



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

DETERMINANTS OF SALES PERSON PERFORMANCE: THE CASE OF AWASH WINE SC

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Declaration

The researcher hereby declares that this thesis has been prepared by me in partial fulfillment of the requirements for the award of a Master's Degree in Business Administration. The researcher wish to state that this work has never been presented in any University or Institution of learning apart from references made to the works of other people for which the researcher have dully acknowledged. Therefore, it is an original work done by me under a close supervision of my advisor.

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Statement of certification

This is to certify that Abel Dagneu has carried out this research work on the topic titled as: “Determinants of Sales Person Performance: The Case of Awash wine SC”. The work is suitable for submission of the award of Master’s Degree in Business Administration.

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Abstract

Effective sales person contributes to business's high sales volume and to its long-term survival. Cognizant of this, business organizations strive to build their sales person's through various ways. However, sales person's performance is affected by different factors. The objective of this study was to investigate determinants of sales person's performance of Awash wine SC. To this end, employing quantitative research approach; specifically, explanatory design, a total of 208(female=120 and male=88) respondents participated in the study using comprehensive sampling technique. Data were collected using a pilot-tested structured questionnaire with a five-point Likert scale. Data analysis was conducted using SPSS version 22. Specifically, frequency, mean, standard deviation, Pearson Correlation and multiple linear regressions were applied. Findings show that sales person's performance was low in Awash wine SC in the study area because respondents scored below the average (Mean=1.621) on the majority of the items used to measure sales person's performance. Pearson correlation show that sales person's performance has significant positive relationship with selling skill ($r=0.570$, $p<0.01$), with salary and benefits ($r=0.275$, $p<0.01$), commission ($r=0.560$, $p<0.01$), with recognition ($r=0.453$, $p<0.01$) and supervisory support ($r=0.652$, $p<0.01$). Analysis of multiple linear regression showed that the predictor variables; supervisory support, salary and benefits, recognition, commission, selling skill, and role perception have significant effects on sales force performance. More importantly 65% of the variance in the model can be predicted using the independent variables or in simple words 65% of sales person's performance is explained by the constructed independent variables. Analysis of beta coefficients confirmed that supervisory support ($\beta=0.439$, $p=.000$) was the strongest predictor of sales force performance followed by recognition ($\beta = 0.375$, $p = .000$), selling skill ($\beta=0.257$, $p=.048$), commission ($\beta 0.110$, $p=0.012$) and salary and benefits ($\beta =.007$, $p=0.006$). It is recommended that much focus should be given on structures and systems for recognition of a representative's efforts which are often overlooked by manufacturing firms. Rather than more elaborate and costly systems, more simple acts of recognition need to be implemented. They may be carried out at supervisory level rather than at organizational level.

Key words: sales person's, sales person's performance,

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The manufacturing industry is a key element of economic development in many countries across the globe and its productivity growth potential is higher than that of other industries (Haraguchi, Cheng & Smeets, 2017). Specially, in developed countries manufacturing industry has higher contribution to gross domestic product (GDP).

On the other hand, in less developed countries of African, Latin America and south East Asia agriculture accounts for the highest share of their economy (Szirmai, 2019). Similarly, in Ethiopia, empirical evidences show that the industrial sector has remained insignificant with contribution to the country's GDP averaging 13 percent. Particularly, out of the total share of the industry sector, manufacturing represents only 7 percent. Major industrial sub-sectors are food, beverage, tobacco, textiles, leather, printing, paper, and non-metallic minerals (Guesh, 2018; Admasu & Måns, 2018). As can be inferred from the above empirical evidence, the manufacturing sector in Ethiopia has slow growth despite determined efforts through industrial policy (Arkebe, 2018).

However, this study doesn't have an intension to focus on it; instead, the researcher would like to examine one of growth indicators of manufacturing industry which is sales performance by shading light on the general status of the sector. When sales performance becomes a point of discussion, sales person's comes to the front. Because without vibrant sales person's, sales performance would be insignificant (Lopes, 2016).

