



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

THE INFLUENCE OF BUYER-SELLER RELATIONSHIP ON SALES EFFECTIVENESS:
THE CASE OF AYAT REAL ESTATE IN ETHIOPIA.

By:

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marketing management

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DECLARATION

I hereby declare that the thesis entitled “the influence of buyer seller relationship on sales effectiveness: the case of Ayat real estate Ethiopia” is my original work done under the guidance of my advisor Dr. Mesfin Workineh. It has never been presented in Addis Ababa University or any other university for any purpose.

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ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF
COMMERCE DEPARTMENT OF MARKETING MANAGEMENT POST GRADUATE
PROGRAM

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THE CASE OF AYAT REAL ESTATE ETHIOPIA.

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ACRONYMS / ABBREVIATIONS

SE: Sales effectiveness

SOLID: Solidarity

INFO: Information

STT: Strength of ties

ANOVA: Analysis of variance

SPSS: statistical package for the social science

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ABSTRACT

The purpose of the study was to examine the influence of buyers-sellers relationship on sales effectiveness in Ayat Real Estate. The study developed a framework incorporating four key variables: strength of ties, information, solidarity and sales effectiveness. The framework was tested using data from Ayat Real Estate Ethiopia. The statistical population of this study includes marketing manager; supervisors and sales persons found in marketing department. This research tried to answer questions like whether strength of ties, information and solidarity has significant effect on sales effectiveness. In this research, both explanatory and descriptive research designs were used. In order to collect the data, a standard questionnaire has been used. Information gathered from questionnaires were analyzed using descriptive and inferential (correlation, regression) statistical tools. The result shows that buyers-sellers relationship has significant positive effects on sales effectiveness. Predictor variable INFO with beta value of 0.424 made the first strong positive and statistically significant influence in explaining or predicting the dependent variable (SE) than the STT and SOLID. Predictor variable SOLID made the second strong statistically significant positive influence on SE with Beta value of 0.222. With Beta value of 0.218 Predictor variables STT also made strong statistically significant positive influence on SE. Generally, having better information network, solidarity and strength of ties between buyers and sellers brings positive effect on sales effectiveness.

Key words: Buyer seller relationship, sales effectiveness, Real estate, information, solidarity, strength of ties

CHAPTER ONE

INTRODUCTION

This chapter presents an overview of the entire study. It includes the background of the study, statement of the problem, research questions and research objectives, significance of the study, scope of the study, limitation of the study, organization of the paper and definition of terms.

1.1 Background of the study

Relationships between buyers and sellers have existed since humans began trading goods and services. These relationships developed in a natural way over time as the buyers and sellers developed trust and friendships supported by quality products and services. Today these relationships have become "strategic" and the process of relationship development is accelerated as firms strive to create relationships to achieve their goals. In this challenging environment the relationship accelerates, there is less time for the participants to carefully explore the range of long- term relationship development. The expectations of performance have increased, making the development of a satisfactory relationship even more difficult. However, the main objective of every organization or business is to find out that consumer's needs and want are met, thereby creating satisfaction for the needs and wants of customers via an exchange process from which the organization makes a profit. Consumers are mainly involved in how a particular good or service will satisfy their needs. The notion of relationship in marketing is a broad view of marketing idea so as to take the development of the markets, in which the idea of prompt transaction started to of provide a better relational approach (Jemaa and Tournois 2014). In order to achieve a relationship marketing approach, salespeople are expected to involve in better interaction and interdependence with customers. Consequently, they have opportunity to a large amount of customer information. The degree of the exposure they get essential information about customer will help them to improve their strategic contribution, As salespeople sharing valuable information about customers with managers, enables managers to respond by having more information and responsibility with salespeople. As a result, the underpinning point for a high-quality exchange relationship that nurtures bigger cross-participation in the strategy process is laid (Flaherty and Pappas, 2008).

The buyer–seller relationship is a significant factor which determines a salesperson performance, because salespeople often perform a great role in complex marketing services and also play important role as a relationship manager (Bradford, K., Brown, S., Ganesan, S. and Hunter, G (2010.). The existence of good relationship becomes strong due to meditation on relations among buyers- sellers rather than their attributes, as well as on the structured patterns of interaction rather than isolated actors (Lam, S.K., Kraus, F. and Ahearne, M. (2010). This concentration can be observed as a change emphasis from individual factors (e.g. intelligence, motivation, aptitude, skills and adaptive selling), organizational factors (e.g. corporate culture, leadership style, performance evaluation and training) and environmental factors (e.g. competition, sales territories and information communication technology), to the salespeople’s social networks (Steward, M.D., Walker, B.A., Hutt, M.D. and Kumar, A. 2010; Claro, D.P., Claro, P.B.O. and Neto, S.A.L. 2011; Üstüner and Iacobuci, 2012).

Creating buyer-seller relationships has been considered to be one of the main resources for a business to succeed in a competitive environment (Segoro, 2013; Vivika Viikari, 2017), as strong customer relationships are an asset that cannot be easily replicated by a contender. One of the most important concepts in the study of relationships may have a possibility to be influenced by the strength of social ties, the information provided by sales person (Wong et al., 2007). In order to effectively manage customer relations through relationship quality, the company first needs to understand the factors influencing sales volume in real estate industry.

1.2 Statement of the problem

The Real Estate industry in Ethiopia can make the economy strong .In the past decade; the Real Estate sector has undergone radical changes, resulting in a market place, which is characterized by intense competition. The number of Real Estate has been increasing which further raises the competition and difficulty among them. In this competitive environment, each real estate wants to attract the customers. This can be achieved by having a good relationship with their customers. Considering the competitive nature of the real estate industry, the question that comes to mind is how to develop good relations with customer in order to create level of confidence that will promote sustainable growth and profitability. The problem is to develop a differential strategy to promote a consistent positive return on investment. It is against the background that

all the competitors in the industry are offering very similar products. The question again will be how Real Estates could differentiate themselves from the competition and gain customer attention.

Majority of research has largely focused on work attributes or customer characteristics, such as sales tasks (Üstüner and Iacobucci, 2012), previous transaction value and customer purchase frequency (Mai et al, 2011). From the perspective of a social network the buyer seller relationship is the collection of social bonds between buyers and sellers. The social network perspective has a bled buyer seller relationships with new features. For example, one particular buyer seller boned can be strong or weak, multiple singular, asymmetric or symmetrical. In addition, the collection of social boned between buyers and sellers constitutes a network that can be analyzed with regard to concreteness, significance, structural holes and groups. With regard to social networks, the buyer–seller relationship can be analyzed from different angles and provide new explanations for salespeople’s performance. Thus, this study proposes on the basis of social capital theory, that buyer seller relations, and the benefits traded in the form of business goodwill. As a result, the benefits that sellers acquire from buyer seller relationship can be used exclusively to explain how relationship affects sales effectiveness of industries. Research on Real Estates Industries has not been found in Ethiopia before thus , this research aimed to examine the impact of buyers –sellers relationship on sales effectiveness ,particularly, Ayat Real Estate.

1.3 Research questions

This research tries to address the following basic and sub questions

Main research question

1. What is the effect of buyers – seller’s relationship on sales effectiveness in Ayat real estate industry?

Sub research question

1. Does the strength of buyer -seller ties have positive effect on sales effectiveness in Ayat real estate industry?

2. Is information provided enhancing the effectiveness of sales effectiveness in Ayat real estate industry?
3. What are the impacts of maintaining strong solidarity between two parties on effectiveness of sale effectiveness in Ayat real estate's industry?

1.4 Objectives of the Study

1.4.1 General objective

In order to answer the above research questions, the following general objectives were designed. The aim of this research was to examine the impact of buyers–sellers relationship on sales effectiveness in Ayat real estate industry.

1.4.2 Specific objectives

This research carried out to answer the following specific objectives. The research aims to:-

- Examine the effect of the strength of buyer-seller's ties on sales effectiveness in Ayat real estate's industry.
- To describe the enhancement of sales effectiveness with the provision of appropriate information in Ayat real estate's industry.
- Assess the usefulness of maintaining solidarity on sales effectiveness in Ayat real estate industry.

1.5 Significance of the study

The findings of this study are potentially important to different parties living inside and outside the organization. Marketers and marketing managers would have better understanding on seller buyer relationship importance and get some insight on how “well used” relationship management enhance their sales. The conclusion of the study would help the company to understand the role of relationship between buyer and seller on sales effectiveness. However the study has theoretical information to marketers during assessment of proactive approaches to maximization their products sales volumes and profit. Practitioners and scholars might also get evidence how it

is possible to attract and retain customer through effective customer relationship in order to assure sustainable company image.

1.6 Scope of the study

This study carried out to assess the influence of buyer-seller relationship on sales effectiveness in real estate industries. There are over fifteen real estate industries found in and around Addis Ababa. The involvement of sales person from different real estate's helps the researcher to get reliable information. However, this was not possible to address all of them because of time limitation and not having good acquaintance with sales persons. Therefore, the research confined to Ayat real estates with 118 participants.

1.7 Limitation of the study

The research scope was limited to Ayat Real Estate marketing department, Addis Ababa. Hence, the selected Real estate may not be an ideal representative of the group, they were representing. Moreover, the study was conducted by targeting workers in marketing department. Time limitation was the other major problem to identify the problems at large. Sample Size was also limited in small number so this also makes the study very difficult to get reliable information. These all factors may have somehow limited the outcome of this research work.

1.8 Organization of the study

The arrangement of this thesis was organized into five chapters; the first chapter dealt about background of the study, statement of the problem, research question, research objectives, significant of the study, scope of the study, limitation of the study, plan of the study, definition of terms, purpose of the study and organization of the study. The second chapter composed of review of related literature which describes the detail theoretical and empirical aspects that support and clarify the practical aspects of the study. The third chapter focused on methods used to carry out the research: research approach, research design, data type and data source, population of the study, sampling procedure, data gathering instruments, data analysis techniques, validity and reliability and ethical consideration. The fourth chapter presents the analysis and discussion from assessment of the influence of buyer seller relationship on sales effectiveness of Ayat real Estate from the data gathered. The fifth chapter, based on the analysis and interpretation, summary, conclusion and recommendation forwards.

1.9 Definitions of terms

Sales Person: A person who is employed to sell product or service.

Customer: parties that receives or consume products (goods or services) and has the ability to choose between different products and suppliers.

Solidarity: It is unity of buyers and sellers based on objectives, standards and sympathies.

Seller buyer tie: This is relationship between buyers and sellers turn single transaction into long term beneficial relationship.

Sales volume: this is used to measure the amount of the product or service being sold at a given point in time.

Sales: This is a process of selling something such as a product, ideas or services. It also covers the number of goods or services sold at a given point in time. (Arowomole, 2001, 17-25).

