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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE  
DEPARTMENT OF MARKETING MANAGEMENT**

**THE EFFECT OF SALES SKILLS ON SALESPERSON PERFORMANCE  
AND THE EFFECT OF ORGANIZATION COMMITMENT AS A  
MODERATOR: A STUDY OF AUTOMOBILE ASSEMBLY IN ETHIOPIA  
(THE CASE OF MARATHON & BELAYAB MOTORS)**

**By: Birhanu Bogale**

**Advisor: Mesfin Workineh (PHD)**

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF ADDIS ABABA  
UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTER IN MARKETING MANAGEMENT**

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**Addis Ababa, Ethiopia**

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Masters of Arts degree in Marketing Management**

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**SCHOOL OF COMMERCE GRADUATE STUDIES**  
**MA PROGRAM**

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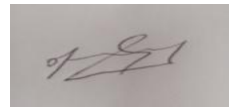
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## **Statement of Declarations**

I, Birhanu Bogale, the undersigned, declare that this thesis, " The effect of sales skills on salesperson performance and the effect of organization commitment as a moderator: A study of automobile assembly in Ethiopia: The case of Marathon & Belayab Motors " is my original work and that it has not been submitted in part or in whole by any other person for an award of degree in any other university/institution.

I conducted the research on my own, with the guidance and support of the research supervisor.

\_\_\_\_\_  
Birhanu Bogale

Date \_\_\_\_\_

## **Statement of Certification**

This is to certify that the thesis prepared by Birhanu Bogale, titled " The effect of sales skills on salesperson performance and the effect of organization commitment as a moderator: A study of automobile assembly in Ethiopia: The case of Marathon & Belayab Motors " and submitted in partial fulfillment of the requirements for the award of the Degree of Master of Arts (Marketing Management), complies with the University Regulations and meets the accepted standards in terms of originality and quality.

---

Advisor: Mesfin Workineh (PhD)

Date \_\_\_\_\_

**Place: School of Commerce, Addis Ababa University, Ethiopia**

**Date of submission: July 2022**

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## **ABSTRACT**

*The aim of this study focused on investigating the effect of sales skill dimensions; specifically, technical, salesmanship, interpersonal and marketing skills; on salesperson performance and to explore the effect of organizational commitment as a moderator in automobile assembly companies (Marathon Motors and Belayab Motors) sales force. This research is performed by using both descriptive and explanatory research design. Questionnaire distributed for 70 respondents (51 salespersons, 6 management members and 13 key customers) of both companies participated in the study and 94.3% of respondents returned. Descriptive and explanatory analysis techniques were utilized to analyze the data collected with questionnaire. The study applied quantitative research approach and Cronbach Alpha was used for reliability test. To test the hypotheses, the collected data was analyzed by descriptive statistics, compare mean analysis, Pearson correlation analysis and multiple hierarchal regression analysis. The results of the study showed that from the dimensions of sales skills, interpersonal skills and technical skills are significant predictors of salespersons performance but interpersonal skill is superior in terms of magnitude of the effect. Nevertheless, findings exhibited that salesmanship and marketing skills do not influence salesperson performance. Likewise, this study designated that organizational commitment of the salespersons has both direct and moderating effect on salesperson performance. Based on these findings, the researcher recommended to improve interpersonal, technical skills and organizational commitment of salespersons to enhance sales performance.*

**Key Words:** *Interpersonal skills, Salesmanship skills, Technical skills, Marketing skills, Organizational commitment and Salesperson Performance*

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter covers background of the study, statement of the problem, research question, objectives of the study, significance of the study, scope of the study, operational definition of terms and finally organization of the study.

#### **1.1 Background of the study**

Salesperson is described as an interpersonal practice which a seller tries to discover and meet a buyer's needs in a mutually and extended manner which benefits for both parties appropriately (Weitz, 1998) as cited in (Meredith, 2009). Employing skilled sales representatives' efforts, it is possible to improve the company's competitiveness by maximizing revenues from active customers and through identifying new prospects (Futrell, 2006).

Salespersons' selling skills are regarded as a contributing component of salesperson effectiveness (Churchill, Gilbert A., Jr., Neil M. Ford, Mark W. Johnson, & Orville C. Walker, Jr., 2000); (Joseph O. Rentz, 2002). Furthermore, Rentz et al., (2002) classified selling skills into three dimensions namely interpersonal, salesmanship and technical skills. Likewise, (Ahearne, M. and Schillewaert, N., 2000) introduced marketing skills as additional predictor of a salesperson's performance as cited in (Amor, N.E.H.B, 2019). In addition, (Mowday, R.T., Steers, R.M., and Porter, L.W. , 1979) introduced the affective organizational commitment as measurement of sale performance as cited (Ahmad, N., 2010).

In the automobile industry, salespeople are the company's primary representative, responsible for communication, sales promotions, and assisting customers in making purchasing decisions, which generate revenue for the company. Thus, assessing the impact of salesperson skills on the salesperson's performance of an automobile company salesperson is an essential topic for researchers. Therefore, the purpose of the current study was to examine the effect of sales skills and Organizational Commitment as moderator on salesperson Performance of Automobile Assembly in Ethiopia, the Case of Marathon & Belayab Motors.

## **1.2 Background of the Industry**

Ethiopia continues to import automobiles from a variety of nations, usually through the port of Djibouti, despite its low automotive production capacity. Ethiopia imported US\$1.5 billion worth of automotive products, including car parts, spares, and accessories, in the previous year, accounting for 10 percent of total imports. The market is dominated by imported used vehicles that accounted for 85 percent of all sold vehicles. These vehicles are frequently ten years old or more, much exceeding the global average age of four years (Deloitte, 2016)

Passenger cars account for the majority of vehicle imports, accounting for 84 percent of the market, while commercial vehicles account for only 16 percent. Despite the fact that passenger vehicles are the most expensive vehicles to import, growth is predicted to slow in the next years, whereas commercial vehicles are expected to grow due to infrastructure development initiatives. Because of their low discretionary income, lack of vehicle financing, and high import duties, new vehicles are still out of reach for the majority of Ethiopians. Due to the increased demand for used vehicles, spare parts and accessories are in great demand (Fitch Solutions, 2019)

Price and operating costs, economic development (GDP), household income (purchasing power), and promotion and publicity are the key factors that drive and influence the demand for automobiles. If adequately addressed and supported with attractive incentives, job creation, market access, and foreign currency savings, the automobile industry will make a significant contribution to the expansion of the national economy. Government regulation, a lack of suitable road infrastructure, a shortage of educated workforce, and a lack of adequate finance facilities are all important issues in the automotive industry. Some automobile manufacturers specialize in the assembly and construction of car bodies. Nyala motors, Mesfin industrial engineering, Beshofitu automotive, Ethiopian Air Force Car Assembly, Belayab and Marathon motors are some of the automotive companies that assemble cars (Viswa, M.Pedagopu, Dr & Markos, Mebratu., 2018)

Marathon Motor Engineering PLC was founded in 2008 and was officially launched in February 2009 as an importer and distributor of Hyundai Motor, Commercial Vehicles and Original Parts in Ethiopia. In 2017, Marathon Motor Engineering signed a technical assembly support agreement with Hyundai Motor and solidified its plans to begin vehicle assembly in Ethiopia. Enhanced mobile workshops, intensive care and breakdown support. It has laid the foundation for sales of

3S facilities, spare parts, and services. The company imports a wide variety of Explorer 3 115, Especial Explorer 95 and Laser Tractor 130 tractors, and the sales department is responsible for selling modern passenger cars, commercial vehicles, and the same tractors.

Belayab Motors Plc. Started operation in 2006 with a recorded investment of five million US Dollars to import and distribute light, medium, and heavy-duty trucks and industrial equipment. The company engaged in assembly and supply of automobiles, light duty vehicles (pickups, station wagons, and trucks), motorcycles, and hand –driven tractors partnering with HuaJia Tianjin international Co.Ltd. There are 450 employees, 1000 customers, 10 partners and 3 showrooms and 5 aftersales branches.

### **1.3 Statement of the problem**

Extended research has established and tested models for the significance of sales skill in relation to salesperson performance (Ford, 1988); (Weitz, 1998); (Churchill et al., 1985; Rentz et al., 2002 as mentioned in Ahmad et al., 2010); (Verbeke, W., Dietz, B., & Verwaal E. , 2011); (Young, D.J. and Wu, M.J., 2014); (Johlke, 2006); (Shepherd, 1997); (Gabler, C. Vieira, V. A., Senra , K. Agnihotri R., 2019). In their recent, systematic assessment of the academic literature on the characteristics of effective salespersons, (Herjanto, 2019) indicated that personal, coworker, buyer, and situational aspects are responsible for enhancing salespeople's effectiveness.

(Amor, N.E.H.B, 2019) has conducted an exploratory comparative study among car sales professionals in Riyadh city, Saudi Arabia to explore important sales skills of an effective salesperson performance as well as their influences in connection with sales performance from sales managers and sales representatives' viewpoints. However, the research missed to incorporate organizational commitment as moderating variables.

Empirical research review has shown that, there are research made by (Abiy, 2020); (Yonas, 2019) (Beza, 2018); (Mohammed, 2014) on the effect of sales skills on salesperson performance focusing different industries.

However, their findings showed different results about the influence of sales skills dimensions as predictor of salesperson performance. Prior Studies conducted by (Rich, 2000); (Rapisarda, 2002);

(Ahmad S.Z., 2010); (Beza, 2018); (Samirawit, 2018); (Bancha, 2019); (Abiy, 2020) have revealed a strong and favorable link between interpersonal sales skills and salesperson performance. However, other empirical studies conducted by (Mikias N., 2012) and (Mohammed, 2014), indicated that interpersonal skills, do not influence salesperson performance.

Numerous researchers argued that there is significant relationship between salesmanship skills and salesperson performance (Rahman, M.K., Abdul, H.K., AL-Mamun, A. and Abdul, J., 2014); (Manning, Gerald L. and Reece Barry L, 2004); (Buciuniene, I. and Vida, S., 2015); (Raza, M. Y. Rafique, T. Ali, H., Mohsin, M. Hussain, M. M. & Shah, T. S. , 2015). However, research conducted by (Basir, M.S., Ahmad, S.Z. and Kitchen, P.J., , 2010); (Samirawit, 2018); (Abiy, 2020) discovered that salesmanship skills do not influence salesperson performance.

The positive and significance relationship between marketing skills and salesperson performance had been uncovered by researchers ( (Ahearne, M. and Schillewaert, N.,, 2000);2001;2015, (Manning, Gerald L. and Reece Barry L, 2004); (Futrell, 2006). Nevertheless, other empirical evidence performed by (Basir, M.S., Ahmad, S.Z. and Kitchen, P.J., , 2010); (Mikias N., 2012); (Beza, 2018); (Yonas, 2019) revealed that marketing skills do not influence salesperson performance.

Scholars investigated and of course they empirically supported the positive relationship of technical knowledge and salesperson performance ( (Babakus, E.,Cravens D.W., Kent, G., Ingram, T.N. and LaForge, R.W.W. , 1996); (Cravens, 1993); (Baldauf, A. & Cravens, D.W. , 2002); (Islam, M., Paul, S. K., Nasira, S., Pritom, S. T., & Rabbi, R. E. , 2016); (Mikias N., 2012); (Mohammed, 2014); (Beza, 2018) ; (Samirawit, 2018);; (Abiy, 2020). However, several scholars have come at the opposite conclusion (Ahmad et al., 2010; (Ahearne, M. and Schillewaert, N.,, 2000);2001;2015; (Barker, 1999); (Piercy, N.F., Cravens, D.W. and Lane, N., , 2012); (Yonas, 2019).

Thus, there is no clear evidence about which sales skills dimension is more influential to salesperson performance. In addition, these empirical studies focused on sales skills dimensions (technical skills, interpersonal skills, marketing skills, and salesmanship) as predictors of

salesperson performance, none of the empirical research has been conducted to determine whether organizational commitment contributes to salesperson performance as moderating and interaction variable. Moreover, no empirical studies conducted to verify whether sales skill dimensions contribute to salesperson performance in Ethiopia's automobile assembling industry.

Therefore, the goal of this research is to determine the effect of sales skills dimensions, which are explained by technical skills, interpersonal skills, marketing skills and salesmanship skills on salesperson performance of automobile assembly company's sales force. Likewise, the current study investigates the moderating effect of organizational commitment on the association of sales skills and salesperson performance. Hence, this is the first study in the automobile assembling industry in Ethiopia that attempts to investigate these types of interactions.

## **1.4 Research questions**

Based on statement of the problem stated above and literature reviewed on the issue, this study tried to answer the following basic questions

### **1.4.2 Research Questions**

1. What is the effect of technical skills on salespersons performance of automobile assembly industries in Ethiopia?
2. How interpersonal skills impacted salesperson performance of automobile assembly industries in Ethiopia?
3. What is the effect of marketing skills on salespersons performance of automobile assembly industries in Ethiopia?
4. Do salesmanship skills have impact on salespersons performance of automobile assembly industries in Ethiopia?
5. Does organizational commitment moderate the relationship between the sales skill's dimensions (interpersonal, salesmanship, technical and marketing skills) and salespersons performance?

## **1.5 Objective of the study**

### **1.5.1 General objective**

The general objective of the study is to examine the relationship between sales skills and salesperson's performance in automobile manufacturing enterprises.

### **1.5.2 Specific objective**

Specifically, the study has the following objectives:

- To find out the effect of technical skills on salespersons performance of automobile assembly industries in Ethiopia.
- To determine the impact of interpersonal skills on salespersons performance of automobile assembly industries in Ethiopia.
- To explain the effect of marketing skill on salespersons performance of automobile assembly industries in Ethiopia.
- To identify the impact of Salesmanship skills on salespersons performance of automobile assembly industries in Ethiopia.
- To find out the Moderating role of organizational commitment on the relationship between the dimension of sales skills (Technical, Interpersonal, Marketing and Salesmanship) and salespersons performance of automobile assembly industries in Ethiopia.