A pre filtration of literature in marketing science documents that there are various factors that determine the performance sales force in a given business enterprise (Zunarni, Nor & Tan, 2016; Nguyen, 2019; Lopes, 2016). For instance, Zunarni, Nor & Tan (2016) reported that teamwork, learning, leadership and communication explained about 21% of the variance in the performance of sales force in Malaysian banking sector and team work was the most important predictor of the performance sales force. On the other hand, Nguyen (2019) revealed that adaptive selling behavior, customer orientation and social relationship between salesperson and customers have

significant effect on the performance of sales person's in information service industry in Vietnam. Despite each studies specify those factors that affect the performance of sales force, studies provides inconsistent reports.

This implies that the issue needs further comprehensive research analysis. As it has been reported in the business activities of many countries, boosting sales performance is the central concern of marketing managers of government as well as private business firms. Because the survival and continuity of these firms; specially, for profit firms, highly relies on their sales performance. Likewise, in Ethiopia, sales performance has become the focus of research investigation in recent years and studies yielded various empirical evidences (Lulit, 2017; Muhammed, 2017; Theodros, 2019).

However, these studies focused on the overall performance of sales in relation to other factors. In other words, studies failed to consider the sales force itself and factors behind its performance. In fact, though small in their number, there are few recently conducted local empirical studies that put their interest on sales force performance (Chalachew, 2018; Tigist, 2018). To see them in detail, Chalachew (2018) examined determinants of sales force performance in multinational pharmaceutical operating in Ethiopia. He reported that recognition, selling skills, basic salary, commission, career development and supervisory support have positive and significant effect on sales person's performance.

Whereas, Tigist (2018) studied determinants of sales people's performance in Ethio-telecom. Findings show that job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment had significant and positive relationship with sales people's performance.

Despite such types of studies are informative and provide important insight to the sales force in particular and business firms in general, they are not adequately available as compared to the increasing number of business organizations in Ethiopia. Furthermore, such data need to be up to date through continuous research efforts as the success of business firms is determined by their sales force among others. Observing the condition in the study area, there are enormous government and private business organizations hiring good number of salespersons and each business firm operates in its own ways. But, empirical evidence showing how far the sales force

is effective in achieving the objective the business firm is almost absent as per the consultation of local empirical studies. There is no empirical data concerning factors that determine the performance of the sales force as well. So, the researcher took special interest in these three areas and contributed its share in addressing some of the empirical gap. The study focused on Awash wine SC Sales force performance located in Addis Ababa.

1.2 Statement of the problem

In Ethiopia, the manufacturing industry is in its infant stage that needs the attention of many stakeholders among which the government, managers and employees are expected to contribute for its good performance (Melaku, 2018.). Specifically, salespersons are considered as the bridge between their company and customers and they create more competitive advantages through financial, product and customer information (Bartkus, Mark and Danny, 2019).

Therefore, measuring or enhancing performance for sales people should be among the highest priorities of sales managers and managers (Walker, OC, 1977). Similarly, Grant & Cravens (1996) indicated that the performance of a commercial organization depends on the salesperson performance (Grant & Cravens, 1996). So, an essential task of sales management is to find out factors that determine salesperson performance. Owing to this fact, globally, many business organizations invest huge amount resources to enhance the performance of their sales force through training, incentives and recognition among others (Roman, 2016; Challagalla, Tassaduq & Shervani, 2018).

Moreover, enormous empirical studies have also been devoted to identify those factors that determine sales forces performance across different organizational settings. Mainly in developed countries many studies were conducted to rule out factors that affect sales force performance (Churchill, 2012; Johnston, 2014; John, 2012). Churchill (2012) showed that aptitude, role perception, motivation, personality and organizational factors affect salesperson performance. Johnston and Marshall (2010) also reported that extrinsic rewards comprising of salary, financial incentives, security, recognition and promotion to have powerful and immediate effect on sales force performance.

However, in most less developed countries, business organization give less attention and consideration for the importance of salespersons in achieving organizational goals (Jantan &

Honeycutt, 2013). In this respect, a study by Dwyer (2018) revealed that business companies in African countries usually focus on product quality and quantity to foster their sales volume leaving the role of sales force behind. This has adversely affected their sales performance and overall growth. Likewise, in Ethiopia, in most business organization salespersons are not given due considerations and even until recently big business companies failed to hire trained sales persons as they think that it has costs (Tigist, 2018).

This, in one way or another, has negative effects to their sales volume as well as their overall performance. However, now a day, most local company has come to understand the role of sales force in achieving organizational goals and objectives which drives the recruitment and hiring of sales personnel. However, again, these business companies have not given attention to systematically analyze the performance of their sales force as well as identify factors that affect it. Furthermore, sales force performance and associated factors have not been able track the attention of local researchers as well.