Market: place where the company's consumer/buyers are situated to buy the products/services of their choice. The market place offers different products/services to different consumers.

Sales effectiveness: the ability of a company's sales professionals to win at each stage of customer buying process and ultimately earn the business on the right terms and in the right time frame.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In this section, the research tries to focus on theoretical, empirical and conceptual frame work of the literature. Each point is reviewed in details covering the main variables of the study. The areas also include the implication of the sellers- buyers' relationship in marketing and on sales effectiveness in the real estate company. In order to strengthen the research, the empirical literature from different area; and researcher's findings and ideas included.

2.2 Theoretical Review

Buyers and sellers in established business markets can be take single transactions into long-term vital relationships by a profounder understanding of the multifaceted connections between the two. A “must-do” for the sellers, in particular, is to understand patterns of asset and reward, and effectively manage the process that defines the dynamics of buyer-seller evolution (Yu Che, Yongqiang Li, Kim-Shyan Fam, Xuan Bai, 2018) The buyer is the person or organization that purchases products from suppliers. A buyer could be a manufacturer purchasing raw materials a customer buying a finished product from a retailer. The relationship between the buyer and seller can be either short term (one off or low commitment purchases) or long term, involving regular purchases based on established agreements. Both short term and long term buyer and seller relationships have returns and drawbacks. Short term relations can be useful when a degree of flexibility is required. For example, short term agreements give the buyer the chance to switch suppliers for their next sales.

2.2.1. Social capital theory

There are four social features of buyer–seller bonds: size, strength, multiplicity and asymmetry. From the four social features, strength is the most essential; Strength of ties is characterized by duration, communication frequency, and degree of intimacy and reciprocity. Salesperson performance is an assessment of salesperson behavior based on its contribution to organizational objectives (Churchill,G.A.,Ford,N.M.andWalker,O.C.2000). According to Menguc, B., Han, S.L.

and Auh, S. 2007) discovery, it is a salespersons interaction and networks which meaningfully influence his/her job performance and job satisfaction. (Claro, D.P., Claro, P.B.O. and Neto, S.AL 2011) also explained that a salesperson's professional network ties positively affect new product sales, as well as the likelihood of searching and closing new deals. As Bowler, W.M., Dahlstrom,R., Seevers ,M.T. and Skinner, S.J. (2011) investigation, the selling -buying choices may be affected by the interaction of buyers and sellers which is found out that social ties among buyers and sales persons within a retail sales territory are positively related to customers' purchasing behaviors. Nevertheless research has primarily focused on the relationship between the strength of buyer seller bonds and sales performance; this ties has mainly unseen decisive mechanism. Social capital theory shows the underlying mechanism of network and performance.

Indeed, social capital theory was built with the notion of social capital, i.e. the "resources embedded in actors' social networks, resources that can be achieved or organized through ties in the networks" (Lin, 2001). The notion of social capital is network which is acknowledged by the majority social capital scholars (Bourdieu, 1985; Coleman, 1988; Putnam, 1995). Social resources theory, the ancestor to social capital theory, firstly proposed to admission and use resources found in social networks; it can lead to enhanced socioeconomic status (Lin, 1982). Further, it proposed that access to and use of social resources is, in part, determined by one's position within the hierarchical structure and by the use of weaker ties (Lin, 1982). After researching social resources theory, Lin (1999) developed a model based on his theories about social capital. In Lin's model, structural and positional differences in one's network are taken as ancestors to social capital, accessibility and mobilization are taken elements of social capital, and instrumental and expressive returns are the kind of returns one can obtain from social capital. As it is observed, social capital theory identifies that structural and positional features in someone's network are not direct predictors of results and assets, however, they are rather the driven in resources and assists someone to access and mobilize.

Social capital theory demonstrates that resources found in one's network are not translated into results and assets, unless the individual surrounded in this network is committed and competent to work. In other words, it is the resources and benefit that actors obtain from a network, and not

the resources embedded within the network that affect the conversion from network to performance. Adler and Kwon (2002) further improved the concept of social capital and social capital theory by suggesting that social capital is the goodwill available to individuals or groups. Social construction, including market ties, social relations and hierarchical relations are antecedents to social capital. The effects of social capital, including both the benefits and the risks, move from the information, effect and solidarity accessible to the actor through the network. The final assessment of social capital, however, is contingent on more contextual factors, such as task. Contingencies and symbolic contingencies comparing the two versions of social capital theory, it is evident that Adler and Kwon's (2002) model has united a wider range of antecedents and contingencies. However, it also seems that both forms note that resources and benefits are main elements in the process of transforming network into products. Furthermore, both versions of social capital theory offer insight into the research on the underlying mechanism of buyer-seller ties and salesperson's performance.

2.2.2 Social network theory

Adler and Kwon's (2002) model of social capital theory shows that the ultimate value of social capital is dependent on background factors, such as task contingencies and symbolic contingencies. Building upon this Adler and Kwon's model, Menguc et al. (2007) focused their research on the role of task clarity, and made noticeable that task clarity increases the influence of network on job performance. Mai, E.P., Yang, J. and Chen, H.Z. (2011), on the other hand, show his emphasis on the moderating impact of customer behaviors on product network size and product sales. Meanwhile, Üstüner and Iacobucci (2012) recognized a contingency model that suggests what kind customers –seller's relationship is the most important to sales person's effectiveness for different sales performance. They found that real sales tasks, including opportunity identification and solution creation, bring different results on the relationship between ties and performance. Lam, S.K., Kraus, F. and Ahearne, M. (2010) reports that the current personal selling research explains more on relations between customers- and sales persons and structured patterns of interaction. Similarly, contingency researches about personal selling have also begun to change their attention to well established patterns of network. The shifting area of current research toward structured patterns of network is not only significant

change within contingency studies on personal selling, but a total advanced shift in social network theory.

A social network is the group of all the official and non-official social bonds to which buyer's seller is connected. A network analysis, including a social analysis and a structural analysis, is at the essential of social network theory. Undeniably, it is clear from social network literature that a relational analysis tries to classify categories of ties, while the intention of a structural analysis is to explore the structural characteristics of the ties among actors. Accordingly, there are four relational characteristics for a relational analysis (size, strength, multiplicity and asymmetry) and four structural characteristics for a structural analysis (centrality, density, structural holes and closure). However, the structural properties of social bonds between actors, relatively speaking, is more like the solid core of social network theory (Kilduff, M., Tsai, W.P. and Hanke, R. 2006), because social network theory in nature is the result of inspirations from field theory in physics and graph theory in mathematics. Thus, using the socio gram to explore the structural characteristics of a network is not only a significant transition within contingency studies on personal selling but also a progressive shift in social network theory.

Among the above-mentioned four fundamental characteristics, density is given relatively less attention in the research. Density is the proportion between the actual number of ties and the possible number of ties within the entire network. Density shows the degree to which connectivity among network between sellers and buyers. Upon review of the literature on the effects of network density, this study explains on the risks and benefits of density. With regard to competence, density brings four risks. First, under the radical uncertainty of exploration, actor's speculation should have sources to exploit and what sources to abandon when there is high number of ties. This is the risk of redundancy of sources (Gilsing and Nooteboom, 2005). The second, tightly connected network, and in scare resources (such as information) might be tedious for buyers-sellers because such resources may already be exchanged among customers. Third, when there is no consistent network membership, but must maintain multiple ties with different network actors so as to spread their chances evenly. This is considered as the jeopardy of redundancy in ties (Gilsing and Nooteboom, 2005). Fourth, a expecting diversity of knowledge, actors may need helps from a third party to add the actor's absorptive ability or to confirm

information. This is the risk of redundancy for triangulation (Rowley et al., 2000). However, there are claims in favor of density from a governance standpoint. Coleman (1988), in particular, has stated that density enables the functioning of social norms, social control, coalitions, sanctions and reputation mechanisms. Nevertheless, there are also risks for governance. On the one hand, actor having a companion who has many folded densely connected other network actors increases his/her opportunities for switching to other network, thus decreasing actor's influencing power. This is the risk of opportunities for opportunism (Nooteboom, 1999, 2002).

On the other hand, a high level of density may result in spill-over, thus growingly the risk that an actor will lose competitive advantage (Gilsing and Nooteboom, 2005). The spill-over effect is an opportunity cost experienced by a high level of density. Discussions on the effects of density have attracted attention within organization studies. Both Carroll and Hannan (2000) and Hannan and Freeman (1989) have indicated that an increase in organizational density augments the social recognition of a business and attracts more entrepreneurs to it. However, further rises in organizational density intensify the competition among firms, because they contest for the same pool of progressively scarce resources. As a result, there is an inverted U-shaped relationship between organizational density and the number of new firms founded. Bae, J, Wezel, F.C. and Koo, J. (2011) have further confirmed the negative effect of organization density and proposed that the number of cross-cutting ties negatively moderates the effects of organizational density on the formation of new firms. Rodrigo-Alarcon, J., García-Villaverde, P.M., Parra-Requena, G. and Ruiz-Ortega, M.J. (2017) has also found that network density generates conflicting moderating effects.

A company's involvement in a dense network hinders the positive effect of technological dynamism on the firm's innovativeness. However, while the individual effect of market dynamism on innovativeness is weak, a high network density allows firms to significantly reinforce the innovativeness derived from it. Nevertheless, despite previous scholarly efforts, density and its conflicting effects remain largely unexplored, as does density in personal selling literature. Upon completion of the literature review, it was determined to be necessary to develop a framework for researching the mechanism of buyer-seller ties on salesperson's performance.

2.2.3 Socio analytic theory and social reputation

According to the Socioanalytic theory, (Roberts, 2004; Robertson, B., Dixon, A. I. and Curry, D., 2006) understanding an individual's personality involves consideration of both inside and outside perspectives. The former refers to the individual's identity measured by personality traits and assessed by self-rating. The latter refers to the individual's social reputation, which is also measured by personality traits but judged by peer rating (Hogan and Holland, 2003). In this study, we take the salesperson–customer relationship as discontinuous social interactions. After each interaction, the salesperson is evaluated by the customer, and these evaluations are transformed into social reputation. According to Hogan and Holland (2003), social reputation can be assessed by the two meta-traits proposed (DeYoung, C.G., Peterson, J.B., Seguin, J.R. and Tremblay, R.E. 2008). The first meta-trait, which labeled “alpha” and De Young et al. (2008) termed “stability”, includes three FFM dimensions: conscientiousness, agreeableness and emotional stability. The second meta-trait, termed “beta” and “plasticity” by De Young et al. (2008), contains extraversion and openness to experience (Hogan and Holland 2003:102)), the stability meta-trait: “reflected social desirability and the socialization process (impulse restraint and conscience vs. hostility, aggression and neurotic defense), and could be interpreted in Socio-analytic terms as a basic human aim “toward peer popularity” (p. 1251). However, the plasticity meta-trait (Hogan and Holland 2003) “reflected personal growth (vs. personal constriction), and could be interpreted in Socio analytic terms as a basic human aim ‘toward status’” (p. 1251).