## **1.6 Significant of the study**

The study can have practical and theoretical significance. Its practical significance can be for automobile assembly companies to identify the most significant sales skills for the industry, find out essential recruitment criteria, improvement, and training need areas for the salespeople.

Theoretically, the research can have significant impact for both the academician and researchers.

- For academicians, since it is the first of its kind in the vehicle industry, it can provide insights for future researchers in the field.
- For the researcher, the research paper can be important and requirement for the partial fulfillment of Master of Art in Marketing Management.

## 1.7 Scope of the study

It is vital to define the study's delimitation in order to make it manageable. Thus, the study was delimited geographically, conceptually, and methodologically. Thus, geographically, the study was delimited to single industry salespersons in Belayab Motors Plc and Marathon Motor Engineering Plc in Addis Ababa - Ethiopia.

Conceptually, the study limited itself on assessing only the effect of selling skills on salesperson performance such as technical skills, interpersonal skills, salesmanship skills, marketing skills and organizational commitment as moderator. However, salesperson's performance is influenced by many other variables such as personality factors, role variables, motivation and aptitude.

Methodologically, the study was delimited to quantitative research approach and descriptive and explanatory research design. Multiple hierarchical regression analysis was applied to investigate the effect of sales skill dimensions on salespersons performance and the effect of organizational commitment on this relationship.

## 1.8 Definition of operational terms

**Interpersonal skill:** The mental and communicative processes used to achieve certain effects and outcomes during social communication and interaction are referred to as interpersonal skill. (Ahmed et al., 2010). Listening, empathy, optimism, and perceived observation skills are the components of interpersonal skill, according to Rentz et al., (2002), as cited in Ahmad et al., (2010).

**Technical Skill:** Technical skills refer to a salesperson's ability to provide information on product design and specifications, as well as the applications and functions of products and services (Churchill et al., 2000; cited in in (Amor, N.E.H.B, 2019).

**Marketing skill:** refers to industry knowledge and general trends in customers, markets, products, and so on. Knowledge of competitors' product lines and policies and customer processes (Behrman & Perreault, 1982; as cited in Ahmed et al., 2010).

**Salesmanship skill:** is defined as the capacity to sell or persuade others to buy (Manning & Reece, 2004). It can be operationalized in one of four ways: flexibility, negotiation, questioning, salesperson cues and interaction abilities, and consultative selling (Rentz et al., 2002).

**Salesperson performance:** is a performance that salespersons expertise in their company's products and the market, good communication skill, ability to solve problems, ability to understand and satisfy the buyer's needs, thoroughness and ability to help in ensuring the reliable and fast delivery of orders (Jobber, D. and Lancaster, G., 2019)

**Organizational commitment:** is defined as a state of psychological analogy between individuals and organizational values (Mowday et al., 1979). A committed worker is one which remains with the corporation thru true instances and bad, attends paintings on a normal basis, works a complete day (and more), defends company assets, stocks corporation goals, and so on (Allen, 1997; as cited in Ahmad et al., 2010 p. 184).

## **1.9 Organization of the Paper**

The research paper consisted of five chapters. Chapter one covered background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, delimitation/scope of the study, and definition of terms. Chapter two consisted review of related literature that contained both theoretical and empirical review and conceptual framework adopted from previous studies. The third chapter deals with methodology of the study. It describes the approach and design of the research; data source that used for the study were specified and the data collection tools employed was elaborated. Data presentation, analysis and interpretation was presented in chapter four. The last chapter encompassed summary of major findings, conclusion and recommendations.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

This chapter provided an overview of the theoretical, empirical, and conceptual underpinning for the study's primary variables.

#### 2.1 Theoretical review

Numerous selling theories have been indicated and utilized by several academics in relation to salespeople's performance due to the effect of salespersons skills. Selling can be thought of as a series of continual relational and alignment processes involving or altering what is being reciprocally exchanged, as well as the norms and representations that influence exchange activities (Hartmann, N. N., Wieland, H., & Vargo, S. L. , 2018). Some of the theories that have been broadly utilized include AIDAS models of salesperson, "Right Set of Circumstances" models of selling, "Buying Formula" models of selling and "Behavioral Equation" models of selling (Siderra, 2017)

##### 2.1.1 AIDAS theories of salesperson

The AIDAS theory, named after the initials of the five words used to represent it (attention, interest, desire, action, and satisfaction), is the foundation for many sales and advertising tests, as well as the skeleton for many sales training programs (Siderra, 2017). The model was developed by St Elmo Lewis in 1898 to describe how salesperson works. The idea that the prospect goes through these five stages consciously is implicit in this theory, thus the sales presentation must take the prospect through them in the correct order if a sale is to be made.

Most textbooks discussed that the first phase in the AIDAS process is to get people's attention; this is the most important step. The goal is to get the prospect in the correct mindset to continue the sales conversation. The prospect must be persuaded to participate in a face-to-face interview by the salesperson. A decent beginning to a conversation can surfaces the way for a thorough sales presentation. To draw the prospect's attention to his sales presentation, the salesperson must use his social and psychological skills. The second step is building interest, in which the lead focuses the prospect's attention to elicit a strong response. The salesperson must be enthused about the product in order to accomplish this. Another option is to pass the product over to the prospect and

let him to handle it. During the interest phase, the goal is to find the selling appeal that is most likely to work.

**Securing attention:** The idea is to frame the prospect into a responsive nation of attention. The initial few minutes of an interview are really important. The salesperson must have a cause for performing the interview. This part is unproblematic if the salesperson has previously set an appointment, but even with an appointment, experienced salespeople claim that to survive the start of the interview, a salesperson must have high mental awareness and should be a skilled presenter. Because the prospect is aware that the caller is trying to sell something, the prospect's guard is naturally raised. The salesperson must immediately develop a positive rapport. The salesperson will require a large number of conversation starters. Proper dress, neatness, friendliness, and a genuine smile are all factors that contribute to a positive first impression. Conversation openers are frequently chosen immediately before the interview by skilled salespeople to ensure that they are as timely as feasible. Opening statements about the prospect or positive comments about the prospect's business are generally useful. A wonderful discussion opening relaxes the prospect and prepares them for the rest of the presentation. Topic openers that are not easily connected in with the rest of the presentation should be avoided, because once the conversation gets off track, it takes a lot of expertise to get back on track.

**Gaining interest:** The second objective is to attract prospect's interest to the point where it becomes strong. To pique people's interest, a variety of methods are employed. Some salespeople get infectiously enthusiastic about a product or a sample. Sales portfolios, flipcharts, and other visual tools serve the same purpose when the product is big or technical. During the interest phase, the goal is to figure out which selling appeal is most likely to work. Occasionally, the prospect will drop signals that the salesperson will utilize to determine the appropriate approach. Some salespeople design stratagems to elicit revealing questions from prospects in order to persuade them to drop hints. Others offer the prospect questions to elicit their thoughts and feelings about the product. The more experience a salesman has, the more he or she has learnt from similar prospect interviews. Even skilled salespeople, however, conduct extensive probing, generally in the form of questions and answers, before determining the strongest attraction. Furthermore, basic motives, the proximity of the interview subject to present concerns, its timeliness, and their mood

- open, doubtful, or antagonistic – all influence prospects' interests, and the salesman must consider all of these factors while deciding which appeal to stress.

**Kindling desire:** The purpose is to stimulate the prospect's interest to the point where they are ready to buy. The salesperson needs to keep the conversation moving in the direction of the sale. During this phase, sales barriers, objections from the prospect, external interruptions, and digressive remarks can all derail the presentation. Obstacles must be confronted and solutions devised. Objections must be addressed to the satisfaction of the prospect. If objections are anticipated and addressed before the prospect raises them, time is saved and the possibility of making a sale is increased. External interruptions interrupt the presentation, and when the dialogue resumes, skilled salesmen summarize what was said previously before continuing. In general, digressive remarks should be handled with discretion and refinement, but distracting digressions should be dealt with firmly.

**Inducing actions:** In this stage, the prospect is ready to act, that is, to buy, if the presentation was flawless. Buying, on the other hand, is not automatic and must usually be induced. Experienced salespeople rarely attempt a close unless they are certain that the prospect is completely convinced of the proposition's benefits. As a result, the salesperson must be able to tell when the timing is right. The trick close, the trial close, and the close on a minor point are all used to gauge the prospect's reaction.

**Building satisfaction:** The salesperson should reassure the customer that his or her decision was correct once the consumer has placed the order. The customer should get the idea that the salesman was only there to assist them in making a decision. Building customer satisfaction entails thanking the customer for the order and following through on commitments made, such as ensuring that the order is filled as described. Because the order is the culmination of the sales situation, an anticlimax should be avoided - consumers can unsell themselves, and the salesperson should not linger too long.

### **2.1.2 Right Set of Circumstances Theory**

This is a seller-oriented theory since a seller must exert effort. It is also called "Situation-Response" theory. According to this theory, if the prospect is presented with the specific

circumstances that exist in a given selling setting, he will respond in a specific manner. After obtaining the prospect's attention and garnering their interest, the salesperson must give the appropriate stimuli or appeals in order to sell the product to the prospect. He essential act out prudently, and he must strive to make the product attractive by creating a beneficial atmosphere throughout the presentation. A salesperson must be well-versed in dealing with a variety of situations since they serve as the foundation for determining how near the prospect's answer is to the desired outcome. According to (Dhiman, 2013) this is a seller-oriented theory since it emphasizes the importance of the salesperson managing the scenario, ignores the difficulty of influencing elements within the prospect, and fails to give the reaction side of the situation adequate weight that is the interaction between the stimulus and the response.

### **2.1.3 Buying Formula Theory of Selling**

This theory underlines the buyer's edge of the buyer-seller pair situation, disparity of the two preceding notions. The purchaser's necessities or pinpoints obtain key consideration, and the salesperson's accountability is to assist the buyer to identify or discover solutions (Dhiman, 2013). The objective of theory is to resolve the basic question of: What occurs in the prospect's attention that indicates to decide to buy or not buy? The buying formula theory of selling is an illustration that portrays a set of solutions in a psychologically understandable order. This theory emphasizes on the prospect's responses (which are, of course, deeply impacted by internal factors) whilst restraining the external factors, presuming that the salesperson, who is naturally aware of the external factors, will not ignore them. The formula is a convenient approach to assist the salesperson because the salesperson's natural inclination is to ignore the internal considerations.

### **2.1.4 Salesperson**

Salesperson is explained as a management procedure that requires the evaluation of consumer desires, requirements and the implementation of all actions associated with the development, pricing, providing, and advertising of product promises that fulfill those wants and needs (Elrod, J.K. and Fortenberry, J.L., 2020). Salesperson can be described as personal communication of information to persuade a prospective customer to buy a product (Futrell, 2006); (Santosa, S., Resi, P. T., Widiyanto, G., & Sutrisna, S. , 2020) Salesperson, advertising, publicity, and sales promotion are the core components of a company's promotional effort (Futrell, 2006); as cited in

Shanta et al., 2020). (Jaramillo, F & Marshall, G. , 2003) consider that personal sales messages have the possibility to be more influential than advertising due to personal communication with customers. Unlike multi-channel retailing, which has gotten a lot of academic attention, there are not many theoretical frameworks for business-to-business selling ( (Rodriguez, M. L., Dixon, A., & Peltier, W. J. , 2014); cited in Shanta et al., 2020). (Kotler, P. and Armstrong, G. , 2008) postulate that salesperson is the personal communication between a company's sales force and customers in order to make sales and build customer relationships.

Even though some current developments, such as e-commerce, diminish the necessity of salesperson, there are many others that emphasize the importance of developing strong relationships through salesperson (Arli, 2018). Salesperson is a critical component in modern firms' efforts to achieve organizational success based on customer satisfaction, loyalty, and profitable sales volume in today's highly competitive marketplace (Paparoidamis, N & Paolo,G. , 2009)

### **2.1.5. Salesperson Process**

Consultative selling, value-added selling, professional selling, needs satisfaction selling, customer-oriented selling, strategic selling, relationship selling, solution selling, and partnering are all terms commonly used to describe the salesperson process, and are frequently used interchangeably ( (Marone, M., & Lunsford, S. , 2005); cited in (Terho, H., Haas, A., Eggert, A., & Ulaga, W. , 2012)The expertise and efforts of a sales representative are highly significant, with good skills and effort outperforming bad skills and effort, especially for complex, new items and presentations by sales representatives from lesser-known firms (Singh, J., Flaherty, K., Sohi, R. S., Deeter-Schmelz, D., Habel, J., Le Meunier-FitzHugh, K., ... & Onyemah, V., 2019)

The seven-step selling model, which is often the basis of many well-known textbooks on sales, helps personal sellers get familiar with the selling process (Jobber, D., Lancaster, G., & Le Meunier-FitzHugh, K., 2015); (Manning, G. L., Ahearne, M. & Reece, B. L. , 2017)). Furthermore, not only are the seven steps of selling taught in professional selling programs and corporate sales training in developed countries, but they are also taught in emerging countries (Tomasevic-Lisaninet al.,2019). (Marshal, G. W., & Moncrief, W. C., 2005) cited in (Kadi-Maglajli, S.,

Chaker, N. N., & Arslanagi-Kalajdzi, M. , 2019) describe how the conventional selling paradigm is still active and widely employed in today's sales, but in a more evolved form. Marshal and Moncrief (2005) reviewed the Seven Steps as follows:

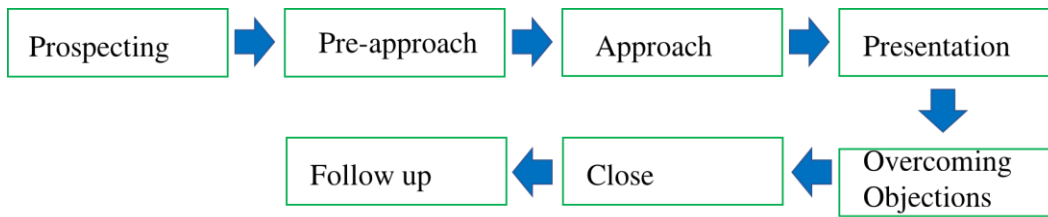


Figure 2.1: The salesperson Process – (Marshal and Moncrief 2005; cited in Kadić-Maglajlić, 2019).

