telecom A.A sales people $\beta = 0.20$ and $p < 0.05$ when referring to the table of coefficients. The beta value indicates that an increased unit in Technical Skills contributes to a 0.20 increase in Salesperson Performance.

The coefficient of technical skill at the significance level of 0.01 is positive and statistically significant, suggesting that technical skill has a very strong relationship with the salesperson's performance. Value of t-statistics is the second best-selling potential to influence selling results with t-statistics of 3.49 indicating a positive relationship with sales performance.

Similar to the findings of Baldauf et al., 2001; Grants & Cravens, 1999; Baldauf & Cravens, 1999; Katisceck & Skermeas, 2003; Baldauf & Cravens, 2002), this study showed that the use of technical knowledge leads to higher salesperson performance.

Relationship between Marketing Skills and Salesperson Performance

The regression analysis of the marketing skills relationship with the success of salespeople showed that marketing skills ($\beta = 0.29$, $t = 5.62$, $p = 0.00$) predict salespeople's output. Market knowledge reflects the knowledge of a salesperson about the telecom industry in general, and a broad Level of knowledge is important for salespeople as it allows them to cope with complexity the dynamic nature of business in the telecoms sector. Salespersons with marketing skills are expected to produce better performance (Leigh & McGraw, 1989). Consequently, the findings from this study are consistent with results from Ahearne and Schillewaert (2000) that marketing abilities have a substantial relationship with success of salespersons.

CHAPTER FIVE

5. SUMMERY OF FINDING, CONCLUSION AND RECOMMENDATION

Introduction

This section presents the results obtained for the research questions of what is the impact on the sales person's sales success on interpersonal, salesmanship, technical and marketing skills and it includes summaries of the thesis' main findings, conclusions and suggestions, and limitations and implications for further study

5.1 Summary of Finding

This study was to assess the dimensions of the impact sales skills on the output of salespersons in ethio telecom. The research had four targets, which tried to answer the problem of the study. Since the study evaluated the aspects of the impact sales skills on the success of salespersons, the research population took sample ethio telecom salesperson from whom they worked as respondents in A.A six zones. Because since then they were a suitable source for sales skill indicators and sales performance information. The primary data was collected using questionnaire method of data collection.

Majority of respondents fall within the 26-35-year age group. 52.6 per cent of the respondents are male regarding their gender mix. Results revealed that the educational level of achieving degree is around 91 per cent of respondents. 65.1 per cent of the respondents have served in the business for less than ten years and 34.9% of respondents have been working above 11 years of experience.

In Salesperson Performance of ethio telecom sales people, there was no statistically significant difference between male and female based on the result of independent t Testing.

In addition, hypotheses tested using multiple regression analysis to assess the degree to which Interpersonal Skills, Salesmanship Skills, Technical Skills and Marketing Skills have had an effect on Salesperson Performance. R² was (0.441), which indicates that there is very significant predictive power and also 44.1% variability on dependent variable (Salesperson Performance) is induced by independent variables (Interpersonal, Salesmanship Skill, Technical and Marketing Skills) while the remaining 55.1% is interpreted by other variables (out of this model).

Three variables that are marketing skills, technical and interpersonal skills have such a significance value of 0.00, 0.00 and 0.01 respectively, which is below 0.05. This suggests a statistically significant association between those three variables and performance of the salesperson. The remaining one factor, i.e. the skill of sales man ships, has a value of significance greater than as of 0.05, which means that there is no statistically significant relationship between this factor and the performance of the salesperson.

5.2 Conclusion

This study has identified the effect of sales skills on sales performance of salespersons in ethio telecom. Interpersonal, Salesmanship, Technical and marketing skills were uses as independent variables were used to assess sales skill. The effects were tested by using statistical tools. The results were checked through the use of statistical instruments. Bases on the results given by the researcher are as follows.

The effect of marketing skills on the sales success of the salesperson in the organization is productive and important. Salespersons possessing marketing skills enabled them to increase overall sales performance within the company.

The performance of technical skills and the sales performance is positively and substantially linked. It is reached the conclusion that technical competence is the indicator of success for salespersons. In addition, technical skill is the indicator of ethio telecom sales success. Interpersonal skill is positive and significant in affecting sales performance of the salespersons. Therefore, it is concluded that the Strong and important interpersonal skills influence the sales success of salespeople. Therefore, it is inferred that the salespersons' communication skills help their ethio telecom sales success.