2.2.4. Buyers –Sellers Models

A growing emphasis is being placed by marketing managers on the need to build long-term relationships between themselves and their customers. Analysis of long-term buyer-seller relationships has drawn deeply on the literature of social psychology, especially in making comparisons with family relationships. It has been proposed that buyer-seller relationships go through some form of lifecycle, paralleling cyclical relationships in other areas of human activity. However, models of the evolutionary development of buyer-seller relationships have continued largely theoretical, with little empirical validation of the life cycle concept, or analysis

of the changing composition of a relationship as it progresses through a life cycle relationship developing and sustaining factors. A number of philosophical articles have proposed evolutionary models of relationship development, often based on models developed in social psychology. However, these have remained theoretical constructs, with little empirical research to support the central hypotheses that buyer-seller relationships evolve through a number of clearly identifiable stage.

2.2.4.1 Models of buyer-seller relationship

Buyers and sellers continue through a relationship if they believe that staying in it will enable them to achieve their objectives better than would be possible outside it. The decision whether to invest or divest in a relationship can be seen as dependent on the quality of the relationship so far. There is a growing research on factors that hold buyers and sellers together in a relationship. Emerging from general models of buyer behavior, a number of theoretical and empirically based models have been developed to explain the processes of interaction between buyers and sellers, both in the industrial sector and more latterly for consumer markets (Dwyer, F. R., Schurr, P. H. and Oh, S. 1987., Crosby, Lawrence, Evans, Kenneth R. and Cowles, Deborah 1990). Many models of buyer-seller relationship growth use frameworks established in social psychology for the study of interpersonal relationships. A life cycle theoretical approach was used by Dwyer et al. (1987) to develop a model of buyer-seller relationships. Their model identifies five stages of relationship development—awareness, exploration, expansion, commitment and dissolution. It proposes that a relationship begins to develop significance in the exploration stage when the emerging fragile relationship is characterized by attempts of the seller to attract the attention of the other party, to bargain and to understand the nature of the power, norms and expectations held by the other.

Building on the work of Frazier (1983), they see the expansion phase of the relationship resulting from the successful conclusion of the initial exploratory interaction between the parties. Exchange outcomes in the exploratory stage provide clues as to the suitability of long-term exchange relationships. The commitment phase of a relationship implies some degree of exclusivity between the parties and results in minimal information search for alternatives if it

occurs at all. However, relationship-specific investments by each party can create dependency on their actions of the other party.

2.2.4.2 The Return of relationship model

In return on relationship model (Gummesson, 1999) suggests that a good relationship leads to good quality and good customer satisfaction. Good quality and Customer satisfaction brings to customer holding and consistently improved profitability. The best customer relationship starts once customer requirements. Requirements are implicit and satisfied. Superior quality initiates as internal relationships of the company are promoted.

Good internal quality—>satisfied employees—>employee retention—>good external quality

Customer retention<————High profitability<————Customer satisfaction)

2.2.4.3 Components of relationship quality

Quality in apparent service disseminated is a pre-requisite for a quality relationship being developed (Crosby 1989). Service distribution may be the responsibility of a wide range of front-line and back-up staff, resulting, in quality being dependent on extensive customer-producer encounters (Gambeson 1990; Solomon, Suprenant, Czepiel, and Gutman, E. G. 1988). In the case of high contact services with multi-faceted interaction between an organization and its customers, quality is assessed both by processes of service production and final outcomes. However, in the case of many services which involve very little interaction between an organization and its customers, the sales personnel may be crucial in the development of ongoing relationships.

A large body of literature has, therefore, required governing the characteristics of sales personnel which contribute most successfully to the development of quality relationships. The relatively static nature of early analyses of sales persons' effectiveness has been followed by analyses which understand the sales person as an energetic processor of information, and able to respond to customer hints by selecting the most appropriate learned script (Szymanski and Chrchill 1990; Weitz, Barton , Sujan, Harish and, Mita. 1986).

Research into salespersons' efficiency has required examining the ways in which their interaction with customers results in the development of long term relationships (Crosby et al. 1990). From the emerging literature, a number of factors are recommended as contributing to buyers' perceptions of relationship quality, in particular trust in the salesperson satisfaction with their performance so far (Crosby and Stevens 1987). The quality of a relationship has also been identified as a factor reducing the level of risk perceived by customers in making highly intangible purchases (Roloff and Miller 1987; Zeithaml 1981). The decision by customers whether to continue in a relationship or to leave it has been seen as dependent upon the level of congruity between relationship expectations and performance so far (Jackson 1985; Levitt 1981). It is also suggested that high expectations of future exchanges can reflect a favorable evaluation of relationship performance so far (Kellerman 1987). The following section reviews previous findings about the determinants of relationship quality.

Relationship Satisfaction

Relationship satisfaction is a multi-faceted construction which has conceptualized as a pre-requisite for relationship quality (Bitner 1990), with dissatisfaction occurring where the apparent results of a service fails to meet a customer's expectations (Wilton 1988; Oliver and DeSabro 1988). Dissatisfaction with encounters leads to customers making decisions about an organization's overall quality (Parasuraman, Zeithaml, Valari and Berry, 1988). The concept of relationship satisfaction has been credited with three dimensions by Crosby and Stevens (1989): satisfactory interactions with personnel; satisfaction with the central service (the extent to which a service satisfies customers' needs), and satisfaction with the organization. In a study of life insurance customers, they found that satisfaction with the core service had a significant effect on satisfaction with the contact person and the organization. All three contribute to overall satisfaction.

Sellers' Trustworthiness

Much attention has been given to the role of trust, which can be defined as "a belief that a party is reliable and will fulfill its requirements in an exchange relationship" (Schurr and Ozanne 1985). Many analyses of trust in a marketing context build upon models used in social

psychology to explain its important role in interpersonal requirement (Pruitt 1981). In their analysis of the development of trust, Swan and Nolan (1985) conceptualize three stages. In the first stage, there has been no opportunity for exploration of each party's credentials; therefore the level of trust between buyer and seller is at a minimum until a minor exchange occurs. Once exchanges have occurred, trust development moves into the second stage in which the buyer has the opportunity to check actual delivery of a service against the promises that the seller has made. Trust is established where the perceived performance matches the promised performance. Finally, trust established through interaction is combined with other external factors (e.g. word of mouth opinions and media reports about the seller) to form an overall perception of trust in the seller. Trust may, in fact, occur without prior interaction between buyer and seller, being based on the recommendation of trusted others.

Sellers' Customer Orientation/Empathy

According Homburg, Christian, Michael, and Martin (2011) explanation ,a salesperson's customer orientation focuses on customer needs, the thought of customer hobbies by giving helpful customer arrangements, and the conclusion of sales through a communitarian treatment of any protests that may be put by a customer. Additionally, in a flexible offering setting, which is a customer driven sales conduct, the characteristic stimulus of a salesperson assumes an authoritative part and is absolutely connected with customer orientation (Roman and Iacobucci, 2010). Furthermore, Lee and Turban,(2010) explain that normal prize systems have a positive effect on effort and attention, and are in this way of convincing implication for consistent customer orientation in salespeople . However, to a salesperson, customer orientation is a vital occupation asset that upgrades his/her engagement with the employment (Zablak, A. R., Franke, G. R., Brown, T. J. and Bartholomew, D. E 2012).

In sales ties, customer orientation in salespeople will guide them to identify the customer's requirements, contemporary answers for the customer, contribute in shared treatment of any protests raised by the customer, and close sales by both using educational shutting procedures and considering the customer's advantage (Homburg et al., 2011). Customer orientation in salespeople additionally goes about as a natural help on the grounds that it empowers them to serve their customers and satisfy their needs too (Zablak et al., 2012). Therefore, customer

orientation in salespersons fosters customer situated sales experiences that are pointed towards accomplishing an agreement with customers. In such sales experiences, a customer arranged salesperson connects with customer to understand complaints and arrange those protests through information closing (Homburg et al., 2011). Among a few different points of view on customer orientation, professionals have considered salespersons' customer orientation as a passionate endeavor that drives salesperson to take more prominent amount of performance (Singh and Koshy, 2012). Salespeople with more significant levels of customer orientation have long haul center, larger amounts of sympathy and the capacity to control/manage feelings of both self and customers (Pettijohn, C. E., Rozell, E. J. and Newman A., 2010). Singh and Koshy (2011) found that a customer oriented salesperson is more liable to be high esteem for the modern purchaser, and late discoveries from Homburg et al., (2011) exposed that customer orientation establishes customer devotion to the firm.

A number of studies have required measuring the extent to which sales personnel are customer orientated and are able to empathize with their customers' needs (Saxe and Weitz 1982; Michaels and Day 1985). Customer-orientated selling has been defined by Saxe and Weitz as "the practice of the marketing concept at the level of the individual salesperson and customer". Sales personnel who have a good marketing concept work to satisfy customers' needs better than their competitors, in contrast to sales-orientated personnel, there are others who try to create demand for their services with only a secondary regard for the needs of their customer. Saxe and Weitz (1982) analyzed customer orientation in terms of two factors: "relations" and "ability to help". The former refers to the capabilities of sales personnel to build long-term relationships with customers on the basis of trust, co-operation and conflict resolution, when the skill and the capacity to help customers refers to sales person 's' ability to help customers satisfy their needs. While sales personnel's empathetic abilities have been identified by a number of theorists as a pre-requisite to successful selling (Greenberg and Greenberg 1983; Sager and Ferris 1986), the limited empirical evidence has brought somewhat conflicting ideas of the ties between sales performance and empathy (Spiro and Weitz 1990; Dawson and Pettijohn 1992). Even the service delivery has been unsuccessful; the ability of the salesperson to empathize with the customer can help build strong relationship (Bitner 1990). For services which are provided in unpredictable environments, an empathetic ability of service personnel to constantly change the service

offering in the most appropriate situation to meet the customers' needs can be a very important attribute.

Selling Orientation/Salesperson's Pressure

In the words of Drucker (1973), good marketing solidifies selling superfluous implementation of the principles of marketing should create readiness to buy, rather than requiring companies to aggressively sell a product to customers whose needs it does not fully satisfy. In reality, few services can sell themselves and furthermore, many sales people prefer to sell hard what they know best, rather than taking trouble to identify customers' needs. This is the sales orientation identified by Saxe and Weitz (1982). A selling orientation may be present where the salesperson fails to diagnose a client's product requirements (Churchill et al. 1985) or the processes by which the client wishes to evaluate alternatives.