### **Prospecting- Customer retention and deletion**

Prospecting and qualifying, sometimes known as prospecting and selling, used to be a part of the sales process when salespeople had to personally hunt for information on potential clients.

However, in today's world, these operations are mostly carried out with the aid of technology (e.g., IT). As a result, salespeople must devote a significant amount of time to managing their client database(s) in order to carry out actions that will increase customer retention. Simultaneously, salespeople are accountable for removing consumers from their database (Kadi-Maglajli et al., 2019). Prospecting is the process of salespeople looking for new and potential customers. One obvious purpose for prospecting is to increase customer base, which is critical because most sales firms lose customers every year ( (Jolson, Marvin A. and Thomas R. Wotruba , 1992)as cited in (Jaramillo, F & Marshall, G. , 2003) Prospecting usually includes a discussion of the prospect's qualifications and the development of a screening technique. Prospecting was an important and substantial part of the selling job, and for many salespeople, it was the most difficult and tiresome part of the job; it is one feature of sales jobs that has turned off a lot of potential salespeople.

### **Pre-approach - Database and knowledge management**

Conventionally, this step engaged hunting for various information about clients from a variety of sources. Nevertheless, the required knowledge about the potential customer has available across the databases created and preserved in the course of prospecting. It is critical for salespeople to devote quality time to upgrading databases and improving knowledge management once they have been built. This lays a solid foundation for preparation, allowing salespeople to acquaint

themselves with potential customers' demands, examine previous correspondence, and gather any new and important information for upcoming sales calls. This stage also entails determining who the gatekeepers are within customer buying centers and encouraging information sharing with other members of the internal team (Kadi-Magljali et al., 2019).

### **Approach - Nurturing relationships**

This step aims to develop a firm foundation for long-term connections with clients by forming a common understanding. Most modern salesmen deal with consumers they are familiar with on a daily basis, and their job is to develop those relationships. This can be performed by establishing rapport, displaying empathy, and maintaining eye contact, for example. As a result, this stage usually entails generating a positive and long-lasting first impression, which should be maintained throughout the relationship in order to deliver improved and ongoing customer value (Kadi-Magljali et al., 2019).

### **Presentation - Marketing the product**

According to Kadi-Magljali et al., (2019) while a skilled salesperson can rapidly discover the specifications of a product or service that a customer requires, it is also their job to identify the unidentified parts of a product or service that could meet the customer's implicit demands at a higher level (which the customer may not even be initially aware of). During this stage, salespeople might use a variety of tactics and instruments, such as giving a traditional presentation of a concept or idea, demonstrating the benefits of a product or service, or selling samples.

### **Overcoming Objection - Problem solving**

Every sales situation will eventually bring up client worries and objections, therefore salespeople should expect them. Each of these situations presents a unique chance for the salesperson to not only solve problems but also to give novel and helpful solutions. In today's world, a genuine objection may be interpreted as an indication that the sale should be abandoned because a need may not be met by a certain product (Kadi-Magljali et al., 2019).

### **Close - Adding value/satisfying needs**

Kadi-Magljali et al., (2019) argued that closing the deal and developing a relationship with a customer used to be the final stage in the traditional selling process. However, today's emphasis is much more on delivering value and meeting the needs of the client (rather than just securing an

order). Thus, modern salespeople are well aware that closing a transaction is not the end aim. Instead, they understand that they must collaborate with customers to ensure maximum value and provide the groundwork for a long-term mutually beneficial relationship.

### **Follow up - Customer relationship maintenance**

Selling does not end when a customer accepts an offer or places a purchase, as most modern salesperson will admit. Rather, the actual job comes with follow-up and preserving the customer relationship once the sale is made. When delivering simple things, for example, the salesperson can check with the consumer to verify if everything was okay, whether the product quality was acceptable, and, most importantly, if the customer was satisfied. Additional tasks such as providing servicing and spare parts, offering insurance, advising product updates, and training customers in product adoption may be included in after-sales services for more complicated devices.

### **2.1.6. B2B Salesperson**

Contemplating the development of new ideas in business-to-business (B2B) sales and marketing, it is fair to inquire whether this has led to concept development or further evolutions in science or practice. For many businesses organizations, especially in the business-to-business market, salesperson is the predominant part of the marketing mix and the key to successful execution of a marketing strategy (Herrmann, H., & Rana, S. , 2020) Therefore, factors that improve the performance of the sales function are of a primary concern. A significant gain of salesperson is that the playing field can be customized to outfit prospective consumers. While the customers need is recognized, it will be simple to alter the sales ground. Regrettably, salesperson is enormously costly. Door to door selling is gradually vanishing in the field of consumer marketing (Friedman, H., 2011).

In the case of business-to-business (B2B) marketing, however, this is not the case. When selling complex and expensive B2B (business-to-business) products, salesperson is critically important. Salespersons must establish a relationship with customers and may be required to respond to technical questions. A consumer who has a question can expect a prompt response. Salesperson is also vital when prices must be negotiated and a large sum of money is involved (Friedman, H., 2011) To achieve a competitive advantage in today's market, salespeople everywhere attempt to differentiate themselves, the products, and services they sell. When providing solutions to

prospective clients, salespeople who can establish competitive differentiation are more successful in building customer relationships and earning new business. Many salesmen, on the other hand, struggle to distinguish themselves from the items they offer. Furthermore, salespeople encounter obstacles due to a lack of ability to listen to clients (Itani, O. S., E. A. Goad, and F. Jaramillo. , 2019)cited in (Alnakhli, H., Inyang, A. E., & Itani, O. S. , 2021).

### **2.1.7. Salesperson Performance**

The topic of salesperson performance and its drivers has gained a lot of interest in the literature, especially, in business-to-business (B2B) marketing and selling areas. Enterprises and sales managers would have a decent understanding of the signals of salesperson performance since the performance of the sellers has a massive bearing on the whole company's outcomes. However, as new research shows, we still need to learn more about the factors that influence salesperson performance (Høgevold, N., Rodriguez, R., Svensson, G., & Otero-Neira, C. , 2021)

The difficulty in quantifying salesperson performance is immediate, which has meant different things to different researchers and practitioners. Performance, which is defined as the way something works or the effects of activities through time in actual sense, is measured differently in different organizations (Sweet, C.; Sweet, T; Beth, R.; Heritage, V & Turner, M. , 2007). It is critical to discuss on the factors that define the character of salesperson performance. According to Piercy et al., (2012), salesperson performance is described as the assessment of salespeople based on what they generate (i.e., sales outcomes) as well as what they achieve (i.e., sales behaviors). Sales skills (e.g., adaptive selling, collaboration, effective communication, etc.) and selling activities (e.g., making sales calls, managing time and territory, etc.) are examples of the previous, while sales behaviors comprise selling skills (e.g., adaptive selling, teamwork, effective communication, etc). ( Zallocco, R; Pullins, E & Mallin, L. , 2009).

Salesperson performance has been investigated in relation to both salesperson results and behavior performance based on this viewpoint (Piercy et al., 2012). Regardless of how performance is defined, sales managers are responsible for ensuring that salesperson performance targets are reached, and one of the biggest challenges sales managers have been facing is the inability to effectively measure performance (Zallocco et al., 2009). Two theoretical frameworks agency

theory and organizational theory are important in articulating how managers might effectively cope with the issue of performance measurability, as explained by Zallocco et al, (2009).

The theory of agency (Eisenhardt, 1985, 1989, as quoted in Zallocco et al., 2009) emphasizes the alignment of principals and agents' goals and purposes. The question of in what way the sales manager (the principal) may analyze, monitor, and evaluate the salesperson's (the agent's) endeavors to make certain that organizational objectives are attained is presented by agency theory in the context of sales. The key argument here is that both have ambiguous intentions and constantly do not share similar information.

## **2.2 Empirical review**

### **2.2.1 Sales Skills and Salesperson Performance**

According to in (Amor, N.E.H.B, 2019) there are several studies that have investigated the independent variables that influence salesperson performance (refer Brown and Peterson, 1994; Churchill et al., 1985; Porter et al., 2003; Baldauf and Cravens, 1999; Rentz et al., 2002; 2013; Piercy et al., 2012; McBane, 1995; Cravens et al., 1993; Ahearne and Schillewaert, 2000; Johlke, 2006; Hayam et al., 2021). Churchill et al., (1985), (Ford, N. M., Walker, O. C., Churchill, J. A., & Hartley, S. W. , 1988) and Ahmed et.al., (2010) claimed that alongside aptitude, role perception, motivation, personality, and organizational factors, sales skills such as interpersonal skills, salesmanship skills, marketing skills and technical skills also affect a salespersons performance. Churchill et al. (1985) used a meta-analysis to identify six predicting categories of salesperson performance using Ford et al., (1988) classification framework of sales performance antecedents.

The determinants were ordered as follows when the average size of their association with salesperson performance was considered: role variables, sales skills (or skill levels), motivation, personal characteristics, aptitude, and organizational factors. Personal factors, sales skills, role variables, aptitude, motivation, and organizational/environmental factors were rated when the determinants were sorted according to true variation (i.e., not attributable to sampling error). The results of the two classifications revealed that sales skills remained the second most important determinant (Churchill et al., 1985 as cited in Amor, 2019). Selling skills are, by far, the most important single determinant of salesperson performance, according to Churchill et al. (1985).

According to Amor (2019), prior to the meta-analysis studies of Churchill et al., (1985) and Rentz et al., (2002), few investigations on individual variables linked to the selling skills aspects of salespersons were done. Rentz et al., (2002) as cited in Amor (2019) argued that a significant amount of study has concentrated on specific parts or the micro-skill stream of selling skills, which focuses on individual sales skills. Interpersonal, salesmanship, and technical skills are the three dimensions of these micro-stream selling skills.

Despite the fact that numerous studies have been undertaken on the direct association between organizational commitment and job performance, few studies have been conducted considering organizational commitment as a moderator. (Irving, P.G. and Coleman, D.F, 2003) investigated the moderating influence of organizational commitment on the connection between role ambiguity and work tension in a changing organization. According to their findings, organizational commitment tended to exacerbate relationships between the two factors. Chang, (1999) cited in Ahmed 2010) looked at the role of organizational commitment as a moderator in the relationship between views of a company's career procedures and turnover intention from a different angle. The findings revealed that organizational commitment had an impact on the likelihood of turnover. Thakor and Joshi (2002) referred in Ahmed 2010) also analyzed the relationship between experienced meaningful and customer-oriented selling as a proxy for long-term performance and organizational commitment as a moderator. According to their findings, which were based on a survey of 281 salespeople, organizational commitment served to mitigate the association between the two factors. Therefore, to summarize, organizational commitment can and does have an impact on work performance.

Corresponding to the literature review, earlier researchers have not utilized organizational commitment to alter the relationship between sales skills dimensions and salesperson performance. As a result, the current research focuses solely on the moderating effect of affective organizational commitment on salesperson performance. Affective commitment will be employed in this research because employees' emotional attachment to, identification with, and involvement in the organization may contribute to the accomplishment of organizational purposes according to Harif (2005 cited in Ahmed et al., 2010).

In this regard, this research aimed to build up on Ahmed et al., (2010) study by focusing on the impact of sales skills on salesperson performance in a developing economy. The study focused on the impact of sales skills on salesperson performance. The interpersonal, salesmanship, and technical skills dimensions are derived from Ford et al., (1988; cited in Ahmed et al., 2010), while the marketing skills dimension is derived from Ahearne and Schillewaert (2000 cited in Ahmed et al., 2010). Hence, this study was investigated the relationship between selling skills dimensions (interpersonal skills, salesmanship skills, technical skills, and marketing skills) as independent variable and salesperson performance as dependent variable. Organizational commitment was taken as moderating and independent variable in evaluating its impact on salespersons performance.

#### **i. Interpersonal skills and salespersons performance**

Interpersonal skills are abilities to form and maintain relationships with others (Suhariadi, 2013). Interpersonal skills have been demonstrated to be a key predictor of salesperson performance in many studies. Interpersonal skills are mental and communicative algorithms used to accomplish specific effects and outcomes during social, communication, and interaction. In terms of performance, salespeople with better interpersonal skills have a better probability of succeeding. Salespeople's performance could be considerably improved by improving interpersonal skills (Muhaiminul, Sultana, Sarker, Shuvro, & Reza, 2016).

The elements of interpersonal skills, according to Rentz et al., (2002), are listening, empathy, optimism, and perceived observation skills. These categories had been independently operationalized and scientifically tested to reflect interpersonal skills measurements in salesperson performance prediction. Listening, empathy, optimism, and perceived observation skills are sub-dimensions of interpersonal skills (Churchill et al., 2000 & Ford et al., 1983).

Shepherd et al., (2014) argued that a decent salesperson required to be equipped with the best skills of listening. Effective listening abilities were determined to be a valuable communication skill for successful salespeople by Comer and Drollinger (2015); Castleberry and Shepherd (1993); Ramsey and Sohi (1997). Recent study conducted by Itani et al., (2019), suggested that listening allows a salesperson to "mind read" their consumers which is crucial for fully comprehending the meanings and wants of customers. From a business-to-business perspective, interactive selling

entails salespersons to play a role as consultants with customers and listen to them precisely to create value-added solutions in response to their problems (Itani et al., (2019). For salesperson, listening is an essential interpersonal skill that needs to be learned in sales today. Janakiraman et al., (2019) also claimed that as a good listener salespeople know how to deliver value-added services and generate value with customers. For salespeople, listening is a fundamental interpersonal skill that requires to be grasped in sales today (Pullins et al., 2017).