5.3 Recommendation

Based on the finding and conclusion of the research, findings in this study recommend that focusing on marketing, technical and interpersonal skills that can help achieve high sales performance for salespersons. Therefore, attempts to develop Telecom Company selling skills in demonstrating their marketing, technological and interpersonal skills must take primary considerations.

Since marketing and technical skills have the greatest impact on the sales performance of salespeople compared to other sales skills, it is suggested to promote marketing and technical skills on product features, benefits and specifications by providing formal and job training for the current salesperson or by hiring salespeople with theoretical marketing knowledge and better job to train them the technical detail of the company products & offering packages.

Interpersonal skill has a substantial positive effect on sales success. Hence, improving this skill is strongly suggested by attempting to improve both verbal and non-verbal communication through on-the-job and formal training

5.4 Research limitation

As for the limitations of the paper, some limitations of this analysis indicate potential insights for future studies. After that, this study was delimited to single company salespersons. Even though these were ideal for system evaluation, the use of tests performed by a single firm limits finding generalization. It would be useful to test the method with a systematic analysis involving several organizations or samples from many similar industry organizations, thereby providing greater generalizability of the findings. Second, the salesperson skills dimensions are limited to four aspects, interpersonal, sales man ship, technical, and marketing skills, in the current study.

5.6 Areas for Future Research

Future study would further look into the possibility of introducing additional dimensions to salesperson skills that could also have an overlooked effect on salesperson success, such as attitude, motivation and commitment.

Finally, the respondents' choice, i.e. salespeople, as an evaluator of all aspects of sales skills that often suggest shortcomings of this type. Preferably, a much more diverse group should assess the salespersons' performance.

Furthermore, it could be argued that this is because salespeople are now at the forefront and interact with consumers, it is suggested that consumers judge salespersons best. Customers may better rate the salesperson on certain things that affect the behavior of customers and their purchases. In addition, consumer analysis can have more clear and convincing evidence.

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Appendix I: Research Questioner

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

MASTERS OF ART IN MARKETING MANAGEMENT

Dear respondents,

This questionnaire is designed for research purpose entitled “**The effect sales skill on sales performance the case of ethio telecom.** The expected respondents of this questionnaire will be Professional Sales Staff of currently working in ethio telecom. As part of my thesis, I would like to gather some information from you, which will help me in an in-depth study of the project. You are expected to give accurate data to make proper analysis. Your participation is voluntary, it is not part of your job requirements, and has no impact on your performance appraisal. I would be indebted if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for only academic purpose, the information gathered will be strictly confidential.

I would like to thank in advance for your honest cooperation if you need more information don't hesitate to call me on +251911510006 or mail through E-mail abiyk@ymail.com

Note

No need to write your name only tick for your answers in the appropriate box.

Part I:-Demographic Information:

1. Gender Male Female

2. Age: - 18 - 25 26 – 35 36 – 45 above 45

2. What is your highest level of educational qualification?

a) High school completed b) Diploma

c) First Degree d) MA or MSC

3. How many years have you been working in ethio telecom?

- a) 1-5 b) 6 – 10 c) 11 – 15 d) above 16

Part II: - The Components of Questions Related to sales skills

Please respond to each item by putting a tick mark (√) in the box corresponding to the option that identifies your level of overall agreement.

(1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly agree

No	(Description of items)	Strongly disagree (1)	Disagree(2)	Neutral (3)	Agree (4)	Strongly Agree (5)
IS1	Ability to express non-verbally (message without words such as through facial expression, professional appearance, handshake, posture and body movement, eye contact, etc.)					
IS2	Ability in general speaking skills (such as effective use of words, voice quality or characteristics for example speech rate, loudness and articulation: vocal clarity, and verbal expression, etc.)					
IS3	Awareness and understanding the non-verbal communication of others (such as facial expression, professional appearance, handshake, posture and body movement, and eye contact, etc.)					
IS4	I have an ability to control and regulate non-verbal display of emotions (such as anger, anxiety, joy, and delight, etc.)					
IS5	I have an ability to exercise influence over others.					
SS1	I have an ability to get buy-in from customers.					
SS2	I have an ability to communicate the sales presentation clearly and consistently.					
SS3	I have an ability to service customer account.					
TS1	Ability to understand products general specification of					