Much attention has been given to the role of trust, which can be defined as "a belief that a party is reliable and will fulfill its obligations in an exchange relationship" (Schurr and Ozanne 1985). Many analyses of trust in a marketing context build upon models used in social psychology to explain its important role in interpersonal dyads (Pruitt 1981; Rotter 1967). In their analysis of the development of trust, Swan and Nolan (1985) conceptualize three stages. In the first stage, there has been no opportunity for exploration of each party's credentials; therefore the level of trust between buyer and seller is at a minimum until a minor exchange occurs. Once exchanges have occurred, trust development moves into the second stage in which the buyer has the opportunity to check actual delivery of a service against the promises that the seller has made. Trust is established where the perceived performance matches the promised performance. Finally, trust established through interaction is combined with other external factors (e.g. word of mouth opinions and media reports about the seller) to form an overall perception of trust in the seller. Trust may, in fact, occur without prior interaction between buyer and seller, being based on the recommendation of trusted others.

Sellers' Expertise

The effect of sales personnel's level of expertise on sales performance has been researched extensively. dimensionally a number of sellers' expertise were identified by Swan, John E. and Nolan, Johannah (1985), including the measurable technical knowledge of personnel, the degree knowledge and competence they are capable of demonstrating, indicate that personnel are expert in their field (e.g. through formal qualifications), and a clear statement of accessibility, ability and capacity to serve the customer. Sometimes, no clear attempt is made to prove expertise, but it is likely to be understandable during the course of a relationship. Credibility, reliability, responsiveness and an ability to get answers were seen as important determinants of a salesperson's competence and persuasiveness which detracted from it. Finally, Crosby et al. (1990) talk about area of expertise in terms of training, knowledge and experience desire to sell their products and services. Sellers need to be well trained and have vast knowledge of their properties and of the communities in which they serve. Seller expertise is vital in buyer-seller relationships because of the trust it creates among both parties. Two main skills that every seller should have is the skill to relate to the buyer as well as the ability to assist the buyer in meeting their needs (Preston Sneed 2009)

Sellers' Ethics

Ethically geared salesman can create suitable environment to customer satisfaction because salesperson depict their organization image in their ethically geared behavior and interactions with customers. Lin (2012) states that salesperson ethical behavior helps exert a significant influence on customer relationship and commitment. When the salesperson is more disciplined and ethically he/she is acceptable, he/she develops customers more trust on the organization. So the honest actions of the sales persons can scales up the customer belief on sale person as well as on organization. Lin (2012) study on ethical behavior of salesman and its impact on customer satisfaction show that there is a strong relationship between ethical sales behavior, confidence benefits, customer loyalty and customer satisfaction. He also explained that ethical behavior of the salesperson has a notable effect on satisfying customers and customer pleasure has a direct impact on loyalty to the sales person.

However, complex and intangible services can be highly abstract, and in the case of high credence services, focus on future benefits that are difficult to prove at the time of sale (Zeithaml 1981). In such circumstances, the salesperson's efforts may be perceived as applying some degree of pressure. Some goods and services may be perceived by buyers as a distress purchase, in that they are necessary purchases but yield no perceivable short-term benefits. The manner in which these are sold may be perceived by buyers as a form of pressure, which may be needed to persuade potential customers that they would benefit from buying a product category and that the seller is best suited to providing it. Pressure is likely to be an important component of the early stages of many relationships, but sellers face a dilemma. If they are not sufficiently forceful in their persuasion of prospects, they may give prospects an opportunity to rationalize the reasons why they should not buy the services in question. A lack of pressure would preclude the possibility of exchange relationships ever being initiated. On the other hand, being perceived as too forceful may result in continuing suspicion by the customer that the seller is paying too much attention to their own selling needs, rather than their own needs as a customer. Imbalances in knowledge serve to heighten a sense of pressure. If the salesperson fails to reciprocate information offered by the buyer, this may also be seen as a seller-focused rather than a customer-focused interaction (Delrege, V. J., Winstead, B. A., Wong, P. T., and Greenspan, M., 1987).

2.3 Empirical Review

Research on the area have developed different theories and put their findings on the relationship between buyers sellers relationship in the market industry. Some researches focused on the qualities of relationship and others carried out on the components of strong buyer's seller's relationship. For example, the key elements of relationships emanates from examining the literature to define those variables that have been successful predictors of relationship performance in empirical studies. The buyer-seller relationships are drawn upon channel relationship and strategic alliance research to develop a set of constructs that seem to define the outcome of a relationship.

Researches have several practical implications. First, sales managers should initiate trainings and workshops about how to obtain high-quality information from customers, improving influencing

power and establishing solidarity with customers. Sales managers should also inform salespeople that among the three network benefits, influencing power is the most important determinant. Second, salespeople should avoid conducting business with a group of customers if they are densely connected to one another (Yu Che, Yongqiang Li, Kim-Shyan Fam, Xuan Bai, (2018)). The degree of self-concept congruence in this evaluation can help sales managers assign the right salesperson to the right customer. Such allocation can be in turn enhancing each salesperson's equity and performance. Studies demonstrate that the direct predictor of outcomes and assets is the benefits that buyers-sellers acquire. In other words, the information, influence, and solidarity benefits that salesperson obtain from the connection from customer network determine the "appropriating" and "converting" process of ties into performance.

Most of the empirical studies on this area have proved that there is a positive relationship between information, solidarity, and performance. The studies are typically carried out in a Western context of open market, free competition, and individualistic orientation (Xiao and Tsui, 2007). Similarly, study by (Sanders, N.R., Autry, C.W and Gligor .D.M., (2011)) indicated that the impact of communication in Buyer-sellers relationship on maize market performance indicated that, consistent and timely communication together with trustworthiness of exchange of information are central parameters in for effective communication because it assists in resolving arguments and aligning perceptions and expectations of maize actors. The study showed that, communication can be formal as well as informal sharing of meaningful and timely information between parties involved in partnership. Moreover, effective communication is therefore important for successful collaboration of any relationship and provide good market performance (Mohanty and Gahan, 2012).

According to Muhammad shaukat, malik, huma ali, tahir ibraheem, (2017) investigated the magnitudes of relationship marketing on customer loyalty publicized that Customer orientation. They indicated that relationship prompts more fundamental salesmanship abilities in salesperson as they have higher level of learning around customer needs. Salesperson with notable levels of customer orientation have long haul center, more increased amounts of empathy and the ability to control/direct feelings of both self and customers (Pettijohn, Rozell and Newman, 2010).

Results from Pettijohn, Rozell and Newman, (2010) study demonstrate that customer orientation prompts more grounded feeling regulation capacities in salespeople. Our discoveries emphatically recommend that a customer situated salesperson puts additional exertion in understanding and directing the customer's feelings to impact customer inclination in a constructive manner. This makes the salesperson successful in sales transactions and bringing deals to a close through clear customer understanding. Results from our study propose that customer orientation works through salesmanship abilities and feeling regulation to convey sales execution. This study propels an option point of view on customer orientation by proposing that the relationship between a salesperson's customer orientation and customer satisfaction is best clarified through a meditational system. Late research has additionally scrutinized the significance of customer orientation regarding its impact on results esteemed by chiefs (e.g. Franke and Park, 2009). The finding that salespersons' behavior improves salesmanship aptitudes and feeling regulation capacity bolsters the thought that behavior impacts sales execution by upgrading a salesperson's fit with the requests and estimations of a sales work (Edwards, 1996).

As far as buyers- sellers relationship concerned a study Kehinde, Oladele Joseph , Adegbuyi, A. Omotayo, Borishade, Taiye Tairat(2016) in Nigerian Banking Industry for Effective Sales Performance revealed that components of relationship marketing improve the trust of customer. And the strength of relationship fostered by considering customer expertise as a mediator. They also tried to display that out of four factors of relationship based on marketing promise that has the strongest impact at the loyalty of customer, while trust, communication and conflict handling comes second, third and fourth respectively. Results of this study explains that commitment is the most significant factor as it inspires the customers to overcome ambiguity and build strong relationship with organizations which eventually lead to customer loyalty. According to researchers in service providing sector specifically telecom sector, commitment plays the key role because of its influence on intention to continue and increase mutual benefits both for organization and customer. Due to this, the telecom firms should first show high commitment towards its customers, and results of this will create customer loyalty that eventually leads to building strong, stable, long-term relationships.

The other research carried out by Ghazaleh Moghareh Abed and Mohammad Haghghi (2009) "The effectiveness of selling strategies on sales performance" found that an effective strategic means of an adequate formulation process, competitive positioning and proper implementation. They examined the most effective sales strategies and their research finding indicated that customer-oriented, relational selling strategies and sales person behavior have positive impact on sales performance and finally through applying such strategies managers can meet their goal of meeting customer satisfaction and establishing positive long-term relation with customers.

The relationship between the buyer and seller prove to be more efficient? How can both parties benefit in the short-term and long-term from creating a relationship? In "A Dialectical Model of Buyer-Seller Relationships" published in the Journal of Business and Industrial Marketing in 2009, authors Maud Dampérat and Alain Jolibert provide a framework for better understanding key characteristics of relationships in a business environment. The researchers show the need for sellers and buyers to be trained to maintain business relationships and emphasize certain determinants of buyer interpersonal satisfaction. Proximity is distinguished by three important concepts when related to interactions between buyers and sellers: "frequency, solidarity, and cordiality." Sellers should focus on frequency by using their meetings with buyers and other sellers to establish social contacts. Sellers should focus on solidarity when their buyers are running into difficulties with solving their problems. Sellers can use the concept of solidarity to help the buyers during this time. This can be epitomized by the slogan, "If we don't have it, we will help you find it." Solidarity is important in relationships because it increases trust between the buyer and the seller and may increase the chances of reciprocity in the future. For example, high levels of solidarity may be shown by not asking for immediate payment. Solidarity has been shown to have a direct effect on buyer satisfaction. Sellers should also make sure that buyers perceive their interactions as being enjoyable, satisfying, and friendly. Cordiality is important in buyer-seller relationships because it lessens conflict and leads to a better understanding between both parties. (Preston Sneed 2009)

2.3.1 Research hypothesis

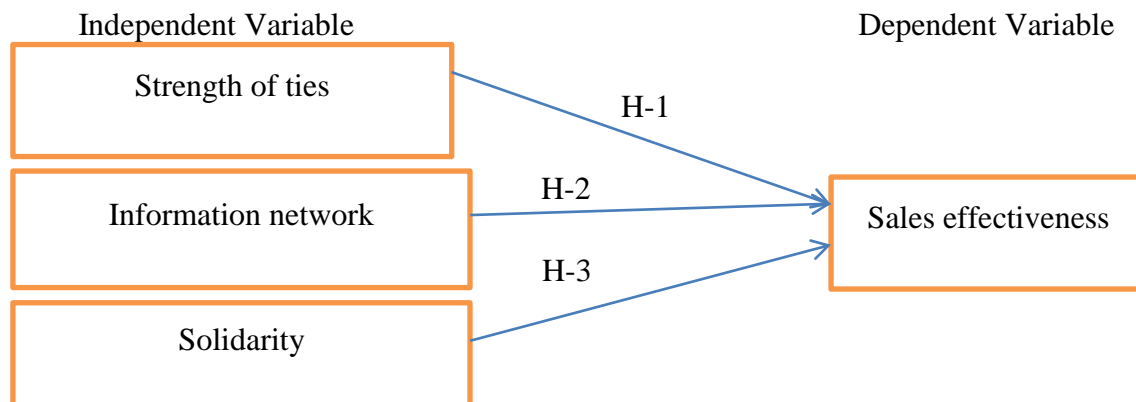
The study tested the following research hypothesis

H1: strength of ties between buyers and sellers has significant influence on sales effectiveness of Ayat real Estate industry.