Instead, sales volume and sales performance as general concept has consistently been dealt with the available local empirical studies. For instance, Betelehem (2019) explored the effect of advertising on sales volume Ambalay Raey Trade & Industrial Plc. Nigist (2017) conducted a study on The Role of Marketing Strategy for Sales Volume: A Case Study on Ethiopian Textile Firms, Ethiopia. Lulit (2017) studied the effect of Advertising on sales performance in the case of St. Gorge Brewery. So, the review of local studies shows that sales performance (volume) has been the common area of research investigation despite studies examined it in relation to different controlled variables.

But, I argue that local researchers overlooked to analyze the role of sales force itself in achieving sales performance. Furthermore, factors that affect sales force performance should have been examined as well. But, little consideration was given to it so far. So, there is wider empirical gap in the area. In fact, the consultation of the available local literature revealed that there are few previously conducted studies on sales force performance (Chalachew, 2018; Suzana, 2016; Tigist, 2018).

A closer examination of these studies reveals that Chalachew (2018) and Suzana (2016) focused on sales force in pharmaceutical importuning companies whereas Tigist (2018) focused on sales

force in Ethio-telecom. However, the current researcher is interested to make his focus on manufacturing industry. Because, this area is not given attention so far and there is, as perceived by the researcher, also significant difference in the role of sales force in aforementioned business organizations and local manufacturing companies because there is difference in product type and customer and marketing channels.

Therefore, it is timely and viable to investigate those factors that determine the sales person performance in local manufacturing industries. In doing so, this study targeted Awash wine SC established to produce wine and wine based products locating at Addis Ababa, Lideta Sub city.

1.3 Research question

1.3.1 Main research question

What are the determinants of sales person's performance?

1.3.2 Sub research questions

- How basic salary affect sales person's performance?
- How commission affect sales person's performance?
- What is the effect of selling skill on sales person's performance?
- What is the effect of role perception on sales person's performance?
- How supervisory support affect sales person's performance?
- How recognition affect sales person's performance

1.4 Objectives of the study

1.4.1 General objective

The general objective of this study was to investigate factors that determine sales person performance in Awash wine SC. To address the above concern, the study has the following specific objectives:-

1.4.2 Specific objectives

- To explore sales person's performance level.
- To examine the effect of basic salary on sales person's performance.

- To analyze the effect of commission on sales person's performance.
- To examine the effect of selling skill on sales person's performance.
- To explore the effect of role perception on sales person's performance.
- To investigate the effect of supervisory support on sales person's performance.
- To investigate the effect of recognition on sales person's performance.

1.5 Research hypotheses

The following hypotheses were developed and proved

H1: Basic salary has statistically significant and positive effect on sales person's performance

H2: Commission has statistically significant and positive effect on sales person's performance

H3: Selling skill has statistically significant and positive effect on sales person's performance

H4: Role perception has statistically significant and positive effect on sales person's performance

H5: Supervisory support has statistically significant and positive effect on sales person's performance

H6: Recognition has statistically significant and positive effect on sales person's performance

1.6 Definition of terms

The following terms are defined as per the purpose of the study Sales person's

Performance: refers to the extent to which employed salespersons contribute to achieve the organization's sales objectives (Lopes, 2016).

Role perception: The role attached to the position of the salesperson in any firm represents the set of activities or behaviors to be performed by any salesperson occupying that position (Aziz et al 2012)

Skill level: Skill level refers to an individual's learned proficiency at performing the necessary tasks (Churchil et al 2000)

1.7 Significance of the study

This study could have the following major significances. Primarily, the study could be used as source of information for Awash wine SC, sales employees and managers and other stakeholders about the performance of sales person's working within each FMCG manufacturing industries considered in the study. Next, the practical significance of the present study lies on the extent to which the findings could provide empirical evidence on different factors that influence the salesperson performance.

Therefore, knowing what factors determine sales person's performance best helps line managers and other relevant stakeholders about factors that affect sales person's performance so that they could actively join their effort to devise measures to overcome or improve the situation. Finally, the study could be used as stepping stone for further comprehensive investigations on the same issue.