	the company products are important to close a sell.					
TS2	Skill and knowledge about the delivery process of the company's product assist to sell the product.					
TS3	My knowledge about products features helps me to close sell.					
TS4	My knowledge about products benefits helps me to close sell.					
MS1	I always have real time information about change in customer need.					
MS2	I have a lot of information about industry trend.					
MS3	I am well informed about important event in our industry.					
SP1	I have the ability to reach the sales targets that are assigned to me					
SP2	there is a link between my sales performance and my sales skill					
SP3	I have the ability to generate more sales revenue					

Appendix II: SPSS Result

Statistics

	Gender of the respondent	Age of the respondent	Educational background of the respondent	Work experience
N	266	266	266	266
Mean	1.47	2.11	3.06	2.20
Std. Deviation	.50	.58	.29	.87
Minimum	1	1	2	1
Maximum	2	4	4	4
Sum	392	561	814	585

Gender of the respondents

	Frequency	%	Valid %	Cumulative %
male	140	52.60	52.60	52.60
female	126	47.40	47.40	100.00
Total	266	100.00	100.00	

The respondents Age

	Frequency	%	Valid %	Cumulative %
18-25	25	9.40	9.40	9.40
26-35	194	72.90	72.90	82.30
36-45	40	15	15	97.40
>45	7	2.60	2.60	100.00
Total	266	100.00	100.00	

Educational background of the respondents

	Frequency	%	Valid %	Cumulative %
Valid Diploma	4	1.50	1.50	1.50
First Degree	242	91.00	91.00	92.50
MA or MSC	20	7.50	7.50	100.00
Total	266	100.00	100.00	

Educational back ground of the respondents

	Frequency	%	Valid %	Cumulative %
Diploma	4	1.50	1.50	1.50
First Degree	242	91.00	91.00	92.50
MA or MSC	20	7.50	7.50	100.00
Total	266	100.00	100.00	

Work experience

	Frequency	%	Valid %	Cumulative %
1-5	59	22.20	22.20	22.20
6-10	114	42.90	42.90	65.00
11-15	74	27.80	27.80	92.90
>20	19	7.10	7.10	100.00
Total	266	100.00	100.00	

Statistics

	Ability to express non verbally	Ability in general speaking	Awareness and understanding of nonverbal communication	An ability to control & regulate non verbal	An ability to exercise to influence other
N	266	266	266	266	266
Mean	4.11	4.06	4.12	4.38	4.37
Std. Deviation	.79	.69	.72	.67	.73
Minimum	2	2	2	3	3
Maximum	5	5	5	5	5
Sum	1092	1080	1095	1165	1163

Ability to express non verbally

	Frequency	%	Valid %	Cumulative %
disagree	8	3.00	3.00	3.00
neutral	46	17.30	17.30	20.30
agree	122	45.90	45.90	66.20
strongly agree	90	33.80	33.80	100.00
Total	266	100.00	100.00	

Abilities of general speaking

	Frequency	%	Valid %	Cumulative %
disagree	3	1.10	1.10	1.10
neutral	46	17.30	17.30	18.40
agree	149	56.00	56.00	74.40
strongly agree	68	25.60	25.60	100.00
Total	266	100.00	100.00	

Awareness and understanding of nonverbal communication

	Frequency	%	Valid %	Cumulative %
disagree	5	1.90	1.90	1.90
neutral	39	14.70	14.70	16.50
agree	142	53.40	53.40	69.90
strongly agree	80	30.10	30.10	100.00
Total	266	100.00	100.00	

abilities to control & regulates non verbal

	Frequency	%	Valid %	Cumulative %
neutral	31	11.70	11.70	11.70
agree	103	38.70	38.70	50.40
strongly agree	132	49.60	49.60	100.00
Total	266	100.00	100.00	

Statistics

	I am efficient in negotiation	I have an ability to get buy in from customer	I have an ability to service customers' account
N	266	266	266
Mean	4.09	4.03	4.07
Std. Deviation	.80	.68	.71
Minimum	2	2	2
Maximum	5	5	5
Sum	1089	1071	1083