H2: information network has significant influence on sales effectiveness of Ayat real Estate industry.

H3: salesperson solidarity has significant influence on sales effectiveness of Ayat real Estate industry.

2.4 Conceptual framework



Conceptual framework of Strength of ties, Information network, Solidarity and its relation to Sales effectiveness. Source: Yu Che (2018)

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The methodological part focus on research procedures employed in the study. It includes research approach, research design, data type and data source, population of the study, sampling procedure, data gathering instruments, data analysis techniques, validity and reliability and ethical consideration.

3.1 Research approaches

Qualitative research is means for exploring and understanding the meaning individual or group ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participants setting , data analysis inductively building from particular to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engaged in this form of inquiry support a way of looking at research that honors an inductive style, a focused on individual meaning, and the importance of rendering the complexity of a situation. (cresswell, 2009)

Quantitative research is a means for testing objectives theories by examining the relationship among variables. These variables in turn can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. Like qualitative research, those who engage in this form of inquiry have assumption about testing theories deductively, building in protections against bias, controlling for alternative explanations, and being able to generalize and replicate the finding. In this study quantitative research approaches were used. Quantitative research method deemed necessary to conduct this study through objective data collection procedures. This emanated from the mere fact that quantitative research tools are ideal for descriptive studies.

3.2 Research design

In this research, both explanatory and descriptive research designs were used. They were employed to obtain information concerning the existing status of the phenomena to explain what happens with respect to variables in a given situation. Explanatory research design is intended to link ideas in order to recognize the relations of variables in terms of cause and effect relationship (Cooper & Schinder 2003). On the other hand, Descriptive survey design according to Kothari (2004) is a powerful form of quantitative analysis. This design were preferred because it enables the researcher describe the area of research and explain the collected data in order to investigate the differences and similarities with our frame of reference within a given period of time (time of research). The study makes use of a descriptive research design so that the study was undertaken in order to establish and be able to describe the characteristics of the variable of interest in a situation. Correlation was undertaken to determine the relationship between the dependent (sales volumes) and independent variables (strength of ties, information, solidarity) addressing the relative influence of selected on sales effectiveness in Ayat Real Estate. Therefore , the analysis of this research were carried out to measure the influence of buyer seller relation on sales effectiveness in the real estate industry The researcher developed, administered and collect significant data from a questionnaire. Final analysis and presentation were done based on the data collected from the questioner.

3.3 Data types and Data sources

A survey was used as a primary method of data collection. The primary data gathered from sale persons, supervisors and marketing manager of the real estate. It helps to see behavior and response of employees. Questionnaire was designed to identify effect of buyer seller relationship on sales effectiveness in real Estate industry. According to Malhotra and Birks (2003), this survey approach is the most common method of primary data collection in marketing research and the advantages are simple administration and data consistency. The questionnaire was distributed to the Sample respondents by hand.

3.4 Population of the study

The populations of the study were taken from Ayat Real Estate from marketing department. Marketing department composed of marketing managers and sales personnel who are directly related to sales effectiveness. 112 sales persons, 5 supervisors and 1 marketing manager of Ayat Real Estate were the population of this study. This population was relevant because all are directly related to buyer seller relationship and have impact on sales effectiveness.

3.5 Sampling procedure

There are different sampling procedures that have been developed to check the sample adequacy of representation of target population. For example, simple random sampling stratified random sampling and purposive sampling. This study target respondents were sales persons and marketing manager due to this, sales persons and marketing manager taken purposively.

3.5.1. Sampling techniques

From marketing department, salespersons, marketing manager and supervisors were the subject of the study. The census method was used. Census methods are methods of statistical enumeration where all the member of the population is studied. Therefore, all sales persons, supervisors and marketing manager, working in Ayat real estate were subject of this study. They all were taken in order to gather reliable and adequate information about buyer's seller's relationship and its output.

3.5.2 Sampling size

As it is used the census method, all sales persons, supervisors and marketing manager taken. The total population of the study is totally 118 in number. All of them were the subject of the study.

3.6 Data gathering instruments

Primary data collected using a questionnaire with closed ended questions. The questioner was self-administered to the target departments. Closed ended questions presented on a Likert type scale. The Likert type scale is commonly used in business researches. It allows participants to provide their perceptions and opinions both in terms of direction (positive or negative) and intensity (degree of agreement or disagreement). The ratings were on a scale of 1 (highest) to 5 (lowest). In order to satisfy all the three objectives of the study, a listing of the various possible generic strategy practices were provided and the respondents asked to tick as appropriate, the extent to which they have adopted each of the strategies along a five-point scale. Questionnaires are a suitable method in a survey study since they avoid subjectivity due to absence of interviewers' influence. Also, they allow respondents' sufficient time on items required consultation before response (Kothari, 2004).

3.7 Data analysis techniques

Data collected from questionnaires rearranged in some order. The researcher used SPSS program version 20 as a statistical tool to measure the sample population. Data analyzed to summarize and relate variables which attained from the administered questionnaires. Mainly, measures of central tendency (mean), measures of dispersion (standard deviation) used for descriptive statistics. The Pearson correlation (r) was used to see the correlation between the three dimensions and overall sales effectiveness. Linear regression analysis models applied to test the hypothesis illustrated in the conceptual framework. The linear regression model was used for inferential analysis.

3.8 Validity and reliability

Validity is the degree to which a test measures what it purports to measure (Creswell, 2009). It is defined as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. He contends that the validity of the questionnaire data depends on a crucial way the ability and willingness of the respondents to provide the information requested. A pilot study was conducted to refine the methodology and test instrument such as a questionnaire before administering the final phase. Questionnaires were tested on potential

respondents to make the data collecting instruments objective, relevant, suitable to the problem and reliable as recommended by John Adams et al. (2007). Issues raised by respondents were corrected and questionnaires were refined. Besides, proper detection by an advisor was also taken to ensure validity of the instruments. Finally, the improved version of the questionnaires were printed, duplicated and dispatched. The instruments selected can help to show buyer seller relationship that affect sales effectiveness of Ayat real estate. It can clearly address how these buyer seller relationship dimensions affect sales effectiveness of Ayat Real estate in Addis Ababa.

The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to measure. As stated by Mahon and Yarcheski (2002) the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It indicates that the extent to which the items in a questionnaire are related to each other. It also indicates that whether a scale is one dimensional or multidimensional. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly good value is between 0.8-0.9 to reach internal reliability (Hair et al., 2003).

Table 1: Cronbach's Alpha for each field of the questionnaire

No	Field	No of item	Cronbach's Alpha
1	Strength of ties	4	.854
2	Information network	3	.824
3	Solidarity	3	.824
4	Sales effectiveness	6	.843
Over all		16	.872

The Cronbach's coefficient alpha was calculated for each field of the questionnaire. The table 1 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha ranged from 0.824 and 0.854. This range was considered high as the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.872 for the overall questionnaire which indicates very good reliability of the entire questionnaire. Therefore, based on the test, the results for the items were reliable and acceptable.

3.9. Ethical consideration

The researcher take into consideration the ethical issues of research studies by clearly stating the purpose of the study, keep the right of privacy of the participant responses and use the information collected just for academic use of the research study. In order to keep the confidentiality of the data given by respondents, the respondents not required writing their name and assured the anonymity of their response. The researcher reveals a letter of introduction and research permits to respondents so that to eliminate any form of doubt on the credibility and reliability of the information gathered for the research study purposes. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaires handed out up on their consent only.

CHAPTE FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Analysis of Respondents

Out of the 118 questionnaires distributed to sales persons, supervisors and marketing manager, 82 were completed and usable, representing a response rate of 73%.

Table 2 Frequency and Percentage of Background Variables

Background variable	Group	Frequency	Percent
Gender	Male	40	48.8
	Female	42	51.2
Age	20-30years	74	90.2
	31-40years	7	8.5
	41-50years	1	1.2
Educational level	collage/university level	82	100.0
Position	Marketing manager	1	1.2
	Salesperson	76	92.7
	Supervisor	5	6.1
Work Experience	<1year	24	29.3
	1-3year	44	53.7
	4-5year	12	14.6
	>5year	2	2.4

Table 2 shows frequency and percentage of background variables of participants participated in this study. A total of 82 participants participated in this study of which almost equal proportion of 48.8% and 51.2% were male and female respectively. The majority of participants (90.2%) were in the age range of 20-30 years old whereas the remaining minorities, 8.5% and 1.2% were in the age group of 31-40 and 41-50 years old respectively. Regarding educational level of participants, all participants, 100%, were having educational level of college/university degree

level this implies that respondents who participate in this study were considered that they have better understanding to give accurate information on the questionnaires.

As far as the position of participants in which they are currently working in their organization were concerned, the majority of participants, 92.7%, were working as salesperson. Whereas, the other 6.1% and 1.2%, of participants were working supervisor and marketing manager respectively. Finally, concerning work experience of participants in the current organization, relatively the majority of participants, 53.7%, were having work experience of 1-3 years. 29.3% of participants were having work experience of less than 1 year. Relatively, the other of participants, 14.6% and 2.4% were having work experience of 4-5 years and more than 5 years respectively. This implies that having working better experience on the area helps to see the opportunities and challenges observed on the effectiveness of buyers-sellers relationship.

4.2 Relationship between Background Variables and Dependent Variables

A one-way between groups analysis of variance was used to explore whether there was a statistically mean score difference between groups of back ground variables on the dependent variable SE. Preliminary assumption testing was conducted to check for normality, linearity and homogeneity of variance, and there was no serious violation noted.