According to Pullins et al., (2017) sympathetic ability helped salespeople perform better. In the meantime, Comer and Drollinger (2015) indicated that salesperson performance is affected by empathy. Further, Rich and Smith (2016) contended that salespersons require possession of great observation and responsive skills for them to provide in their field. This was corroborated by previous researchers such as McBane (1995), Philling and Eroglu (1994), and Plank et al. (1996). Jane and Dawn (2002, 2003) also stated that salesperson performance could be explained by being sympathetic and aware of others' emotions.

According to Agnihotri et al., (2016), salesperson communication offers customers with a receptive source of information that is frequently required to acquire complex products and solutions; therefore, Communication is a vital pursuit of industrial salespersons in their discussion with buyers. In sales, communication contains the formal and informal conversation of meaningful and timely information between a salesperson and their customers (Sin et al. 2005). Communication also improves customer satisfaction because of enhanced customer value generated from higher levels of information communication (Itani, Jaramillo, and Paesbrugghe, 2020). Regular communication among salespeople and their customers enables a richer insight of customers' requirements. Communication is a fundamental activity of industrial salespeople in their exchange with buyers (Agnihotri et al. 2017). Furthermore, a salesperson's communication style had a significant impact on his or her ability to close deals (Stafford, 1996; Whittler, 1994; Williams et. al., 1990; (Futrell, 2006) Successful salespeople, according to Williams and Spiro (1985), are those who can adjust their communication styles to communicate with customers appropriately. Likewise, William et al., (1990) indicated that salespeople who diversified their communication techniques in connection to their consumers had a higher chance of closing the sale.

Previous research has revealed a strong and favorable link between these four sub-dimensions and performance (Rich and Smith, 2000; Rapisarda, 2002; Beza, 2018; (Samirawit, 2018)); Dawit, 2019; (Abiy, 2020) However, few empirical studies conducted by (Mikias N., 2012) and (Mohammed, 2014) indicated that interpersonal skills, do not influence salesperson performance.

In conclusion, most past empirical investigations have shown that the four categories of interpersonal skills have a favorable impact on salesperson performance. As a result, it can be hypothesized that a similar relationship would occur in this study. Hence, the first hypothesis is:

*H1: There is a significant positive relationship between interpersonal skill and salespersons' performance.*

## **ii. Salesmanship Skills and Salesperson Performance**

Salesmanship skill is a non-stop, a direct interaction, a salespersons-to-punchers impact that can be conveyed the circumstances which is essential for marketing of a products and services; or it can be exploited by the mindset of persuading to inspire the foundation of a buying choice (Ghose, 2015). The salesmanship skill refers to the abilities of selling or being able to persuade a customer to buy something, therefore they are important in making sales presentations and closing deals (Manning and Reece, 2004; Buciuniene, 2015), as well as functioning autonomously on the foundation of sorts like Adaptability, consultative selling, negotiation and questioning, and salesperson cues and communication style skills are the five elements of salesmanship skills (Rahman et al., 2014).

Preceding study had utilized every dimension on their own to signify salesmanship skills to investigate the relationship between them and salesperson performance (Rentz et. al., 2002). The ability of a salesman to alter her or his sales pursuit when interacting with customers is known as adaptive selling (Weitz, 1998). Adaptive selling is significant since it demonstrates how much customization a salesman uses. Babakus et al. (1996) discovered a link between adaptive selling and salesperson performance as well as measures of sales organization effectiveness. According to Boorum et al. (1998), adaptive selling has a good link with a variety of sales results. The role of adaptive selling as a mediating factor in the relationship between sales control and selling activity (Guenzi al., 2014). The rationale for the positive relationship between adaptive selling and

performance is the fact that since the salesperson would not adopt, the acceptance of the customer would be higher (Raza et al., 2015). In the interaction between organizational commitment and performance, adaptive selling acts as a mediator (Wong et al.,2015).

Another crucial aspect of selling is negotiation (Futrell, 2006); Ingram et. al., 2004). According to Goolby et al. (1992) and Schuster and Danes (1986), a salesperson's negotiation skills contributed to his or her success. Meanwhile, Morgan and Stoltman (1990) discovered that adaptive salesperson and inquiring, listening, and nonverbal conduct had a good association. According to them, adaptive selling is based on a salesperson's perceptual talents, which include probing, asking questions, listening, and identifying verbal and nonverbal signs. Researchers such as Goolby et al. (1992) and Schuster and Danes (1986) confirmed that a salesperson's negotiation and questioning skill related to the salesperson's performance, they verified these findings too.

Additionally, one person's nonverbal cues could have an effect on another person's behavior (Cho, 2001). According to William et al., (1990), using four nonverbal symbolic expressions, such as voice quality, nonverbal vocalization, body movement, and spatial distances, could increase the possibility of a sale. Similarly, Peterson et al. (1995); Schul and Lamb (1982); and Gabbot and Hogg (2000) discovered that specific voice features were highly connected with output salesperson performance. However, empirical studies conducted by Basir et al., (2010); (Samirawit, 2018); (Abiy, 2020) revealed that salesmanship skills do not influence salesperson performance.

In summary, any conscious effort on the part of the salesperson to adjust the sales environment based on cues from the buyer, when combined with other complementary salesmanship skills such as consultative selling practices, ability to be an excellent negotiator, skill in probing and questioning customer needs, and possessing commendable verbal and nonverbal communication skills; should give the seller a positive feeling in terms of their salesperson performance. Therefore, it would be rational to draw the second hypothesis with the suggestion of the discussion above as:  
*H2: There is a positive relationship between salesmanship skills and salesperson performance.*

### **iii. Marketing Skills and Salespersons Performance**

The marketing skill of salespeople relates to knowledge of the industry and trends in general, such as consumers, markets, and goods; competitor's products, services, and sales policies; knowledge of competitors' product lines, and understanding of customer processes (Behrman and Perrault, 1982, as cited in Ahmad et al., 2010 p.188). The positive and significance relationship between marketing skills and salespersons performance had been uncovered by researchers such as Ahearne and Schillewaert (2000); Leigh and McGraw (1989); Sujana et al., (1988); Smith and Ownes, (1995).

Similarly, Dariane et al. (2001) and Makinen (2004) found that the product knowledge of the salesman was crucial. Ingram et al., (2004), in addition to the two studies, added and reiterated that a salesperson's product knowledge should encompass its benefits, application, competitive strengths, and limits. The marketing skills imply the level of understanding a salesperson has about the business in which they manage (Ahearne and Schillewaert, 2000;2001;2015, Manning and Reece, 2004; (Futrell, 2006) and they are vital to achieving well selling activities Churchill et al., 2000; Shoemaker and Johlke, 2002). Nevertheless, other empirical evidence performed by Basir et al., (2010); (Mikias N., 2012) Beza, (2018); (Yonas, 2019) revealed that marketing skills do not influence salesperson's performance. Therefore, the researcher derived the third hypothesis from the above literature as follows:

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

### **iv. Technical Skills and Salesperson Performance**

Technical skill entails to salespersons skills in providing information about design, requirement, functions & purposes of products and services (Olannye, 2014). Technical skills showed a salesperson's ability in delivering information about a products or service's design, specification, applications, and functions (Churchill et al., 2000; (Futrell, 2006). They can also be seen in conduct that demonstrates a desire to stay up with technology advancements in products and services (Behrman and Perreault, 1982). Scholars investigated and of course they empirically supported that, the positive relationship that demonstrated the use of technical knowledge outcomes in greater

salesperson performance (Babakus et. al., 1996; Cravens et. al., 1993; Baldauf and Cravens, 2002; (Mikias N., 2012); (Mohammed, 2014); Beza, (2018); (Samirawit, 2018); (Abiy, 2020)

However, several scholars have come at the opposite conclusion (Ahmad et al., 2010; Ahearne and Schillewaert, 2000;2001;2015; (Barker, 1999); Piercy et al., 2012; (Yonas, 2019) According to the findings of these studies, a salesperson's technical skill level does not always imply a good effect on the salesperson's performance. But a recent study conducted by Islam et al., (2016) indicated that, technical skills are very important for any salespeople to sell a product and satisfy a customer according to the needs. Their findings stated that technical skills more important than interpersonal and salesmanship skills. These findings and discussion provide the basis for the fourth hypothesis. H4: *There is a significant positive relationship between technical skills and salesperson performance.*

### **2.2.2 Organizational Commitment and Salespersons Performance**

While prior studies have identified interpersonal, salesmanship, technical, and marketing skills as major predictors of salesperson performance, however, they are not the only factors that determine salesperson performance. A state of physiological congruence between individuals and organizational values is defined as organizational commitment (Mowday et al., 1979). The impacts of affecting organizational commitment on sales skill aspects can be expected and predicted because activities take place within organizational contexts (Dutto et al., 1994). Organization commitment can also enhance innovation in companies (Sousa & Coelho, 2011). Nevertheless, organizational commitment is one of the solid contributing factors of accomplishment towards employees for the superior performance of the organization, which is emphasized in the past literature (Chew & Chan, 2008; Das, 2002). Organizational commitment defines individual qualities with a specific company and its influence in that company, regularly organizational commitment deemed as a kind of emotional and psychical connection to the organization. Consequently, employees with robust affection to the organization will feel unified with it and get gratification from being a member of organization (Aghdasi, Kiamanesh and Ebrahim, 2011).

A dedicated employee is one who stays with the firm through thick and thin, completes tasks on a regular basis, works a full day (or more), defends company assets, and shares company goals with

others (Meyer and Allen, 1997; as cited in Ahmad et al., 2010 p. 184). A number of prior research have discovered a link between organizational commitment and job performance (e.g., Mowday et al., 1974, as cited in Yousef, 2000; Baugh and Robert, 1994; Ward and Davies, 1995; Mayer and Schoorman, 1992; Putti et al., 1990; Basir 2010; (Mikias N., 2012); (Mohammed, 2014) Meanwhile, Brett and Slocum (1995) found that individuals with modest financial requirements have higher connections with organizational commitment and performance than those with high financial requirements. In an organization undergoing major transition, (Irving, P.G. and Coleman, D.F, 2003) , as reported in Ahmad et al., (2010), investigated the moderating effect of organizational commitment on the links between role ambiguity and work tension.

Benkhoff (1997) looked at the relationship between employee commitment and organizational commitment in terms of meeting sales targets and increasing profitability and concluded that there was a substantial link. Organizational commitment was similarly linked to financial performance, according to Zabid et al., (2003). Furthermore, Meyer and Schoorman (1992) investigated the relationship between job performance and affective and continuation commitment, concluding that affective commitment is directly correlated with all measures of performance, while continuance is inversely correlated.

Some research, on the other hand, showed a minor link between organizational commitment and job performance (e.g, Kelleberg and Marsden, 1995). Wright (1997), on the other hand, discovered a negative relationship between organizational commitment and job performance. Thakor and Joshi (2002) investigated the relationship between significantly qualified and customer-oriented salespersons selling performance, with organizational commitment as a moderator. Research results showed that organizational commitment did moderate the relationship between the two variables.

As can be seen from the reviewed literature, few researchers investigated the moderator impact of organizational commitment on the relationship between sales skills and organizational commitment. Furthermore, organizational commitment has been only realized from the moderating aspect and effect. Its impact as direct influence of salespersons performance is not researched. Therefore, in addition to testing the relationship between sales skills (technical, interpersonal, marketing and salesmanship) and salespersons performance and the moderating role of organizational commitment in vehicles industry, the present research will also try to fill the

research gap by adding organizational commitment not only as a moderator but also as determinant of salespersons performance. Thus, it is hypothesized that:

H5: *The influence of Sales skills (Technical, Interpersonal, Marketing and Salesmanship) on salesperson performance is higher when organizational commitment is high.*

### 2.3 Conceptual Framework

The present study examines the relationship between selling skills dimensions (interpersonal skills, salesmanship skills, technical skills, and marketing skills) and salesperson performance that is derived from the review of related literature. The effect of organizational commitment on this relationship is explored as a moderating and independent variable and summarized as below.

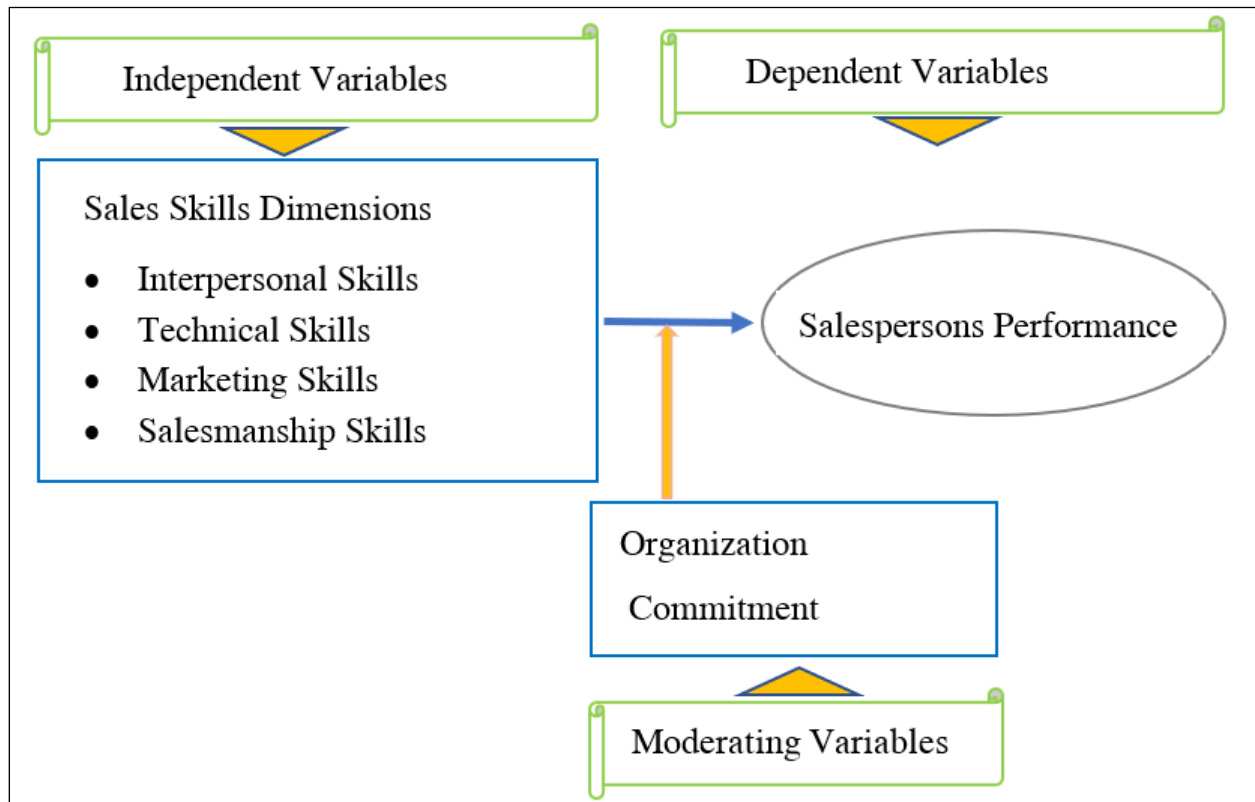


Figure 2.2: Conceptual Framework of the study is adapted from Ahmad et al, (2010) p.185.