I am efficient in negotiation

	Frequency	%	Valid %	Cumulative %
disagree	11	4.10	4.10	4.10
neutral	41	15.40	15.40	19.50
agree	126	47.40	47.40	66.90
strongly agree	88	33.10	33.10	100.00
Total	266	100.00	100.00	

I have an ability to get buy in from customers

	Frequency	%	Valid %	Cumulative %
disagree	4	1.50	1.50	1.50
neutral	45	16.90	16.90	18.40
agree	157	59.00	59.00	77.40
strongly agree	60	22.60	22.60	100.00
Total	266	100.00	100.00	

I have an ability to service customers' account

	Frequency	%	Valid %	Cumulative %
disagree	7	2.60	2.60	2.60
neutral	36	13.50	13.50	16.20
agree	154	57.90	57.90	74.10
strongly agree	69	25.90	25.90	100.00
Total	266	100.00	100.00	

	Ability to understand products general specification of the company products	Skills and knowledge about the delivery process of the company product	My knowledge about product feature helps me to close sell	My knowledge about product benefits helps me to close sell
N	266	266	266	266
Mean	4.46	4.40	4.56	4.53
Std. Deviation	.68	.72	.63	.64
Minimum	3	3	3	3
Maximum	5	5	5	5
Sum	1187	1171	1213	1205

Ability to understand products general specifications of the company products

	Frequency	%	Valid %	Cumulative %
neutral	29	10.90	10.90	10.90
agree	85	32.00	32.00	42.90
strongly agree	152	57.10	57.10	100.00
Total	266	100.00	100.00	

Skill and knowledge about the delivery processes of the company products

	Frequency	%	Valid %	Cumulative %
neutral	36	13.50	13.50	13.50
agree	87	32.70	32.70	46.20
strongly agree	143	53.80	53.80	100.00
Total	266	100.00	100.00	

My knowledge about products benefits helps me to close sell

	Frequency	%	Valid %	Cumulative %
neutral	21	7.90	7.90	7.90
agree	83	31.2	31.20	39.10
strongly agree	162	60.90	60.90	100.00
Total	266	100.00	100.00	

	I always have real time information about change in customer need	I have a lot of information about industry trend.	I am informed about important event in our industry.
N	266	266	266
Mean	3.85	3.59	3.56
Std. Deviation	.83	.77	.74
Minimum	2	2	2
Maximum	5	5	5
Sum	1025	955	948

I always have real time information about change in customer need

	Frequency	%	Valid %	Cumulative %
disagree	12	4.50	4.50	4.50
neutral	77	28.90	28.90	33.50
agree	115	43.20	43.20	76.70
strongly agree	62	23.30	23.30	100.00
Total	266	100.00	100.00	

I have a lot of information about in industry trends.

	Frequency	%	Valid %	Cumulative %
disagree	21	7.90	7.90	7.90
neutral	93	35.00	35.00	42.90
agree	126	47.40	47.40	90.20
strongly agree	26	9.80	9.80	100.00
Total	266	100.00	100.00	

I am informed about important event in industry.

	Frequency	%	Valid %	Cumulative %
disagree	17	6.40	6.40	6.40
neutral	104	39.10	39.10	45.50
agree	123	46.20	46.20	91.70
strongly agree	22	8.30	8.30	100.00
Total	266	100.00	100.00	

Statistics

	I have the ability to reach the sales targets that are assigned to me	there is a clear link between my sales performance and my sales skill	I have the ability to generate more sales Revenue
N	266	266	266
Mean	4.12	4.19	4.32
Std. Deviation	.78	.79	.77
Minimum	2	2	3
Maximum	5	5	5
Sum	1095	1115	1148

I have the ability to reach the sales target that are assigned to me

	Frequency	%	Valid %	Cumulative %
disagree	1	.4	.4	.4
neutral	63	23.70	23.70	24.10
agree	106	39.80	39.80	63.90
strongly agree	96	36.10	36.10	100.00
Total	266	100.00	100.00	

there is a clear link between my sales performance and my sales skill

	Frequency	%	Valid %	Cumulative %
disagree	1	.4	.4	.4
neutral	59	22.20	22.20	22.60
agree	94	35.30	35.30	57.90
strongly agree	112	42.10	42.10	100.00
Total	266	100.0	100.0	