Table 3 Mean Difference between Groups of Background Variables on Dependent Variables, SE

Background variable	Group	N	Mean	SD	df	F	Sig.
Gender	Male	40	18.9500	4.55142	1,80	.030	.863
	Female	42	18.7857	4.02756			
Age	20-30years	74	18.5541	4.12524	1,80	4.214	.043
	31-40years	8	21.7500	4.74342			
Position	Salesperson	77	18.5714	4.10529	1,80	6.420	.013
	Supervisor	5	23.4000	4.56070			
Work Experience	<1year	24	17.1667	2.91423	2,79	3.889	.024
	1-3year	44	19.1364	4.60834			
	4-5year	14	20.9286	4.23292			

A one way between-group analysis of variance was conducted to explore whether there was a statistically significant mean score difference between groups of background variables on SE.

ANOVA result showed that there was a statistically significant mean score difference between groups of background variables like age, position and experience. Participants in the age group of 31-40 years old ($M = 21.75$, $SD = 4.74$) had significantly higher mean score than participants in the age group of 20-30 years old ($M = 18.55$, $SD = 4.12$). Table 3 also shows that there was a statistically significant SE mean score difference between groups of position, $F(1,80) = 6.47$, $p < 0.05$. Salesperson ($M = 18.57$, $SD = 4.11$) had significantly lower mean score than supervisor ($M = 23.40$, $SD = 4.56$). However, there was no statistically significant mean score difference between groups of gender. Regarding work experience Post-hoc group comparison using Tukey-HSD showed that participants having work experience of 4-5 years ($M = 20.93$, $SD = 4.24$) had significantly higher mean score than less than 1 and 1 year work experience ($M = 17.17$, $SD = 2.91$).

4.3 Results of inferential statistics

In this section, the results of inferential statistics were presented. For the purpose of assessing the objectives of the study, Pearson's Correlation Coefficient and multiple regression analyses were performed. With the aid of these statistical techniques, conclusions were drawn with regard to the sample and decisions were made with respect to the research hypothesis.

4.3.1 Pearson Correlation analysis

According to Reimann, Filzmoser, Garrett and Dutter (2008) correlation analysis estimates the extent of the relationship between any pair of variables. The correlation coefficient is a measure of this relationship and depends on the variability of each of the two variables. Because of covariance, correlation coefficient can take a number with + or – sign (Reimann et.al, 2008). One of the widely-used methods to calculate a correlation coefficient is the Pearson product moment correlation. This method result in a number between -1 and $+1$ that expresses how closely the two variables are related, ± 1 shows a perfect 1:1 relationship (positive or negative) and 0 indicates that no systematic relationship exists between the two variables (Reimann et.al, 2008).

Table 4 Correlation Statistics of STT, INFO, SOLID and SE

	SE	STT	INFO	SOLID
SE	1	.603**	.706**	.670**
STT		1	.565**	.656**
INFO			1	.720**
SOLID				1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Note: SE = sales effectiveness, STT = strength of ties, SOLID=solidarity, INFO=information

Table 4 shows correlation between STT, INFO, SOLID and SE. Accordingly, as indicated in table 4, there was a statistically significant positive correlation between SE and STT, SE and INFO, SE and SOLID. In relation to the magnitude of correlation coefficient, Cohen (1988) stated that a correlation coefficient between 0.10 to 0.29 can be considered as small or weak, from 0.30 to 0.49 medium and from 0.50 to 1.00 large or strong .Therefore, there was a weak positive correlation between SE and STT, $r = 0.603$, $p < 0.01$. There was a moderate positive correlation between INFO and SE, $r = 0.706$, $p < 0.01$. Similarly, the correlation between SOLID and SE was also positive and moderate, $r = 0.670$, $p < 0.01$. This implies that as one variable increases, the other variable also increases and vice-versa. For example as strength of ties increases, sales effectiveness also increases and vice-versa. Therefore, establishing good information network brings better environment to enhance sales effectiveness, moreover, as the result indicates buyers-sellers solidarity also plays important role on sales effectiveness. Similarly the strength of ties (STT) maintained between buyers –seller’s relationship was statistically significant, however, it was not as strong as information and solidarity.

Table 4 also shows correlation among independent variables. There were statistically positive correlations among independent variables. The strongest statistically significant correlation was between INFO and SOLID, $r = 0.720$, $p < 0.01$. The second strong statistically significant correlation between independent variables was between STT and SOLID, $r = 0.656$, $p < 0.01$. The third strong statistically significant correlation was between STT and INFO, $r = 0.565$,

$p < 0.01$. This entails that establishing good information network, maintaining solidarity and having strength of ties cooperatively improve buyers-sellers relationship and help to promote effectiveness of sales.

4.3.2 Multiple Linear Regressions

Tests of assumptions for Multicollinearity, Outliers, normality, linearity, homoscedasticity, independence of residuals

4.3.2.1. Multicollinearity

As shown in table 4 above, the variables (STT, INFO and SOLID) have shown significant relationship with each other which was not too high (a correlation coefficient not more than 0.80). In addition the assumption of multicollinearity can also be assessed using SPSS as part of multiple regression procedure.

In the collinearity statistics section, Tolerance and VIF values are given. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $(1 - R^2)$ for each variable. If this value is small (less than 0.10) it indicates that the multiple correlation which other variables is high, suggesting the possibility of multicollinearity. In the present study the tolerance value for each independent variable was not less than 0.10 therefore, this also suggests that the assumption of multicollinearity was not violated (see table 5). The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value. VIF values above 10 would indicate multicollinearity. Again in the present study the VIF value was less than 10 for all independent variables (see table 5). This also indicates that the assumption of multicollinearity was not violated.

Table 5 Collinearity Statistics Test of STT, INFO, SOLID

Variable	Collinearity Statistics	
	Tolerance	VIF
STT	.551	1.814
INFO	.466	2.144
SOLID	.390	2.563

4.3.2.2 Homoscedasticity

It states that the variances of the same variable, selected from independent samples, will be equal. In regression analysis, this assumption states that the variances of the Ys, for each X, will be equal. The standard suggestion for examining the assumption of homoscedasticity in regression analysis is to plot the predicted Y values against the residual values. The scatterplot shows that the points are concentrated around 0 which shows that no violation of homoscedasticity (see figure1)

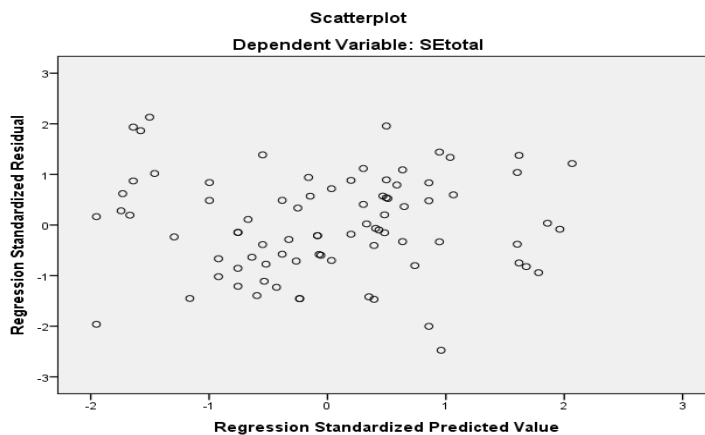


Figure 1 scatterplot of SE

4.3.2.3 Outliers and Independence of Residuals

In the Scatterplot of the standardized residuals, the residuals were roughly rectangular with most of the scores concentrated in the center, along the line 0. This also suggests no violation of the assumption of independence of residuals. Outliers can also be detected from the Scatter plot. From this Scatter plot we can find that there were no major outliers.

4.3.2.4 Normality

These assumptions can be checked by inspecting the Normal Probability Plot (P-P) of the Regression Standardized Residual and the Scatterplot shown as part of the analysis. If points lie in a reasonably straight diagonal line from bottom left to top right in the Normal P-P plot, no major deviation from normality can be suggested. In the present study, we can easily inspect from the Normal P-P plot that points line in a reasonably straight diagonal line from bottom left to top right for all dependent variables (see figure 2). This suggests that the assumption of normality was not violated.

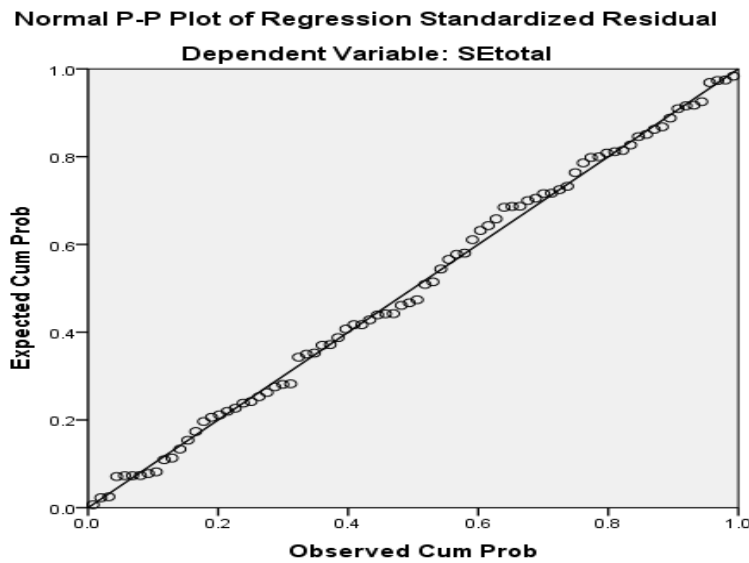


Figure 2, Normal P-P Plot SE

Figure 3, histogram shown below, also indicates that the majority of the scores of the dependent variable (SE) were concentrated around the mean score which further confirms that the assumption of normality was not violated.

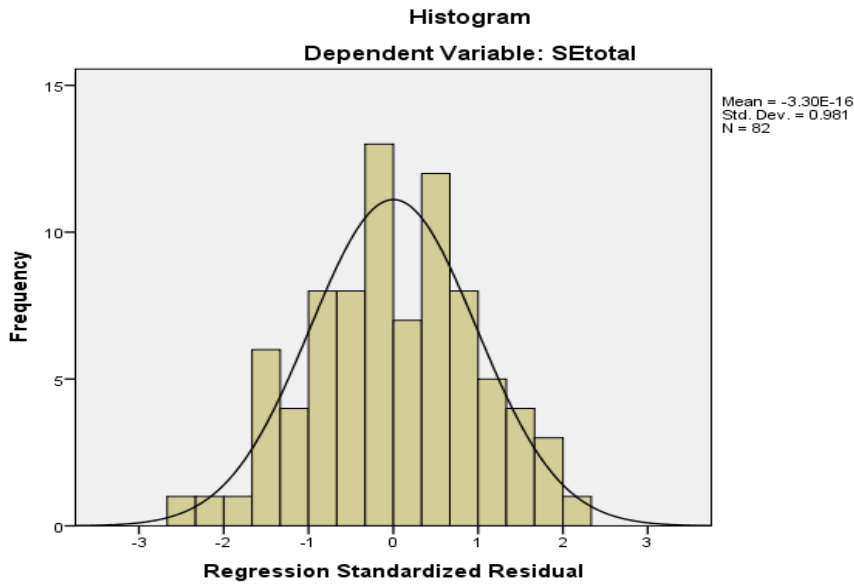


Figure 3 Histogram of SE

4.3.3 Regression Analysis

4.3.3.1 Model Summary

Table 6 the Influence of STT, INFO, and SOLID on the SE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761a	.579	.563	2.82064

a. Predictors: (Constant), SOLID, STT, INFO

b. Dependent Variable: SE

For the purposes of determining the extent to which the explanatory variables (strength of ties, solidarity and information) explain the variance in the explained (sales effectiveness) variable, regression analysis was employed. As shown in table 6 the value of R square was 0.579. This

value tells how much of the variance in the dependent variable SE is explained by the model (STT, INFO and SOLID). When we multiplying R Square value with 100, we can find that, the model explains 57.9% of the variance in the dependent variable (SE).