Source: <https://scholar.google.com/The Relationship between sales skills and salesperson performance>.

Therefore, this study built upon Ahmad et al.'s, (2010) to investigate the effect of sales skills on salesperson performance in automobile industry in Ethiopian context.

## **CHAPTER THREE**

### **Research Methodology**

This chapter explains the research methodologies used and it covers research approach, research design, population sample, data collection instruments, data collection procedures, data analysis techniques, reliability and validity of research instrument and ethical considerations.

#### **3.1 Research Approach**

Research approaches are plans and therefore the procedures for analysis that span the choices from broad assumptions to careful ways of information assortment and analysis ((Creswell. J.W. , 2009) In line with (Kothari, C. , 2004). Qualitative approach to research cares with subjective assessment of attitudes, opinions and behavior. Furthermore, qualitative research primarily respects the exploratory scientific method. It is utilized to explain what is seen nearby and occasionally to produce new hypotheses. Most importantly, qualitative research is employed when little is known about a subject matter and while one needs to find out more about it. It is normally used to understand people's practices and to express their perspectives. Whereas quantitative research approach mainly respects the assenting systematic approach since its attention is on hypothesis testing with empirical data to make sure if they are supported. This type of research can be used to verify generalizable facts about a topic. Familiar quantitative research approach includes experiments, observations recorded as numbers, and surveys with closed-ended questions (Johnson, R.B. and Onwuegbuzie, A.J., 2004)

Therefore, this study utilizes quantitative research approach in data collection, analysis and interpretations of data in order to accomplish the purpose of the research. The researcher investigated the relationship between sales skills (technical, interpersonal, marketing, and salesmanship) and sale performance using a co-relational research methodology.

#### **3.3 Research design**

According to Creswell (2009), research designs can be classified as descriptive, explanatory and exploratory depending on the specific purpose that the research tries to address. A descriptive

study is aimed to establish associations between variables and to create an accurate profile of persons, events, or situations (Agbor, J.M., 2011). According to (Saunders, M., Lewis, P., & Thornhill, A., 2003) explanatory studies are studies with the emphasis to study a situation or problem in order to explain the cause-and-effect relationship between given variables.

Thus, this study also used the descriptive and explanatory type of research to explain the sales skill that influences the performance of salesperson, investigate, and analyze the strength of relationship between dependent and independent variables. In some extent the current study used descriptive type of research to establish associations between variables.

### **3.4 Sampling Design**

#### **3.4.1 Target population**

The populace is the totality of entities wherein the researcher is fascinated in, i.e., the gathering of individuals, items or occasions approximately which the researcher desires to make inferences (Diamantopoulos, A. , 2005). Thus, the target population of the study consists of 70 including 51 salespersons who are engaged with new sales and after sales activities (30 from Belayab Motors PLC and 21 from Marathon Motor Engineering PLC), 2 supervisors from each enterprise and 2 managers from both enterprises working in Addis Ababa and 13 key account customers (7 from Belayab Motors PLC and 6 from Marathon Motor Engineering PLC) who purchased vehicles from July 2021 to March 2022.

### **3.5 Data Sources and Types**

Primary data is a record which have been observed, experienced, or recorded near the spot are the closest you can get to the truth (Nicholas, W. , 2006). Questionnaire with the five-factor Likert's scale layout and closed-ended objects layout are organized to acquire records from the respondent's (Rashid, et al, 2002). Hence, this study mainly depends on the primary data that is collected through structured questionnaires and organized with five-point Likert scale from (1) Strongly disagree to (5) Strongly agree.

### **3.6 Data Collection Procedures**

The instrument employed to collect data from respondent was structured survey questioners. To get reaction on the content of the questions, instructions, clarity, and the layout of the questionnaire, pilot test of the questionnaire was performed on a random sample of five salespersons. The feedback also helps to improve the validity and reliability of the questionnaire. The survey questionnaires were self-administered by visiting the office of the salespersons' working in Marathon motors and Belayab motors in Addis Ababa.

### **3.7 Data analysis**

Different quantitative techniques were used in the research. To test all the hypothesis Multiple hierarchical regression analysis and correlation analysis was employed. In addition, different descriptive statistical tools like frequency distribution and mean were used to extend signify the relationship. Charts, tables and graphs was used to validate and explain the data.

For testing reliability, Chronbach's Alpha coefficient was applied as the measurement value to verify whether the data is near to normal distribution or not. All the analysis methods used the SPSS (Statistical Package for Social Science) software Version 20.

### **3.8 Reliability and validity**

#### **3.8.1 Reliability**

The degree of reliability of the instrument that is the uniformity of the variables was checked with the Cronbach's Alpha statistics. Cronbach's alpha is an index of reliability associated with the variation described for by the true score of the "underlying construct" (Nunnally, 1978). Hence, for this study Cronbach's alpha reliability test was utilized to check the consistency of variables.

#### **3.8.2 Validity**

Validity is the extent to which variability in participants' scores on a particular degree reveals variability in the characteristic we would like to measure (Allen, 2012). Correlation tests used to assess predictive validity of the variables (Ahmad, Basir, & Kitchen, 2010). Therefore, the researcher deployed correlation test to evaluate the predictive validity of the variables.

### **3.9 Ethical Consideration**

Creswell, J.W. 2005, states that in each step of the engagement of ethical practices is very important. Thus, in this research undertakings all research steps followed ethical practices. Ethics can be the center of attention in all phases, during data collection, reporting and distribution of reports. In this study the privacy of all respondents was respected in the reporting of this research. In addition, all participants and data collected remains confidential and identities of respondents remain anonymous. Accordingly, respondents assured that the information they provide would be confidential and used for exclusively for academic purpose. In addition, statements, conform the prohibition incorporating any identity details or personal references in the questioner. This helped the researcher to collect bias free response and allow respondents a room for express their idea with full of freedom. Much attempt was made to preserve the reaction exclusive and might now no longer be used for any non-public interest. Generally, the entire method of the studies became managed to be inside perfect expert ethics.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with data analysis, major findings, interpretations of findings or results based on the collected data. This chapter consists of the Measurement validity and reliability of scale, Salespersons' Profile, Descriptive statistics of the Variables, and Multiple Hierarchical Regression Analysis of the model.

#### 4.1 Response rate of respondents

The findings are presented using both descriptive and explanatory approach. 70 Questionnaire were distributed.

**Table 4.1: Response rate**

Name of the company	Questionnaire distributed	Questionnaire responded	Response rate (%)
Belayab Motors PLC	40	37	93%
Salesperson	30	27	90%
Supervisor	2	2	100%
Manager	1	1	100%
Key account Customers	7	7	100%
Marathon Motors PLC	30	29	97%
Salesperson	21	20	95%
Supervisor	2	2	100%
Manager	1	1	100%
Key account Customers	6	6	100%
<b>Total</b>	<b>70</b>	<b>66</b>	<b>94%</b>

Source: Survey 2022 data.

Out of 70 distributed questionnaires, 66 were collected properly with response rate of 94%.

From Belayab motors, 37 of respondents responded properly that accounted 93% of response rate.

From Marathon Motors, 29 respondents responded that accounted 97% of response rate. Except from salespersons category, all other respondents responded 100%.

## 4.2 Demographic information about respondents

The demographic profile of respondents' is summarized and presented in the below table.

**Table 4.2:** Demographic information of respondents

Variables	Category	Frequency	Percent
Gender	Male	51	77.3
	Female	15	22.7
Age	Below 25	3	4.5
	between 25 and 35	34	51.5
	Between 36 and 45	23	34.8
	Above 45	6	9.1
Education	Diploma	2	3.1
	BA/BSC Degree	55	83.3
	Masters degree	9	13.6
Experience	Less than 5 years	10	15.2
	Between 5 and 10 years	30	45.5
	Between 11 and 15 years	18	27.3
	above 15 years	8	12.1
Company	Belayab Motors	37	56.1
	Marathon Motors	29	43.9
Position	Salesperson	47	71.2
	Supervisor	4	6.1
	Manager	2	3.0
	Customer	13	19.7

Source: Survey 2022 data.

As indicated in table 2 above, it is imperative to note that most of the respondents are concentrated in one group in terms of gender, age and education. Regarding to gender, the majority (77.3%) are male. Female respondents accounted 22.3% of the respondents. In terms of age category, most of the respondents are at their young age i.e., between 25 and 35 (51.5%). The second highest age category is age between 36 years and 45 years that accounted 34.8% of the respondents. These two age ranges encompass 86.3% of the total respondents. Only 4.5% of the respondents are below age 25. Whereas 9.1% of the respondents are above 45 years. This implies that both companies dominated by the adult age group which increases innovation and productivity performance. Prior study showed that companies who have an adult age dominance can have considerable positive productivity effects, especially for innovative and creative firms (Backes et al., 2009).

Concerning the educational background of respondents, 83.3% of the respondents are BA degree holders and 13.6% of the respondents are Masters degree holders. But lowest share of the

respondents is dominated by diploma holders (3.1%). It is reasonable to infer that there can be an opportunity for the companies to easily adapt changes and contemporary matters.

Considering the work experience of the respondents, 15.2% of respondents are less than 5 years, 45.5% of the respondents are between 5 and 10 years. 27.3% of the respondents have experience between 11 and 15 years and the remaining 12% of respondents have above 15 years of work experience. This indicated that most of the employees are senior which suggested that the companies have stable work environment.

### **4.3 Measurement of Validity and Reliability**

#### **4.3.1 Validity Test**

According to Leary (2012) Validity is the degree to which variability in participants' scores on a particular measure reflects variability in the characteristic we want to measure. Likewise, validity is the utmost vital condition that specifies the degree to which an instrument evaluates what it is supposed to be measured.

#### **4.3.2 Reliability**

According to Mugenda (2003; as cited in Yonas 2019) reliability is the ability of a research instrument to yield reliable outcomes after repetitive trials. The level of reliability of the instrument that is the uniformity of the variables is checked with the Cronbach's Alpha statistics. Cronbach's alpha is a guide of reliability related to disparity test. It examines the internal reliability of the objects in a scale. It signifies that the degree to which the items in a questionnaire are connected to each other. Most frequently 0.70 value is accepted as it would be equal to or higher than to reach internal reliability (Hair et al., 2003).

The Cronbach's alpha coefficient of 0.70 implies that 70% of the total variance in respondents' scores on the rate is logical, true-score variance. Furthermore, if Cronbach's alpha coefficient surpasses 0.70, it is known that the items on the measure are methodically assessing the similar hypothesis and that less than 30% of the variance in respondent's scores on the scale is measurement error (Leary, 2012). As demonstrated in table 4.8 below, the reliability test of research instrument was summarized and had an overall Cronbach Alpha coefficient of 0.95.

**Table 4.3:** Reliability statistics for the general instrument

Variables	Cronbach's Alpha	N of Items
Interpersonal Skill	0.70	6
Salesmanship Skill	0.75	4
Technical Skill	0.81	4
Marketing Skill	0.74	6
Organizational Commitment	0.78	6
Salespersons Performance	0.74	5
Overall $\alpha$	0.95	31

Note: The full result is presented in Appendix -A

Source: Survey data 2022

Considering Cronbach's Alpha, all dimensions are above the cut of point of 0.7. The lowest Alpha registered are 0.70 (Interpersonal skills) and the highest is 0.81 (Technical skill). Hence, from the finding it can be agreed that all items of each variable are internally consistent.

#### **4.4 Descriptive Analysis**

Descriptive analysis was conducted to identify skills dimensions of salespersons and their salesperson sales performance by using the opinions of the respondents. The items representing their underlying factors were then aggregated. The mean was applied as a measure of central tendency, indicated that all variables were above their midpoint level as indicated in Table 4.9.

The answers of the respondents for the variables indicated below were measured on five point Likert scale with 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. However, while making interpretation of the results of mean and standard deviation the below mean score decision rules were considered to interpret the result easily.

→ 1 - 1.8= Very Low, 1.81 – 2.6 = Low, 2.61 – 3.20= Medium, 3.21 – 4.20= High and 4.21 – 5 = Very High (Moidunny, 2003).