I have the ability to generate more sales Revenue

	Frequency	%	Valid %	Cumulative %
neutral	49	18.40	18.40	18.40
agree	84	31.60	31.60	50.00
strongly agree	133	50.0	50.00	100.00
Total	266	100.00	100.00	

Reliability Statistic

Inter personal skills

Reliability Statistic

Cronbach's Alpha	N of Item
.72	5

Sales man ship skills

Reliability Statistic

Cronbach's Alpha	N of Item
.76	3

Technical skills

Reliability Statistic

Cronbach Alpha	N of Item
.84	4

Marketing skills

Reliability Statistic

Cronbach Alpha	N of Item
.71	3

Sales performance

Reliability Statistic

Cronbach Alpha	N of Item
.74	3

Correlations

		ISN	SSN	TSN	MSN	SPN
ISN	Pearson Correlation	1	.742	.682	.301	.561
	Sig. (2-tailed)		.000	.000	.000	.000
	N	266	266	266	266	266
SSN	Pearson Correlation	.742	1	.398	.297	.429
	Sig. (2-tailed)	.000		.000	.000	.000
	N	266	266	266	266	266
TSN	Pearson Correlation	.682	.398	1	.368	.551
	Sig. (2-tailed)	.000	.000		.000	.000
	N	266	266	266	266	266
MSN	Pearson Correlation	.301	.297	.368	1	.469
	Sig. (2-tailed)	.000	.000	.000		.000
	N	266	266	266	266	266
SPN	Pearson Correlation	.561	.429	.551	.469	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	266	266	266	266	266

** . Correlation is significant at the 0.01 level (2-tailed).

Normality Test

		Statistic	Std. Error	
ISN	Mean	21.0338	.15200	
	95% Confidence Interval for Mean	Lower Bound	20.7345	
		Upper Bound	21.3331	
	5% Trimmed Mean	21.1475		
	Median	21.0000		
	Variance	6.146		
	Std. Deviation	2.47912		
	Minimum	12.00		
	Maximum	25.00		
	Range	13.00		
	Interquartile Range	3.00		
	Skewness	-.687	.149	
	Kurtosis	.533	.298	
SSN	Mean	12.1955	.11032	
	95% Confidence Interval for Mean	Lower Bound	11.9783	
		Upper Bound	12.4127	
	5% Trimmed Mean	12.2715		
	Median	12.0000		
	Variance	3.237		
	Std. Deviation	1.79920		
	Minimum	6.00		
	Maximum	15.00		
	Range	9.00		
	Interquartile Range	2.00		
	Skewness	-.503	.149	
	Kurtosis	.507	.298	
TSN	Mean	17.9549	.13494	
	95% Confidence Interval for Mean	Lower Bound	17.6892	
		Upper Bound	18.2206	
	5% Trimmed Mean	18.1500		
	Median	19.0000		
	Variance	4.843		
	Std. Deviation	2.20074		
	Minimum	12.00		
	Maximum	20.00		

	Range		8.00	
	Interquartile Range		3.00	
	Skewness		-1.092	.149
	Kurtosis		.360	.298
MSN	Mean		11.0075	.11374
	95% Confidence Interval for Mean	Lower Bound	10.7836	
		Upper Bound	11.2315	
	5% Trimmed Mean		11.0459	
	Median		11.0000	
	Variance		3.441	
	Std. Deviation		1.85512	
	Minimum		6.00	
	Maximum		15.00	
	Range		9.00	
	Interquartile Range		2.00	
	Skewness		-.240	.149
	Kurtosis		-.152	.298
	SPN	Mean		12.6241
95% Confidence Interval for Mean		Lower Bound	12.3954	
		Upper Bound	12.8527	
5% Trimmed Mean			12.6934	
Median			13.0000	
Variance			3.586	
Std. Deviation			1.89379	
Minimum			9.00	
Maximum			15.00	
Range			6.00	
Interquartile Range			3.00	
Skewness			-.388	.149
Kurtosis			-.889	.298

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SPN