1.8 Scope of the study

Geographically, this study was confined to Addis Ababa. Specifically, the study was conducted at Awash wine SC located at Lideta sub city. Conceptually, the study focused on factors that determine sales force performance (basic salary, commission, selling skill, role perception, supervisory support and recognition) and sales person's performance itself. Therefore, the researcher will generate information from sales representatives and van sales of Awash wine SC at Lideta sub city to determine sales person's performance using descriptive and explanatory research design in the current year.

1.9 Limitations of the Study

This study examined determinants of sales person's performance in Awash wine SC only while there are other private and government FMCG manufacturing firms and service providing organizations in the study area. Therefore, findings of the study could not be referred for salespersons working in other organizations than Awash wine SC.

Furthermore, sales person's performance is very broad term that could be affected by a multitude of factors. But, in this study sales force performance was affected by basic salary, commission, selling skill, role perception, supervisory support and recognition. Thus, sales person's performance due to other factors other than the aforementioned determinants could not be focus on this study.

1.10 Organization of the paper

The study is organized into five chapters. The first deals with the background of the study, statement of the problem, objectives, research questions, research hypothesis, scope and limitation of the research and significances of the study. Chapter two provides the literature review which is classified as theoretical and empirical literature. Chapter three presents the research methodology of the study. Study design, study area, target population, participants, data collection instruments and data analysis are included in the chapter of the study. Chapter four contains findings and discussion and chapter five deals with the summary, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The chapter presents the review of literature related to the topic of the study. The review is organized into two major sections. The first section presents theoretical literature review which deals with the concept of sales person's performance, sales performance measurement, determinants of sales person's performance and theoretical perspectives. On the other hand, the empirical review section deals with the review of previously conducted empirical studies.

2.1 Theoretical Literature

2.1.1 Selling and sales management

Sales management, personal selling and salesmanship are all related. Sales management directs the personal selling effort, which in turn, is implemented largely through salesmanship. The term personal selling and salesmanship are often used without distinction. 'Personal Selling' is a highly distinctive form of promotion. It is basically a two-way communication involving not only individual but social behavior also. Personal selling involves a two-way flow of communication between a buyer and seller, often in a face-to-face encounter, designed to influence a person or groups purchase decision.

But, with advances in telecommunications, however, personal selling takes place over the telephone, through video teleconferencing and interactive computer links between buyers and sellers. It aims at bringing the right products to the right customers (Kotler 2003). Sales management involves planning the selling program and implementing and controlling the personal selling effort of the firm. Numerous tasks are involved in managing personal selling including: setting objectives; organizing the sales force; recruiting, selecting, training, and compensating salespeople; and evaluating the performance of individual salespeople (Kotler 2003).

Companies spend large sums of money training their sales personnel in the art of selling. The reason for this attention to personal selling is simple: in most companies the sales personnel are the single most important link with the customer. The best designed and planned marketing efforts may fail because the sales force is ineffective. This frontline role of the salesperson means

that for many customers the salesperson is the company. Allied with the often substantial costs associated with recruiting, training and maintaining the sales force, there are powerful reasons for stressing the importance of the selling task and for justifying attempts to improve effectiveness in this area (PA Consultants, 1979). Today, a sales force must have a wide range of skills to compete successfully.

Today selling requires a wide array of skills. Creating and maintaining a high performing sales force is a challenging task. The confidence and motivation of salespeople are being constantly worn down by the inevitable rejections they suffer from buyers as part of everyday activities (PA Consultants, 1979).

2.1.2 The Concept of Sales person's Performance

Performance was described as "behavior that has been evaluated in terms of its contribution to the goals of the organization" (Walker, Churchill & Ford, 1979). Measuring and managing salesperson performance is considered as an important aspect in management job in every companies, and sales tools are developed for managers be able to measure it. The importance of salesperson performance cannot be overstressed.

The success of any sales and marketing organization ultimately depends on the success of individual salespeople, for their performance directly affects the firm's bottom line, not just in the short run, but in the long run as well. In the process of buyer-seller interaction and communication, salespeople develop new business, build customer trust, nurture long-term relationships, create added value for customers, and provide market information to management. With changing and more diverse buyer behavior, the salespeople's role as relationship managers in the marketing organization has never been more critical (Anderson et al. 1999; Weitz, Castleberry, and Tanner 1998).