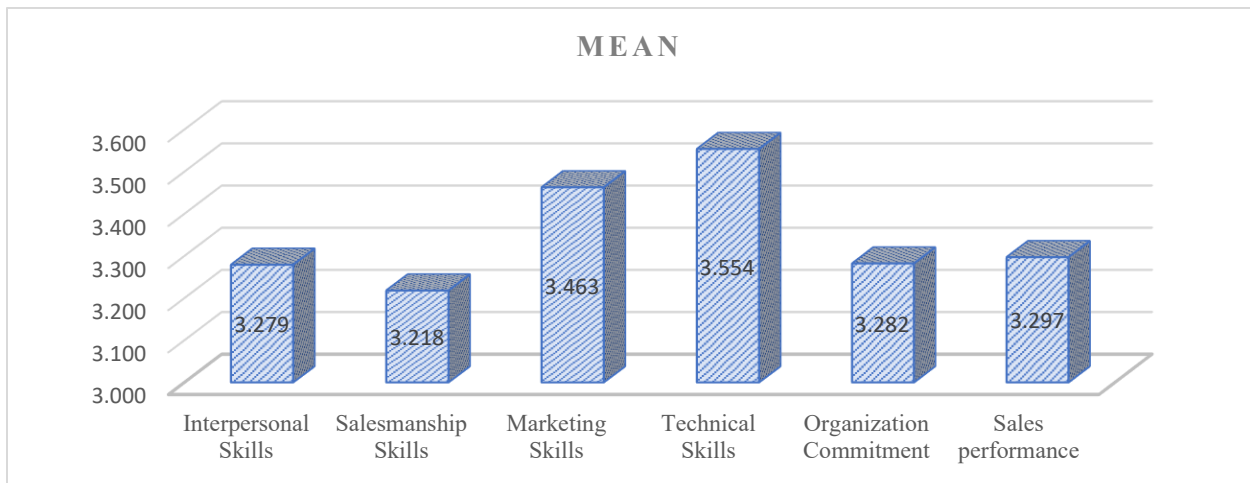
**Table 4.4:** Descriptive statistics between the variables

Variables	Number of respondents	Minimum	Maximum	Mean	Std. Deviation
Interpersonal Skills	66	2.0	4.0	3.279	.5279
Salesmanship Skills	66	1.5	4.5	3.218	.6329
Marketing Skills	66	2.0	4.7	3.463	.6152
Technical Skills	66	1.5	5.0	3.554	.8001
Organization Commitment	66	1.4	4.2	3.282	.5222
Salespersons performance	66	1.000	5.000	3.29701	.733809
Valid N (listwise)	66				

Note: The full result is presented in Appendix B

Source: Survey data 2022

To compute the scores of the variable, items under each skill dimensions were aggregated to one. As indicated in the table and bar graph, variables mean score is greater than the midpoint of the scale which is 3.3. Of the four independent variables technical skill is the highest (3.55), while salesmanship skill is the lowest (3.2). The mean value of the dependent variable (sales performance) is also above 3.29. Thus, it appeared that most of the means of variables registered high level of mean that indicated the mean can measure central tendency effectively.



**Figure 4.1:** Mean of Major variables

Source: Survey data 2022

From the above figure, it can be understood that the data are clustered around the mean which showed the reliability of the data.

## 4.5 Normality Test

This research utilized bivariate correlation analysis through Pearson and multivariate linear regression techniques to ascertain the relationship between sales skills and sales performance. Since these two techniques consider the normal distribution of data for both dependent and independent variables the researcher performed normality test by using a skewness and kurtosis analysis with null hypothesis of normal distribution of the data.

Skewness and kurtosis values within the range of -2 and +2 are generally considered normal. Another rule of thumb is that the skewness and kurtosis values should fall within an absolute value of 2.0 to be considered normal (Sundara, 2015).

**Table 4.5:** Normality Test

Variables	Number	Skewness		Kurtosis	
	Statistics	Statistics	Std. Error of Skewness	Statistics	Std. Error of Kurtosis
Interpersonal Skills	66	-.711	.295	-.018	.582
Salesmanship Skills	66	-.526	.295	-.036	.582
Marketing Skills	66	-.348	.295	-.101	.582
Technical Skills	66	-.452	.295	-.117	.582
Organization Commitment	66	-.938	.295	1.081	.582
Salespersons performance	66	-.560	.295	.346	.582

Source: Survey data 2022.

The result exhibited that all variables are in the acceptable mean range i.e., between -2 and +2. In general, the data collected from the respondents were within a reasonable range that implied the data is distributed within a normal distribution range. In other words, kurtosis result showed that the tails of the distribution do not contain extreme values and from skewness's outcome it can be inferred that the distribution is symmetric from left and right of the center point.

## 4.6 Multicollinearity Test

To determine the correlation of the independent variable in this study, Multicollinearity test was conducted. Multicollinearity states to the degree to which an independent variable can be designated in the investigation (Gujarati & Porter, 2004). It refers to the existence of more than one particular linear relationship between independent variable and if this is too large, it can have adversative impact on regression.

In this study, the researcher used two key methods to determine the existence of Multicollinearity between predictors by calculating the tolerance test and the Variance Inflation Factor (VIF). The VIF specifies if there is a strong linear relationship between independent variables. Furthermore, 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 4.6:** Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Interpersonal Skills	.323	3.096
Salesmanship Skills	.239	4.192
Marketing Skills	.198	5.045
Technical Skills	.361	2.766
Organization Commitment	.252	3.970

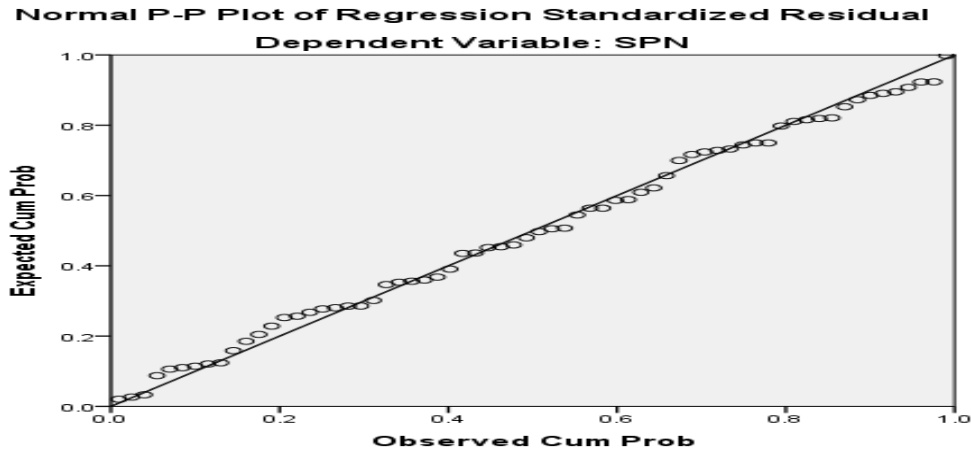
Source: Survey data 2022

To perceive the issue of multicollinearity, the tolerance and VIF technique were used before performing the regression analysis. As demonstrated in the above table, all of the Tolerance level is less than 1 and values of VIF is below 10 signifying that there is no problem of multicollinearity among the independent variables.

## 4.7 Linearity Test

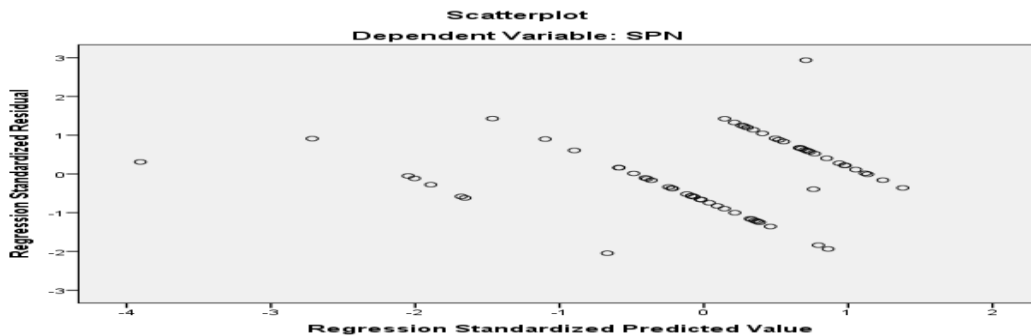
The linearity of the relationship among the dependent and independent variable correspond to the degree to which the change in the dependent variable is correlated with the independent variable. Linear models precisely predict values falling in a straight line by changing the dependent variable.

constant unit (slope) to change the independent variable on a constant unit (Hair, Anderson, & Tatham, 1998). The student researcher performed Linearity test to distinguish the linear association between dependent variable and independent variables with null hypothesis of linear relationship.



**Figure 4.2:** Normal P-Plot

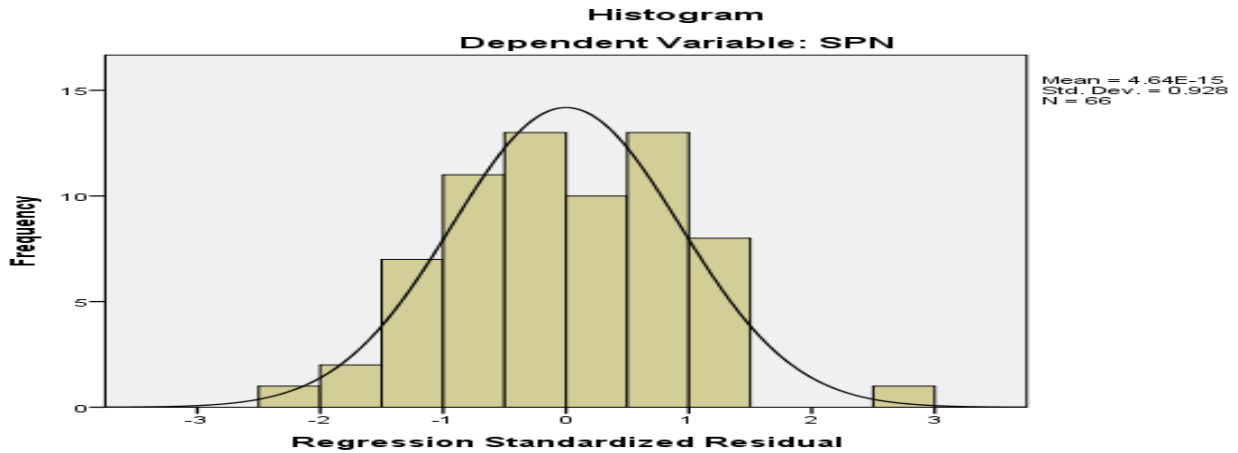
When the distribution is normal, the residual line shall thoroughly follow the diagonal (Hair et al., 1998). As the graphs of the variable distribution all the data have fallen nearly on a straight line and then the normality assumption is not violated. The scatter plot and normal P- plot of standardized residuals versus the fitted values for the regression models were visually inspected. The plots revealed a positive linear relation between readings of the variables. Their relation is significant so it can be concluded that there is a linear relationship between them; therefore, the linearity assumption is not violated as suggested by (Malhotra et al. 2007).



**Figure 4.3:** Scattered Plot

**Source:** Survey data 2022

Analysis of the histograms indicated that the distribution seemed normal. In addition, the normal probability plot of residuals to verify the assumption that the residuals are normally distributed. The normal probability plot of the residuals should approximately follow a straight.



**Figure 4.4:** Histogram

**Source:** survey data 2022

#### **4.8 Correlation Analysis between the Variables.**

The statistical dealing of the research comprised the control of correlation relationship between sales skills dimensions and salespersons' performance. This was performed using One-tailed Pearson Correlation test to determine the level of association. One-tailed Pearson Correlation test is vital technique to measure predictive validity of the variables (Ahmed et al, 2010). The current research also utilized one-tailed correlation to test the predictive validity of the variables. This method tries to evaluate the correlation between all independent variables (sales skills dimensions) and the dependent (Salespersons performance) validity.

**Table 4.7:** Pearson correlation Matrix between the variables

Variables		Interpersonal Skills	Salesmanship Skills	Marketing Skills	Technical Skills	Organization Commitment	Sales performance
Interpersonal Skills	Pearson Correlation	1					
	Sig. (2-tailed)						
Salesmanship Skills	Pearson Correlation	.789*	1				
	Sig. (2-tailed)	.000					
Marketing Skills	Pearson Correlation	.763*	.833**	1			
	Sig. (2-tailed)	.000	.000				
Technical Skills	Pearson Correlation	.570*	.635**	.752**	1		
	Sig. (2-tailed)	.000	.000	.000			
Organization Commitment	Pearson Correlation	.731*	.773**	.808**	.757**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Salespersons performance	Pearson Correlation	.705*	.663**	.712**	.675**	.757**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

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

Note: The full result is presented in Appendix -C

Source: Survey data computation 2022.

To evaluate predictive validity of the variables, two-tailed Pearson correlation tests were used in alignment with the aim of the study which was based on the direction and strength of relationships between different variables which includes Interpersonal Skills, Salesmanship Skills, Technical Skills, Marketing Skills and Organizations are independent variables and Salesperson Performance is the dependent variable. Salesperson Performance was found positively related with all independent variables and the correlation is significant at the 0.01 level.

According to Pearson correlation matrix of this research, there is a strong relationship between interpersonal skills and salespersons performance is 0.71 correlation coefficient and it is statistically significant at significance level of 0.05. This implies that improving interpersonal skills will enhance performance of the salesperson substantially. Technical skills and salespersons performance is positively correlated with the correlation coefficient of 0.68. Their relationship is statistically significant at a significance level of 0.05 that signified there is a very robust relationship between them. The relationship between organizational commitment and salespersons performance is accounted 0.76 that implies enhancing organizational commitment can increase salespersons selling performance.

#### **4.9 Hierarchical Multiple Regression Analysis**

In statistics, hierarchical linear regression is a more advanced form of simple linear regression and multiple linear regression. Hierarchical Regression Analysis permits variance in result variables to be examined at multiple hierarchical levels, while in simple linear and multiple linear regressions all effects are exhibited to occur at a single level (Raudenbush & Bryk, 2002). Hierarchical regression analysis adds variables to the regression model in stages. At each stage, an additional variable or variables will be added to the model and the change in R<sup>2</sup> is calculated. A hypothesis test is done to test whether the change in R<sup>2</sup> is significantly different from zero.