4.3.3.2 Goodness of fit of the model

The purpose of Goodness of fit of the model is to checking how could the independent variables reliably predict the dependent variable, The p-value is compared to alpha level (typically 0.05) and, if smaller, we can conclude that, the independent variables reliably predict the dependent variable.

Table 7 ANOVA Result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	852.957	3	284.319	35.736	.000b
Residual	620.567	78	7.956		
Total	1473.524	81			

a. Dependent Variable: SE

b. Predictors: (Constant), SOLID, STT, INFO

Table 7 shows the goodness of fit results of linear multiple regression with SE as the dependent or criterion variable and variables such ad STT, INFO and SOLID as predictors. The model indicates a statistically significant relationship between criterion variable (SE) and predictor variables (STT, INFO and SOLID), $F(3,78) = 35.73$ $p < 0.001$. In other words the model was significant.

4.3.3.3 Regression Coefficients

Table 8 Regression Coefficients of STT, INFO, and SOLID in Predicting SE

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.936	1.525		3.894	.000
STT	.291	.132	.218	2.201	.031
INFO	.584	.148	.424	3.938	.000
SOLID	.337	.179	.222	1.883	.049

Dependent Variable: Sales effectiveness

The above coefficients table illustrates the influence of STT, INFO and SOLID on SE in Ayat real Estate. In order to assess the effect/influence predictor variables (STT, INFO and SOLID) on the criterion variable (SE), multiple linear regression analysis was computed. The table 8 shows that, the three predictor variables, i.e. STT, INFO and SOLID made a statistically significant prediction/influence in predicting the dependent variable, SE.

The standardized Beta Coefficient indicates the contribution or influence of each independent variable to the dependent variable. The highest the Beta coefficient value, the strongest the influence of the predictor variable has on the criterion variable. In the table 8 above, the Beta value for predictor variable, INFO was 0.424 which implies that this predictor variable made the first strong positive and statistically significant influence in explaining or predicting the dependent variable (SE) when the variance explained by all other variables in the model is controlled for. Predictor variable SOLID made the second strong statistically significant positive influence on SE with Beta value of 0.222. Predictor variable STT also made strong statistically significant positive influence on SE with Beta value of 0.218.

4.4 Discussion

The above result shows that influence of independent variables on dependent variable. The adjusted value of R square was 0.579, which indicated that strength of ties (STT), information (INFO) and solidarity (SOLID) influence sales effectiveness by 57.9% which means solidarity, strength of ties and information has major contribution on sales effectiveness and the remaining 42.1% are other factors that can affect sales effectiveness. This represents that if these three dimensional factors are implemented properly in the real estate industry, sales effectiveness will be increase.

In the correlation statistics finding, there was a statistically significant positive correlation between sales effectiveness (SE) with strength of ties (STT), information (INFO), and solidarity (SOLID). The correlation between strength of ties and sales effectiveness (SE) was positive but it doesn't have strong influence as, $r = 0.603$, $p < 0.01$. On the other hand, there was a reasonable strong positive correlation between information (INFO), and sales effectiveness, $r = 0.706$, $p < 0.01$. Similarly, the correlation between solidarity (SOLID) and sales effectiveness was found also positive and moderate, $r = 0.670$, $p < 0.01$. This indicates that if the real estates work hard on maintaining strength of ties and solidarity with their customers and providing and gathering appropriate information increase the effectiveness of sales.

In addition, correlation between independent variables (STT, SOLID, and INFO) was positive. The strongest statistically significant correlation was found between information (INFO) and solidarity (SOLID), $r = 0.720$, $p < 0.01$. The second strong statistically significant correlation between independent variables was between strength of ties (STT) and solidarity (SOLID), as $r = 0.656$, $p < 0.01$ indicated and the significant correlation was between strength of ties (STT and information (INFO,) $r = 0.565$, $p < 0.01$. Generally, the three independent variables have positive correlation with each other, when one variable increase the other also increases and vice-versa. The relationship between SOLID with INFO is high in real estate industries than relationship between STT with INFO and STT with SOLID. Having integrated implementation of these three variables enhances the overall performance of the real estate sales.

The study used Multiple Linear Regressions procedure after testing the assumptions of Multicollinearity, Outliers, normality, linearity, homoscedasticity and independence of residuals.

The result shows that the tolerance value for each independent variable was not less than 0.10 and the VIF (Variance inflation factor), which was less than 10 for all independent variables. This indicates that the assumption of multicollinearity was not violated

Similarly, in order to examine the assumption of homoscedasticity, the scatterplot was used and the result indicated that the points are concentrated around 0; this shows that no violation of homoscedasticity. In addition, Independence of Residuals in the Scatterplot was roughly rectangular with most of the scores concentrated in the center, along the line 0. This tells us that no violation of the assumption of independence of residual and no major outliers also detected from the Scatter plot. It was also observed that the normal P-P plot points make a reasonably diagonal straight line from bottom left to top right for all dependent variables; this suggests that normality was not violated. At this point using this multiple regression coefficient results, the proposed hypotheses for this study were tested as follows.

H1: Strength of ties between buyers and sellers has significant influence on sales effectiveness in Ayat Real Estate industry.

The result of multiple regression analysis in the table 8 above clearly indicates that in Ayat Real Estate strength of ties has significant influence on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.218$) demonstrates that the positive influence of strength of ties on sales effectiveness. This result was supported by the studies of Yu Che et.al, (2018); Yu Che et.al, said that strength of ties brings a significant impact on sales effectiveness in the insurance industry. Thus, the above proposed hypothesis is accepted.

H2: Information network has significant influence on sales effectiveness of Ayat Real Industry.

The result of multiple regression analysis in the table 8 above clearly indicates that in Ayat Real Estate information network has significant influence on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.424$) demonstrates that the positive influence of information on sales effectiveness. The above result was supported by the studies of Muhwezi (2010) noted that information sharing is important for any Buyer-sellers relationship. Thus, information sharing also increases commitment and fosters the establishment of good relationships between buyers

and sellers. Collaborative nature of Buyer-sellers relationship in real estate industries is highly promoted by information sharing network. Yu Che et.al, (2018) and his research findings explained that information network has a significant impact on sales effectiveness in the insurance industry. Therefore, the alternative hypothesis is accepted.

In addition, the study by Sanders et al. (2011) on the effect of communication in buyer seller relationship on maize market performance shown that, repeated and timely communication together with reliability of exchanged information are main constraints in for effective communication resulting good market performance. Likely, the study by Mohanty and Gahan (2012) revealed that effective communication in terms of sharing trustworthy information, timeline information are essential for successful partnership of any Buyer-seller relationship, additionally this study agrees with study conducted by (Sanders et al.,2011) who reveal that processes of information acquisition, integration and discussion have become increasingly critical for relationships growth and increase market performance.

H3: Buyers-sellers solidarity has significant influence on sales effectiveness of Ayat real Estate Industry.

The result of multiple regression analysis in the table 8 above confirmed that in Ayat Real Estate, solidarity has significant impact on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.222$) demonstrates that the positive impact of solidarity on sales effectiveness. Thus, the above proposed hypothesis is accepted. Yu Che et.al, (2018) also indicated that maintaining solidarity exerts its significant impact on sales effectiveness in the insurance industry. The hypothesis is accepted because solidarity indicates the second strong effect on sales effectiveness and enhances sales performance.

To summarize, the establishment of well-organized information network which provides trustworthy, timely and appropriate information helps the real estate stick twinned with customers. In addition, maintaining solidarity and strength of ties play a paramount role in the industry to increase sales effectiveness. Indeed, in the real estate the implementation of these three key factors integratively promotes sales effectiveness and increase sales and profits.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter the findings of study were summarized; on the basis of summary, conclusion and recommendations were drawn

5.1 Summary

The research was carried out to assess the influence of buyers-sellers relationship on sales effectiveness in Ayat Real estate; both explanatory and descriptive research design was used and census methods employed. Based on the objectives of the study, questionnaires were prepared and administered for hundred eighteen respondents; from these, eighty two papers were collected. The information gathered from primary source was organized, tabulated. Moreover, to test the goodness of fit of the model, ANOVA was employed and the result shows that all the independent variable reliably predict the dependent variables in the models. The analysis and discussion were made using correlation statistics to see the nature of relationship between independent variables (STT, INFO, SOLID) and dependent variable (SE) and also shows the relationship between independent variables(STT,INFO,SOLID) in Ayat Real Estate Industry. In addition ,linear multiple regression test was used to assess the strength of independent variables (STT,INFO,SOLID) to influence sales effectiveness(SE). Thus, the finding of this study shows that information is the most important factor to have positive and strong influence on sales effectiveness followed by solidarity (SOLID) and strength of ties (STT) respectively.

5.2 Conclusions

This research may have vital role in real estate industries because Real estates have great interest in obtaining maximum sales . During the investigation, the researcher set different objectives; to answer these objectives the result findings were summarized and conclusion drawn.

- ❖ The findings of the study showed sales persons have good relationship with customers in Ayat Real Estate Industry. Therefore, the researcher can credibly conclude that the

concept buyers' sellers' relationship on sales effectiveness is well understood by the majority salespersons of the Real estate industry.

- ❖ The correlation result shows that information (INFO),solidarity (SOLID), strength of ties (STT) are positively and significantly related with sales effectiveness. However as it is indicated in the finding ,the relationship between INFO and sales effectiveness is positive and more strong compared to others.
- ❖ Information has been found statistically significant and strong effect on sales effectiveness in Ayat Real Estate. This indicates that building better information network between buyers-sellers strengthens their relationship and enhances effectiveness. In addition solidarity and strength of ties also influence sales effectiveness in Ayat Real Estate Industry.
- ❖ In terms of the stated research hypotheses, the following specific empirical findings emerged from the investigation: the buyers-sellers relationship has positive and significant effect on sales effectiveness. In other words, solidarity, strength of ties and information network between buyers sellers have positive and significantly enhance sales effectiveness in Ayat Real Estate Industry.
- ❖ This research has crucial role because it creates awareness in real estate industry to enhance buyers - sellers relationship and achieve sales effectiveness. Therefore, the researcher can credibly conclude that the effect of buyers-sellers relationship is well understood and exerts its own impact.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations and suggestion for other researchers to see the area broadly.