Advances in technology are not replacing the salesperson (Keenan 1994); instead, the demand for salespeople has been increasing and continues to increase. By 2005, total sales jobs are projected to increase by 18% from 1992 to 16,400,000 (Bureau of Labor Statistics 1997). Further, costs associated with salespeople recruiting, selection, and training keep soaring. Therefore, knowledge of how to achieve superior salesperson performance is of fundamental and

enduring interest to sales managers and organizations, as well as salespeople themselves. While salesperson performance is the central concern of all sales organizations, firms emphasize different aspects of performance.

In general, salesperson performance has been defined and measured from either objective or subjective perspectives, or both (Behrman and Perreault 1982). Objective performance is defined and measured in terms of unit sales volume, dollar sales volume, contribution to profit, number of new accounts, and the like. Subjective performance, on the other hand, is measured through evaluations by supervisors, customers, coworkers, or salespeople themselves on such aspects as communication effectiveness, sales volume, customer relations, controlling expenses, territory management, mastering selling skills, teamwork, providing information to management, and so for.

2.1.3 Sales Person's Performance Management

For an organization's high performance and the quality of workforce at all levels of the organization is vital. The role of human resources in gaining a competitive advantage for an organization is empirically documented by (Brewster et al., 2003). According to them, an organization to accomplish their goals, they must continually look for better ways to organize and manage their work.

This was not always the case, as human resources were traditionally seen as a cost. High performance results from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge, skills and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results (Armstrong, 2006:497- 498). To summarize, performance means both behavior and result.

Behavior emanates from the performer and transforms performance from abstraction into action. Not just a means to an end, the behavior is also an outcome in itself, the product of mental and physical effort applied to the task, which can be judged apart from the result (Armstrong, 2006). Since performance is both a behavior and result, how can it could be managed is crucial question to be answered Sales force performance management is neither a technique nor a single process, it can be considered as a set of process, or a concept, a holistic philosophy that includes

motivation of employees to perform well, employees knowledge about what their managers expect of them, development of employees, monitoring and measuring performance in order to know what areas are to be improved (Wilson, 2005). This indicates that performance is a function of motivation and ability of the employees to achieve the objective of an organization in general and their goal in particular.

2.1.4 Measuring Sales person's Performance

Job Performance is an important concept at any job. Job performance is the attitude and effort put towards achieving the company's targets and goals (Motowidlo et al., 1999). The company's business success relies on the performance of the employees. In additions, good performance can develop a means of satisfaction for the employee as well (Muchhal, 2014; Thushel, 2015). Performance can be measured using different methods and managers should use the appropriate measure to determine the rate of compensation for employees. The two types of performance measure used in sales business are objective and subjective measures (Rajah et al., 1997).

- a) **Objective measures:** Objective measures have high measurability and are oriented towards the short-term as their impact can be fully realized during the incentive period. For this reason, 18 these types of measures are more appropriate for target-setting purposes (Franco-Santos, 2014). The personal selling effort can be differentiated into input and output characteristics. Input measures are behavior items such as number of clients called on per week and number of hours worked. Output measures are performance data representing the more tangible outcomes of effort, and this include sales volume, number of orders closed. Sole reliance on output related evaluation is inequitable since acquisition of revenue may be influenced by environmental and situational factors over which the salesperson has little control.
- b) For example, sales territories have different market potential, and companies vary their advertising, promotions and coverage across districts, products, customers and time. Inputs measures are associated with intermediate steps rather than end results or the sales process. This includes number of sales calls, number of days worked, number of reports filled in order to distinguish and monitor the quantity and quality of work (Rajah, 1997).

b) **Subjective measures:** Subjective measures are oriented towards the longer term, as their effects may not be fully realized until several years have passed. These characteristics make

them less appropriate for target-setting purposes as specific and accurate targets are difficult to estimate (Franco-Santos, 2014). Effective personal selling requires skills in identifying customer needs, making sales presentations, relationship management, selling skills conveying product information, planning work schedules, report writing, understanding the competition and decision making. The possession of personal attributes like appearance, voice and initiative are also important.