Usual multiple regression is employed to assess the association between a set of independent variables and a dependent variable. Whereas Hierarchical regression is used to evaluate the relationship between a set of independent variables and the dependent variable, controlling for or taking into account the impact of a different set of independent variables on the dependent variable. The independent variables are entered into the analysis in a sequence of blocks, or groups that may contain one or more variables. The analysis is interested in obtaining the best indicator of the effect of the predictor variables. Additionally, R<sup>2</sup> change, i.e., the increase when the predictor's variables are added to the analysis is interpreted rather than the overall R<sup>2</sup> for the model with all variables entered (Jacob and Patricia, 1975).

Thus, to test all the hypotheses, multiple hierarchical regression is the most appropriate analysis tool. This is because hierarchical regression is efficient in determining the relationship between

sales skills and salespersons performance and in checking organizational commitment do certainty moderates the association.

The hierarchical regression conducted for this study was three steps analysis. On the first step, all the sales skills dimensions (technical, marketing, salesmanship and interpersonal) are entered as an independent variable. On the second step, organizational commitment is entered to see it does have a moderating effect and to what extent it increases the goodness of feet. Finally, to see the interaction effect of organizational commitment in the relation between sales skills and salespersons' performance, the interaction variables (sales skill dimensions X organizational commitment) are entered. It is important to note that at step 2 and step 3 of the hierarchical regression analysis, the change in R<sup>2</sup> statistics is more relevant for interpretation.

**Table 4.8:** Multiple Hierarchical regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.785 <sup>a</sup>	.616	.590	.473280	.616	24.416	4	61	.000
2	.803 <sup>b</sup>	.645	.616	.458398	.030	5.025	1	60	.029
3	.842 <sup>c</sup>	.708	.662	.430172	.063	3.033	4	56	.025

Note: The full result is presented in Appendix -D

Source: Survey data 2022

In step 1, R<sup>2</sup> was (0.616), which implies that there is quite significant descriptive influence indicated 62% of variation on dependent variable (salespersons performance) is caused by independent variables (interpersonal skills, technical skills, salesmanship skills and marketing skills). In step 2, when the moderating effect was entered R<sup>2</sup> was further improved to 65% and in step 3 of the model, the interaction effect of organizational commitment increased R<sup>2</sup> to 71% that indicates the interaction effect supported independent variables to explain the dependent variable.

**Table 4.9:** Multiple hierarchal regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	Main effect					
	Interpersonal skill	.526	.189	.378	2.780	.007
	Salesmanship skill	.033	.184	.028	.177	.860
	Marketing skill	.187	.209	.157	.895	.375
	Technical skill	.297	.111	.324	2.689	.009
2	Moderating effect					
	Org.commitment	.483	.215	.343	2.242	.029
3	Interaction effect					
	IS*OC	.863	.332	3.477	2.602	.012
	SS*OC	-.245	.254	-1.093	-.962	.340
	MS*OC	-.526	.373	-2.441	-1.409	.164
	TS*OC	.184	.191	.985	.966	.038

a. Dependent Variable: Salespersons Performance

Source: Survey data 2022

Multiple hierarchal regression coefficient analysis revealed the following results of the hypothesized assertions investigated through relationship testing administration:

- Independent variables (Interpersonal Skills with  $\beta$  0.52,  $p < 0.01$  and Technical Skills  $\beta$  0.29,  $p < 0.01$ ) had a significant and positive effect on Salespersons Performance
- Organizational Commitment also further improved sales skills effect on salespersons performance.
- The interaction effect of organizational commitment on sales skills dimensions related to salespersons performance especially on interpersonal and technical skills revealed enhancement.
- However, the remaining independent variables (Salesmanship Skills and Marketing Skills) do not have an effect on Salesperson Performance.

## 4.11 Discussion of the Research Finding

**Table 4.10:** Summary of the Hypothesis

Hypothesis	Description	Regression Result	Conclusion
H1	There is a significant positive relationship between interpersonal skill and salespersons' performance.	$\beta = 0.526$ , sig=0.007, $p < 0.01$	Accepted
H2	There is a positive relationship between salesmanship skills and salesperson performance.	$\beta = -0.033$ , sig=0.860, $p > 0.01$	Rejected
H3	There is a significant positive relationship between marketing skills and salesperson performance.	$\beta = 0.187$ , sig=0.375, $p > 0.01$	Rejected
H4	There is a significant positive relationship between technical skills and salesperson performance.	$\beta = 0.297$ , sig=0.009, $p < 0.01$	Accepted
H5	The influence of Sales skills (Technical, Interpersonal, Marketing and Salesmanship) on salesperson performance is higher when organizational commitment is high.	$\beta = 0.483$ , sig=0.029, $p < 0.01$	Accepted

Source: Survey data 2022

### Critical Discussion

This research found that interpersonal skills of salesperson which consists of listening, emphatic, optimism and perceived observation skills significantly affected salespersons performance at 1% level of significant. In addition, this variable's coefficient is the highest of all independent variables ( $\beta = 0.53$ ). The result signifies that when Interpersonal Skills increases by 1% Salesperson Performance will increase by 53%. This finding suggests that salesperson performance can be improved by engaging salespersons with high levels of interpersonal skills.

This discovery is consistent with that of prior research findings, that revealed interpersonal skills significantly predict salesperson performance (Ford et al., 1988; Pilling and Eroglu, 1994; Anselmi and Zemanek, 1997; Rozell et al., 2006 cited in Ahmad et al., 2010). Furthermore, investigation made by Lockeman and Hallaq (1982), realized that interpersonal skills were the main predictor of salespersons success. Additionally, Ahmad et al., (2010) revealed that interpersonal skills were the strongest predictor of salespersons performance. Prior studies conducted in Ethiopia have disclosed that there is a positive relationship between interpersonal skills and salespersons performance (Yonas B., 2019; Beza L., 2018; Abiy K., 2020; Dawit B., 2019).

The second variable in Step 1 is salesmanship skill that is associated to adoptable, consultative selling, negotiation and communication style skill is observed to be insignificant determinant of salespersons performance (at 1% level of significant). This finding is aligned with previous findings that revealed salesmanship skills insignificantly predict salespersons selling performance (Ahmad et al., 2010; Ahearne and Schillewaert, 2000; Grant and Cravens, 1999; Piercy et al., 1997); Samrawit T., 2018; Abiy K., 202). The non-existence of a significant relationship between salesmanship skills and salesperson performance realized in the current study aligned with the nature of the industry. Currently there is huge demand for assembled vehicles in Ethiopia, therefore more negotiation skill may not be required for the vehicle assembled companies for current market. In addition, the nature of the industry, the diversity of offerings and size of markets served may be accounted for the presented findings.

The third variable in step 1, marketing skill appeared not significant in the model. Marketing skill is the skill of the salesperson which is related to knowledge about the industry in general, specifically the market, customers, and competitors. This finding is associated with prior research findings that discovered marketing skills insignificantly predict salespersons selling performance (Ahmad et al., 2010; Mikias N., 2012; Mohammed H., 2014; Beza L., 2018; Yonas B., 2019). Since vehicle assembly companies are at their introduction stage which is coupled with high demand of the product may create insignificance relationship between marketing skill and salespersons performance.

The fourth variable, technical skill of salesperson significantly affected salespersons performance at 1% level of significant with the second highest coefficient of all independent variables (0.29). This result is fascinating since in technical complex and dynamic industry like that of Vehicle assembly companies, salesperson technical knowledge about the product and service he/she is selling is critical. This is even more vital in this industry where a salesperson is considered as a consultant who identifies customer needs and problems and tries to fix it with the appropriate product and service. Furthermore, in this industry customer knowledge about the product is little that the salesperson should have a sufficient technical knowledge to explain and demonstrate the product. This will in turn create confidence and desire for customers on the product and service.

This finding is aligned with preceding research findings that discovered technical skills significantly predict salespersons selling performance (Baldauf et al., 2001; Grants and Cravens, 1999; Katiskea and Skarmeas, 2003; Cravens et al., 1993; Mikias N., 2012; Mohammed H., 2014; Beza L., 2018; Abiy K., 2020).

Organizational commitment which is introduced in the 2nd step of the multiple hierarchical regression analysis, is found to have a direct effect on salespersons selling performance. Most previous investigators in the area of salespersons selling performance have been investigating the moderating impact of organizational commitment in the relation between sales skills and salespersons performance. However, few studies indicated that organizational commitment have a direct impact on salespersons selling performance. Therefore, this finding is in line with the findings of (Zabid et al., 2003; Benkhoff 1997; Ward and Davis 1995; and Brett et al., 1995; Mikias N., 2012; Mohammed H., 2014). Furthermore, the addition of organizational commitment on the second step has enhanced the goodness of fit ( $R^2$ ) by 3% (at 1% of significant).

On the final step of multiple hierarchical regression analysis, the effect of organizational commitment in moderating the relationship between sales skills and salespersons selling performance is examined. The finding showed that organizational commitment has significant moderating effect on salespersons performance. As indicated in Table 12 above, the supplement of the interaction variables increased by the percentage of the variance explained by 6% (significant at 1%).

## CHAPTER FIVE

### SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

This section focuses on major findings, conclusion and recommendations of the thesis based on the result found for the research questions, and limitation and implications for further research.

#### 5.1 Summary of Major Findings

This study aimed to determine the effect of sales skills dimensions on salesperson performance of assembled vehicle companies. To achieve the objective of the study, the researcher conceptualized four sales skill dimensions (interpersonal skill, salesmanship skill, marketing skill, and technical skill) as independent variable and organizational commitment as a moderating variable to analyze their effects on salespersons performance.

The descriptive analysis indicated that 86.3% of the respondents fall in the age group of 25 to 45 years. Regarding gender mix, 77.3% of the respondents are male. Concerning the level of education of respondents, the results exhibited that about 83.3% of the respondents are first Degree holders. Most respondents had 5 to 10 years working experience.

The reliability of the data was proven by conducting Cronbach alpha coefficient technique. Based on the result, all the items under independent variables (sales skills dimensions), moderating variable (Organizational commitment) and dependent variable (Salesperson Performance) confirmed that the statements in the questionnaire was certainly reflective of the concept it was analyzing and internal consistency was also established.

From descriptive statistics analysis, the most crucial factors affecting salesperson performance are technical skills (Mean = 3.55), marketing skills (Mean= 3.46), Organizational commitment (Mean=3.28), interpersonal skills (Mean= 3.27) salesmanship skills (Mean=3.2), and the dependent variable salesperson (3.29).

Likewise, the present research formulated and tested the hypothesis by using multiple hierarchal regression model to determine the degree of influence of independent variables (Interpersonal Skills, Salesmanship Skills, Technical Skills, Marketing Skills) and the direct and indirect effect of organization commitment on the Salesperson Performance. Model 1 showed that there is quite

significant illustrative power of R2 with 62% that indicated variation on dependent variable is caused by independent variables. When organization commitment introduced to the model, 65% of the model was explained and R2 change was 3% that increased the goodness- of- fit of the model. Furthermore, when organizational commitment introduced in model 3 as moderating variable, the power of independent variables to explain the model increased by 71% and R2 change was improved by 6%.

Based on the significant test analysis, interpersonal skills and technical skills have a significance predictor of the dependent variable with value of 0.007 and 0.009 respectively. Organizational commitment also has a significance direct effect on dependent variable with value of 0.023. This entails that there is a statistically significant relationship between these three factors and salesperson performance.

## **5.2 Conclusion**

The present research has investigated the effect of sales skills on salesperson performance of salespersons in Marathon Motors and Belayab Motors. Interpersonal skills, technical skills, marketing skills, and salesmanship skills were incorporated as independent variables to measure the effect of sales skills dimensions on salespersons performance. In addition, organization commitment was used as moderating variable to evaluate its direct and moderating impact on the interactions of independent and dependent variables.

The collected data has analyzed and tested by using statistical tools. Thus, based on the findings it can be concluded that:

- Technical skills and salesperson performance are significantly and positively related. Thus, the researcher concluded that technical skill is the main predictor of sales success in Belayab Motors and Marathon Motors. Hence, hiring salespeople with superior technical skills can substantially enhance sales performance in vehicle assembly companies.
- There is a significant positive relationship between interpersonal skill and salespersons' performance in vehicle assembly companies (Belayab and Marathon Motors). Thus, it is concluded that having a sales force with better interpersonal skills can drastically improve sales performance in vehicle assembly companies.

- In the present study, there is no evidence to support the effect of both marketing and salesmanship skills on salesperson selling performance. This implies that, both skills were not statistically significant determinant of salesperson performance.
- Organizational commitment directly influences salespersons selling performance. The insertion of organizational commitment has considerably enhanced the percentage of the variance described by the model.
- Finally, findings revealed that organizational commitment of the salesperson can effectively moderate the impact of salespersons skills. The inclusion of organizational commitment as moderating variables has significantly improved the percentage of the variance explained by the model.

### **5.3 Recommendation**

Based on the findings and conclusion of the study, the researcher provided the following recommendations.

The current study showed the crucial effect of interpersonal skill on sales performance in vehicle assembly companies. Thus, it is recommended to enhance interpersonal skill of salespersons by improving both verbal and non-verbal communication through training and workshop can improve salespersons selling performance. The effect of training and development initiatives on interpersonal skills have been recognized by preceding empirical studies that improved salespersons selling performance (Hunt & Baruch, 2003).

Realizing the significance impact of technical skills, vehicle assembly companies should give distinct attention and efforts by facilitating and providing quality training and workshops about product development and design, performance, delivery, features, benefits and specifications. Belayab Motors and Marathon Motors can improve their sales performance by retaining experienced salespersons or by recruiting salespersons having excellent technical skills.