- ❖ The Real Estate should maintain buyers-sellers relationship to enhance sales effectiveness. That means sales persons in any real estate should have strong solidarity, strength of ties and deliver appropriate information to their customers.
- ❖ Real estate industry managers, supervisors and sales persons should work cooperatively to have effective sales. In addition the information provided should be reliable, timely and helps the industry to attract more customers. Therefore, the Real Estate should exert

more attention to provide individual customer information availability at every corner of contact. It is necessary to provide technical support for sale persons on sales industry to equipped them with skills of providing information, how to build solidarity and maintain relation with customers.

- ❖ The selected Real Estate has to establish carefully buyers-sellers relationship through good organizational structure. Generally, the Real Estate have to implement customer relationship appropriately and continuously as an indispensable tool for gaining competitive advantage and build long- lasting and profitable relationships with their customers in order to achieve better sale performance.

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APPENDICES

Appendix 1

1: LETTER OF INTRODUCTION

Dear respondent,

The research questionnaire is proposed to acquire information from Ayat Real estate on the buyer seller relationship to improve sales performance. The questionnaire is part of the study procedure in partial fulfillment of a degree of masters of Science in Marketing. Kindly note that the information obtained from this questionnaire will be used for academic purpose only and all the responses will be managed with high confidentiality. Valued respondent, you are kindly requested to respond to all statements by ticking where appropriately and completing the statements guidelines provided in each question. Thank you in advance.

PART 1: DEMOGRAPHIC INFORMATION

Dear respondent, kindly select the appropriate category and put a tick on the spaces provided

SECTION A:

1. Gender: Male Female

2. Age: 20-30years 31-40 years

41-50 years 51-60 years

3. Level of education:

Primary level Secondary level College/University level

4. Position:

Marketing manager Marketing officer Sales personnel Supervisor

5. Experience:

Less than one (1) year 1– 3 years 4 – 5 year(s) More than 5 years

Part B: Buyer-seller relationship and sales volume

Kindly rate the following statements below as to the extent to which various buyer seller relation affect Ayat Real estate sales performance. Using a scale of 1 – 7, tick in the appropriate box as to the extent of your agreement or disagreement with the statements given. Where:

Scale: 1=Strongly Agree 2=agree 3=Neither agree nor disagree 4=Disagree 5=strongly disagree

	Items	1	2	3	4	5
1	STT					
STT.1	I have a strong relationship with my customers					
STT.2	I have a long term acquaintance with my customers					
STT.3	We immediately solve any challenge with customers if there is.					
STT.4	I am committed to improve the relationship I have with customers to increase mutual benefits					
2	INFO					
INFO.1	The information from my network is valuable.					
INFO.2	I think of my network as information resource.					
INFO.3	My network has a unique value for information.					
3	SOLID					
SOLID.1	I try to establish mutual relationship with customers.					
SOLID.2	I am cheerful and pleasant to customers					
SOLID.3	Customers approach me as friend.					
4	SE					
SE.1	I am capable of providing information and having effective communication with customers.					

SE.2	I have smooth and friendly relationship with customers					
SE.3	I manage everything accordingly to reduce or control expense.					
SE.4	I present the house sales effectively as much as I can to persuade customers to buy.					
SE.5	I act according to my schedule to carry out selling and manage my time properly.					
SE.6	I have good Technical knowledge related to my products (houses), competitors' products, and customers' needs?					

Adopted from

Strength of ties: Hansen (1999), Burt (1992), Bonner and Calantone (2007) Information: Mathwicketal. (2008) Solidarity Price and Arnould(1999)Sales effectiveness: Ingrametal. (1991)

Appendix 2

SPSS OUTPUTS

correlation

		SEtotal	STTtotal	INFOtotal	SOLIDtotal
SEtotal	Pearson Correlation	1	.603**	.706**	.670**
	Sig. (2-tailed)		.000	.000	.000
	N	82	82	82	82
STTtotal	Pearson Correlation	.603**	1	.565**	.656**
	Sig. (2-tailed)	.000		.000	.000
	N	82	82	82	82
INFOtotal	Pearson Correlation	.706**	.565**	1	.720**
	Sig. (2-tailed)	.000	.000		.000
	N	82	82	82	82
SOLIDtotal	Pearson Correlation	.670**	.656**	.720**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	82	82	82	82

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

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	SOLIDtotal, STTtotal, INFOtotal ^b	.	Enter

a. Dependent Variable: SEtotal

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.563	2.82064

a. Predictors: (Constant), SOLIDtotal, STTtotal, INFOtotal

b. Dependent Variable: SETotal

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	852.957	3	284.319	35.736	.000 ^b
	Residual	620.567	78	7.956		
	Total	1473.524	81			

a. Dependent Variable: SETotal

b. Predictors: (Constant), SOLIDtotal, STTtotal, INFOtotal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.936	1.525		3.894	.000		
	STTtotal	.291	.132	.218	2.201	.031	.551	1.814
	INFOtotal	.584	.148	.424	3.938	.000	.466	2.144
	SOLIDtotal	.337	.179	.222	1.883	.049	.390	2.563

a. Dependent Variable: SETotal

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	STTtotal	INFOtotal	SOLIDtotal
1	1	3.901	1.000	.00	.00	.00	.00
	2	.060	8.087	.30	.02	.40	.02
	3	.024	12.883	.33	.07	.59	.57
	4	.016	15.619	.37	.91	.01	.41

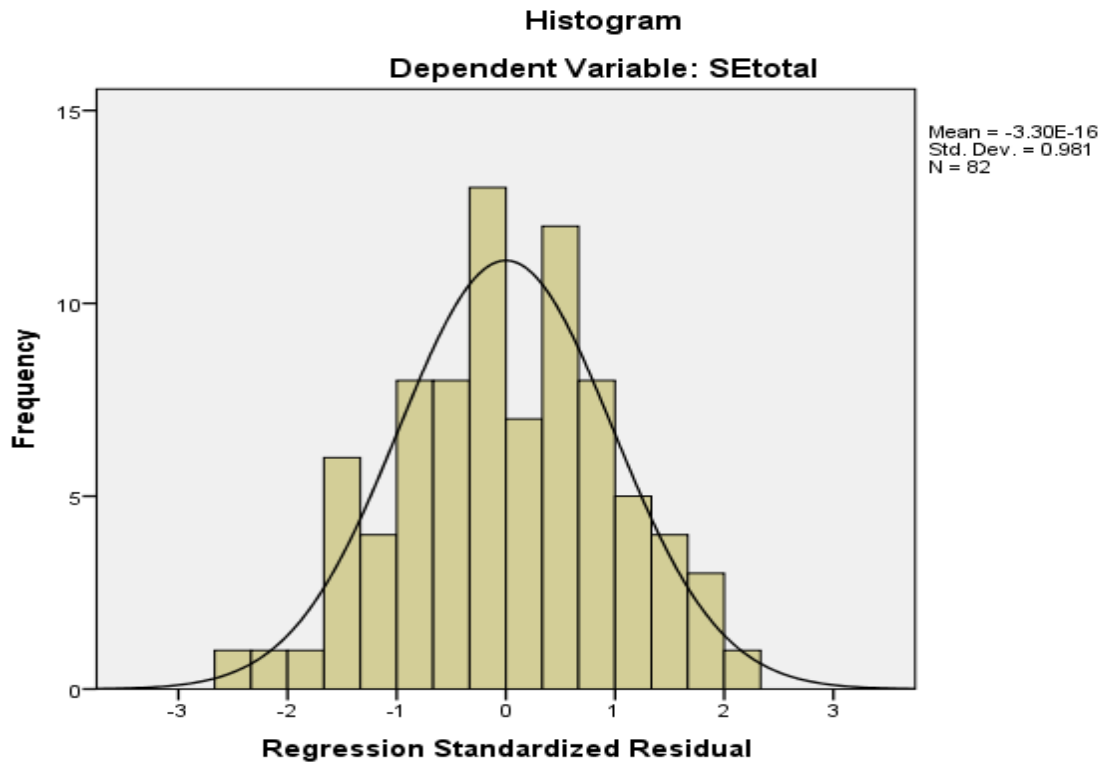
a. Dependent Variable: SETotal

Residuals Statistics^a

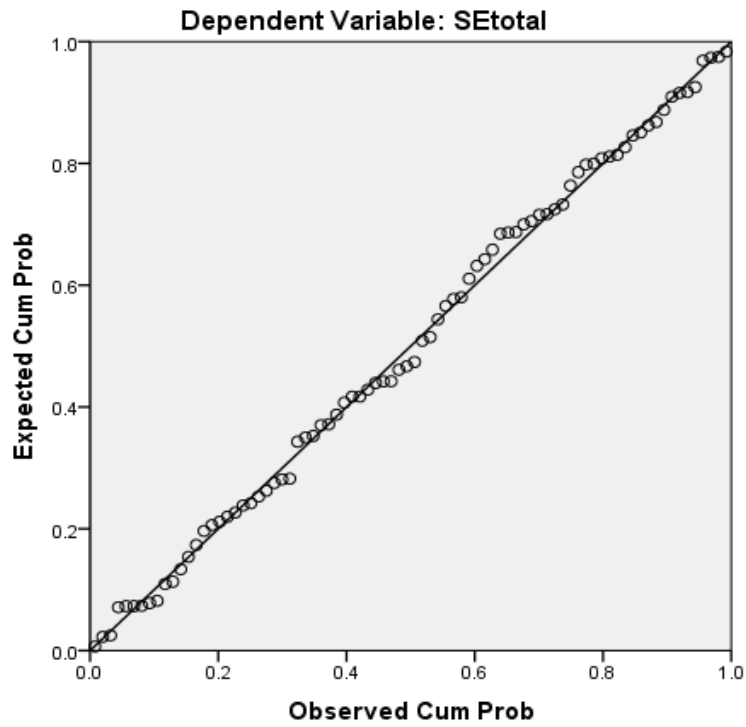
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	12.5321	25.5716	18.8659	3.24505	82
Residual	-6.98055	6.01132	.00000	2.76791	82
Std. Predicted Value	-1.952	2.066	.000	1.000	82
Std. Residual	-2.475	2.131	.000	.981	82

a. Dependent Variable: SEtotal

Charts



Normal P-P Plot of Regression Standardized Residual



Scatterplot