2.1.5 Duties and Responsibilities of Sales person's

The success of a business relies heavily on the effectiveness of the sales force in the market. This implies that the company's manager has to pay great attention to the sales force performance as well as the market environment (Akpan, 2003). The sales force will set out to attract potential buyers and the rejection rate can be overwhelming. The sales person should maintain a positive attitude and not focus very much on their daily experience that has caused frustration. The sales force has to also communicate with different pharmaceutical personnel in the marketing, advertisement, and customer care etc. This allows the sales force to see if the turnover is higher than the other work area (Okolo, et al. 2015). In any type of business, selling a product or service involves finding a potential buyer, determining if the service is in their need, making a claim as to why one's product or service is the best choice than other competitors, completing sales transaction with agreement to term and condition, and providing customer care for concerns after the sale. Sales representatives perform all of these tasks. The followings are the duty and responsibility undertaken by sales force: -

1. Prospecting: This is searching for a potential customer.
2. Communicating: Any information obtained from customers concerning the company's product is expected to be reported back to the manager. This creates a means of communication between the company's management and the customers.
3. Selling: This is the act of providing the company's product using different techniques that involve interacting with customers, providing answers to questions, and providing the product that best fits the customers' request.
4. Gathering information: This process involves studying the market environment, skillfully analyze and fill out reports.

5. Allocation for resources and rendering of services: The performance of any organization and its continuity depends on their key assets, employees, as well as the capabilities of the managers to be able to create a motivating environment for their people. On the other hand, it is a challenge for the managers to keep their people and sales force motivated and satisfied. That why every manager has to be aware about the needs and requirements their sales force and what they are looking for (Okolo, et al., 2015).

2.1.6 Determinants of Sales person's Performance

Job performance refers to the behaviors that are expected in the line of the organization's goals and the purpose under control of individual employees (Campbell et al., 1993). Hunter and Hunter (1984) pointed out that job performance is of interest to the organizations because of the importance of high productivity in the workplace There are several factors that being described by Stup (2003) towards the success of the employees' performance.

The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes. The most widely described determinants of employees 'performance are the following (Marshall and Johnston 2010, Stup 2003).

Skill Level

Whereas role perception determine how well salesperson knows what must be done in performing a job and a job and aptitude determine whether the person has the necessary native abilities, skill level refers to the individual' learned proficiency at performing the necessary tasks (Churchill et.al. 1990). Aptitude, though consists of relatively enduring personal abilities, while skills are proficiency level than can change rapidly with learning and experience (Bragg, 1988). Skills related to sales performance are

- Vocational skills: that is job and company specific skills, technical knowledge and vocabulary related to the firm's product line, knowledge of the company and its policies.
- Sales presentation skills: that is skills related to evaluating customers' need, presentation style, ability to handle objection and close the sale.

- Interpersonal skills: that is skills related to understanding, persuading and getting along with other people.
- General Management: that is skill related to organizing, directing and leading other people.
- Vocational esteem: This is the degree of liking or preference for tasks and activities associated with sales job (Ford, Walker, Churchill and Hartley, 1987).

Pay System

The design, implementation, evaluation and regular adjustment of pay system/incentive plans is the responsibility of sales management who have to decide on the basic compensation plans for its sales force. The core of sales compensation plans consists of a salary and incentive payments. In missionary selling tasks, the most used plan, a salary which is a fixed sum of money paid at regular intervals (Marshall and Johnston 2010).

The amount of salary paid to a given salesperson is usually a function of that salesperson's experience, competence, and time on the job, as well as the sales manager's judgments about the quality of the individual's performance (Marshall and Johnston 2010). Sales managers experience challenges in crafting payment plans that use both salary and incentive plans to maximize salespeople's performance as this is very complex, and companies often choose a program based on convenience or cost effectiveness rather than actual benefits to the company. Financial incentives were highly regarded by sales managers in the motivation of their sales teams for high performance.

Managers have the opportunity to meet their salespeople in the field, at head office and at sales meetings/conventions. They provide a number of opportunities for improving motivation (Jobber and Lancaster, 2009). First, they allow the sales manager to understand the personality, needs and problems of each salesperson.

The manager can then better understand the causes of motivation and demotivation in individual salespeople and respond in a manner that considers the needs, problems and personality of the salesperson. A study by Jobber and Lee (1994) showed the extent to which the perceptions of sales management and salespeople towards motivation and demotivation can differ. They

investigated the perceptions of what motivates and demotivates salespeople by asking a sample of life assurance salespeople and their sales directors.