Commitment of the salesperson towards the organization is one of the key success factors in vehicle assembly companies (Belayab Motors and Marathon Motors). Organizational commitment influences directly and plays a moderating impact in the relationship between salespersons

performance and contributes a positive effect towards the accomplishment of salespersons. Extremely committed workforces contribute substantial enhancements in organization results and objectives. Thus, Vehicle assembly companies should capitalize and commit resource in events that improve salesperson's commitment towards the organization. Creating a strong teamwork culture and working environment, encouraging innovation, offering attractive incentives and benefit packages, participating during sales target planning, recognizing and appreciating the importance of salesperson's role, and creating and developing social networking within employees are some of activities that vehicle assemble companies should do to increase organizational commitment of the salesperson.

#### **5.4 Research limitation and areas for future research**

Although the outcomes from the present research are vital and valuable, in the other way round the limitation of this study shall be reflected. First, the possible limitation of the current study that indicated potential insights for future research is it was delimited to two vehicle assembly companies' salespersons. Even though these were appropriate for testing the framework, the use of sample from two companies possibly confines the generalizability of the results. It would be convenient to perform more comparative research including several vehicle manufacturing companies and location to test the framework and stipulate better generalizability of the results. Thus, further investigations are needed that focuses on comparative research by including various vehicle manufacturing companies throughout the country.

Although, the current study incorporated organizational commitment as independent variable; the study could have been more comprehensive if it had included variables other than sales skill dimensions like personality traits, role perception of salespersons, environmental factors and aptitude of salespersons. Hence, future study should explore the likelihood of incorporating additional sales skill dimensions to salesperson skills that might also impact salesperson performance.

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## Appendix I: Research instruments



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Department of Marketing Management

This questionnaire is designed to be filled by salespersons and supervisor/managers who work in Marathon Motor Engineering PLC and Belayab Motors PLC.

This survey was conducted as part of a research project which shall be submitted in partial fulfillment of Masters of Art Degree in Marketing Management. The overall purpose of this study is to examine the relationship between sales skills and salesperson's performance. In addition, the study examined the effect of organizational commitment on the performance of salespersons directly and indirectly. All information provided through this can be used only for academic purpose and to be considered with top confidentiality.

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

Birhanu Bogale

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Part I: Demographic Data

1. Sex  Male  Female

Part I: Demographic Data

1. Sex  Male  Female

2. Age  Below 25  25-35  36-45  Above 45

3. Educational level  High school completed  Diploma  Bachelor’s degree  Master’s degree

4. Work Experience  Less than 5 years  5 -10 years  11 - 15 Years  Greater than 15 Years

5. Position Salesperson Supervisor Manager Customer

6. Company Belayab Motors PLC  Hyundai Motors

Part II: Salesperson Skills and Performance

In your opinion, how does your sales skill affect your performance in terms of sales skill dimensions listed in the table below? Use from 1 to 5 to rate your answer. Please Put  mark.

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

**Note:** She or He is represented by S/he and her/his is used just to mean the sales representative.

Hence, when salespersons fill the questionnaire, please put yourself instead of S/he.

Raters (Customers, supervisors and managers) shall rate/ evaluate salespersons from their observation and expert judgement.

Code	Interpersonal Skill	1	2	3	4	5
IS1	S/he has equipped with the best skills of listening (i.e., excellent ability to listen customers during conversation to read the mind and fully understand the requirements of customers).					
IS2	S/he has excellent ability to express oneself non-verbal (such as using facial expression, professional appearance, handshake, posture and body movement, eye contact, etc)					
IS3	S/he has excellent ability in general speaking skills and express oneself (such as effective use of words, voice					

	quality or characteristics for example speech rate, loudness and articulation, vocal clarity, and verbal expression, etc.)					
IS4	S/he has excellent awareness and understanding on non-verbal communication of others (such as facial expression, professional appearance, handshake, posture and body movement, and eye contact, etc.) that helps to close a sale.					
IS5	S/he has excellent sympathetic ability in controlling and regulating emotion (such as anger, anxiety, joy, and delight, etc.)					
IS6	S/he has excellent ability to influence others to close sales?					
Code	Salesmanship Skills	1	2	3	4	5
SS1	S/he has excellent ability of adaptability during communicating with customers and persuade them to accept the offer and get buy-in?					
SS2	S/he has excellent ability in negotiation with customers by presenting sales in clear and consistent manner.					
SS3	S/he has excellent ability in creating customers' needs by presenting relevant questions					

SS4	S/he has excellent ability in using nonverbal symbolic expressions, such as voice quality, nonverbal vocalization, body movement, and spatial distances that could increase the possibility of a sale.					
Code	Marketing Skills	1	2	3	4	5
MS1	S/he has excellent knowledge of the industry and trends in general, such as customers, markets, and products; competitor's products, services, and sales policies.					
MS2	S/he always have excellent ability in obtaining real time information about changes in customers' needs?					
MS3	S/he has excellent ability in collecting lot of information about industry trends?					
MS4	S/he is well informed about important events in our industry					
MS5	S/he has excellent ability in a teamwork					
MS6	S/he is able to look at sales opportunity and master the essential business technology.					
Code	Technical Skills	1	2	3	4	5

TS1	Her/his knowledge concerning about the development of the product supported me to perform more sales.					
TS2	Her/his skill and knowledge concerning the performance data on the company's products is advantageous to sell the product.					
TS3	Her/his skills and knowledge about the delivery process of the company's products supports me to negotiate and convince customers					
TS4	Her/his skills and knowledge about the product features, specifications and applications helped me to persuade customers and make more sales.					
Code	Organizational Commitment	1	2	3	4	5
OC1	S/he puts a great deal of effort to accomplish the task on time.					
OC2	S/he accept any type of assignment					
OC3	Her/his personal values are similar to company					
OC4	S/he proudly associated her/himself with organization/ company					
OC5	S/he is glad that she/he is employed by the company					
OC6	S/he cares about the fate of the company					
Code	Salesperson Performance	1	2	3	4	5

SP1	S/he is effective in generating high level of sales revenue to the company					
SP2	S/he is effective in exceeding sales target and objectives planned by the management					
SP3	S/he is effective in retaining existing customers					
SP4	S/he is effective in gaining new customers					
SP5	S/he is effective in contributing to the company's market share.					

**Appendix II: SPSS result**

**Appendix A: Reliability test -Cronbach Alpha**

Scale: Interpersonal Skill

**Reliability Statistics**

Cronbach's Alpha	N of Items
.700	6

Scale: Salesmanship Skill

**Reliability Statistics**

Cronbach's Alpha	N of Items
.749	4

Scale: Marketing Skill

**Reliability Statistics**

Cronbach's Alpha	N of Items
.739	6

Scale: Technical Skill

**Reliability Statistics**

Cronbach's Alpha	N of Items
.807	4

Scale: Organizational Commitment

**Reliability Statistics**

Cronbach's Alpha	N of Items
.78	6

Scale: Salespersons Performance

**Reliability Statistics**

Cronbach's Alpha	N of Items
.740	5

Scale: Overall  $\alpha$

**Reliability Statistics**

Cronbach's Alpha	N of Items
.946	31

**Appendix B: Descriptive**

**Descriptive Statistics**

Interpersonal Skill	Number	Minimum	Maximum	Mean	Std. Deviation
S/he has equipped with the best skills of listening (i.e., excellent ability to listen customers during conversation to read the mind and fully understand the requirements of customers).	66	1	5	3.24	.805

S/he has excellent ability to express oneself non-verbal (such as using facial expression, professional appearance, handshake, posture and body movement, eye contact, etc)	66	1	5	3.14	.991
S/he has excellent ability in general speaking skills and express oneself (such as effective use of words, voice quality or characteristics for example speech rate, loudness and articulation, vocal clarity, and verbal expression, etc.)	66	1	5	3.35	.850
S/he has excellent awareness and understanding on non-verbal communication of others (such as facial expression, professional appearance, handshake, posture and body movement, and eye contact, etc.) that helps to close a sale.	66	1	5	3.44	.879
S/he has excellent sympathetic ability in controlling and regulating emotion (such as anger, anxiety, joy, and delight, etc.)	66	2	5	3.17	.736
S/he has excellent ability to influence others to close sales?	66	2	5	3.35	.794
Valid N (listwise)	66				

Descriptive Statistics					
Salesmanship skill	N	Minimum	Maximum	Mean	Std. Deviation
S/he has excellent ability of adaptability during communicating with customers and persuade them to accept the offer and get buy-in?	66	1	5	3.27	.814
S/he has excellent ability in negotiation with customers by presenting sales in clear and consistent manner.	66	1	5	3.06	.820
S/he has excellent ability in creating customers' needs by presenting relevant questions	66	1	5	3.21	.814
S/he has excellent ability in using nonverbal symbolic expressions, such as voice quality, nonverbal vocalization, body movement, and spatial distances that could increase the possibility of a sale.	66	1	5	3.33	.917
Valid N (listwise)	66				

Marketing Skill	N	Minimum	Maximum	Mean	Std. Deviation
S/he has excellent knowledge of the industry and trends in general, such as customers, markets, and products; competitor's products, services, and sales policies.	66	1	5	3.50	.932

S/he always have excellent ability in obtaining real time information about changes in customers' needs?	66	1	5	3.35	.984
S/he has excellent ability in collecting lot of information about industry trends?	66	1	5	3.52	1.026
S/he is well informed about important events in our industry	66	1	5	3.61	1.006
S/he has excellent ability in a teamwork	66	2	5	3.24	.786
S/he is able to look at sales opportunity and master the essential business technology.	66	2	5	3.56	.862
	66				

### Descriptive Statistics

Technical Skill	N	Minimum	Maximum	Mean	Std. Deviation
Her/his knowledge concerning about the development of the product supported me to perform more sales.	66	1	5	3.68	.963
Her/his skill and knowledge concerning the performance data on the company's products is advantageous to sell the product.	66	1	5	3.36	1.104
Her/his skills and knowledge about the delivery process of the company's products supports me to negotiate and convince customers	66	1	5	3.71	.989
Her/his skills and knowledge about the product features, specifications and applications helped me to persuade customers and make more sales.	66	1	5	3.47	.996
Valid N (listwise)	66				

Organizational Commitment	N	Minimum	Maximum	Mean	Std. Deviation
S/he puts a great deal of effort to accomplish the task on time.	66	1.000	5.000	3.31818	.806876
S/he accept any type of assignment	66	1.000	4.000	3.18182	.782680
Her/his personal values are similar to company	66	1.000	5.000	3.28788	.779845
S/he proudly associated her/himself with organization/ company	66	2.000	5.000	3.27879	.766915
S/he is glad that she/he is employed by the company	66	1.000	5.000	3.25758	.686364
S/he cares about the fate of the company	66	2.000	5.000	3.41818	.654196

	66				
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Descriptive Statistics					
Salespersons Performance	N	Minimum	Maximum	Mean	Std. Deviation
S/he is effective in generating high level of sales revenue to the company	66	1	5	3.42	.878
S/he is effective in exceeding sales target and objectives planned by the management	66	1	5	3.30	.911
S/he is effective in retaining existing customers	66	1	5	3.18	.875
S/he is effective in gaining new customers	66	1	5	3.45	.826
S/he is effective in contributing to the company's market share.	66	1	5	3.17	.815
	66				

### Appendix C: Correlations

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.235	.377		-.622	.536
	ISN	.526	.189	.378	2.780	.007
	SSN	.033	.184	.028	.177	.860
	MSN	.187	.209	.157	.895	.375
	TSN	.297	.111	.324	2.689	.009
2	(Constant)	-.538	.390		-1.380	.173
	ISN	.431	.188	.310	2.294	.025
	SSN	-.054	.183	-.047	-.296	.768
	MSN	.097	.206	.081	.472	.639
	TSN	.190	.117	.207	1.616	.111
3	OCN	.483	.215	.343	2.242	.029
	(Constant)	-1.380	1.523		-.906	.369
	ISN	-2.707	1.159	-1.947	-2.335	.023
	SSN	.720	.840	.621	.856	.395
	MSN	2.136	1.320	1.790	1.618	.111
	TSN	.781	.637	.851	1.225	.226
	OCN	.781	.533	.556	1.467	.148

ISN*OCN	.863	.332	3.477	2.602	.012
SSN*OCN	-.245	.254	-1.093	-.962	.340
MSN*OCN	-.526	.373	-2.441	-1.409	.164
TSN*OCN	.184	.191	.985	.966	.338

a. Dependent Variable: SPN

## Appendix D: Multiple Hierarchical Regression

**Model Summary <sup>d</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.785 <sup>a</sup>	.616	.590	.473280	.616	24.416	4	61	.000	2.125
2	.803 <sup>b</sup>	.645	.616	.458398	.030	5.025	1	60	.029	
3	.842 <sup>c</sup>	.708	.662	.430172	.063	3.033	4	56	.025	

a. Predictors: (Constant), TSN, ISN, SSN, MSN

b. Predictors: (Constant), TSN, ISN, SSN, MSN, OCN

c. Predictors: (Constant), TSN, ISN, SSN, MSN, OCN, TSN\*OCN, SSN\*OCN, ISN\*OCN, MSN\*OCN

d. Dependent Variable: SPN

**ANOVA <sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.876	4	5.469	24.416	.000 <sup>b</sup>
	Residual	13.664	61	.224		
	Total	35.539	65			
2	Regression	22.932	5	4.586	21.826	.000 <sup>c</sup>
	Residual	12.608	60	.210		
	Total	35.539	65			
3	Regression	25.177	9	2.797	15.117	.000 <sup>d</sup>
	Residual	10.363	56	.185		

Total	35.539	65			
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a. Dependent Variable: SPN

b. Predictors: (Constant), TSN, ISN, SSN, MSN

c. Predictors: (Constant), TSN, ISN, SSN, MSN, OCN

d. Predictors: (Constant), TSN, ISN, SSN, MSN, OCN, TSN\*OCN, SSN\*OCN, ISN\*OCN, MSN\*OCN

**Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.235	.377		-.622	.536
	ISN	.526	.189	.378	2.780	.007
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MSN*OCN	-.526	.373	-2.441	-1.409	.164	
TSN*OCN	.184	.191	.985	.966	.038	

a. Dependent Variable: SPN