Sales management thought that competitions/prizes and incentives based on target setting motivated salespeople to perform higher significantly more than the salespeople themselves did. Salespeople, on the other hand, valued fringe benefits higher than sales management. Perceptions of demotivating issues were also at variance. Sales management believed supervisory relations and personal problems demotivated salespeople significantly more than the salespeople did, whereas the salespeople believed that lack of advancement, lack of security and long hours of work were more a source of demotivation than the sales management believed. Such misunderstandings can lead to wasted managerial effort devising motivational schemes and compensation plans that are not valued by salespeople. The remedy is to meet regularly with the sales force to understand their value systems, so that what is prescribed by management is effective in raising sales force motivation (Pullins, E.B., 2001).

Training and Development

Producing the best available product or service is not enough – it has to be sold. If companies are to survive they must attach the utmost importance to training their field sales force, not just pay lip service to the concept. Top management must be totally committed to training and authorize sufficient investment for this to occur. They must also accept that the benefits derived from sales training may not be immediate; they take time to show through (Jobber and Lancaster, 2009).

Role Perception

The role attached to the position of the salesperson in any firm represents the set of activities or behaviors to be performed by any salesperson occupying that position. This role is defined largely by the expectations, demands, and pressures communicated to the salesperson by his or her role partners. These partners include persons both outside and within the individual's firm who have a vested interest in how the salesperson performs the job – top management, the individual's supervisor, customers and family members.

The salesperson's perceptions of these expectations strongly influence the individual's definition of his or her role in the company and behavior on the job. The role perceptions concept of the

model has three components: Role accuracy, Perceived role conflict and Role ambiguity (Román et al 2010) this concept indicates that the three role perception variables have psychological consequences for the individual salesperson and can produce dissatisfaction with the job. They also affect the salesperson's motivation resulting in a higher turnover within the sales force and poorer performance. Industrial salespersons are particularly vulnerable to role inaccuracy, conflict and ambiguity (Román et al 2010).

Supervisory support

A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management (Nijman, 2004). Therefore, as an experience leader, the supervisors had always been involved in conducting a training program. Rabey, (2007) stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially y when it comes to a new operational procedure. A supervisor support could lead to the employees' performance but there is a case that the supervisor had failed in supporting their employees.

For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees (Harris et. al., 2000). In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will lead to positive result to the performance from the employees. Overall, meetings in the field, which may form part of an evaluation and training programed, can also provide an opportunity to motivate. Sales technique can be improved and confidence boosted, both of which may motivate by restoring in the salesperson the belief that performance will improve through extra effort (Jobber and Lancaster, 2009).

2.1.7 The Churchill, Ford and Walker Model of Sales Person's Performance

Churchill et al. developed a model of sales force motivation that integrated some of the ideas of Herzberg and Vroom. They suggest that the higher the salesperson's motivation, the greater the effort, leading to higher performance. This enhanced performance will lead to greater rewards which will bring about higher job satisfaction. The circle will be completed by the enhanced

satisfaction causing still higher motivation. The implications of this model for sales managers are as follows:

1. They should convince salespeople that they will sell more by working harder or by being trained to work 'smarter' (e.g. more efficient call planning, developing selling skills).
12. They should convince salespeople that the rewards for better performance are worth the extra effort. This implies that sales manager should give rewards that are valued and attempt to 'sell' their worth to the sales force. For example, a sales manager might build up the worth of a holiday prize by stating what a good time they personally had when there. They also found that the value of rewards differed according to salesperson type. Older salespeople who had large families valued financial rewards more. Younger, better educated salespeople who had no family or small families tended to value higher order rewards (recognition, liking and respect, sense of accomplishment).

2.1.8 Likert's Sales Management Theory

Unlike other scholars, Likert based his sales management theory on research that looked specifically at the motivation and performance of salespeople. His research related differing characteristics and styles of supervision to performance. One of the hypotheses he tested was that the sales managers' own behaviors provide a set of standards which, in themselves, will affect the behavior of their salespeople. He found that there was a link. High performing sales teams usually had sales managers who themselves had high performance goals. His research also investigated the methods used by sales managers in the running of sales meetings. Two alternative styles were compared. Sales managers who used the group method of leading sales meetings encouraged their team both to discuss sales problems that had arisen in the field and to learn from one another.

Sales managers who monopolized the meeting discouraged interaction between salespeople and used it as an opportunity to lecture them rather than to stimulate discussion. There was a strong tendency for higher producing sales teams to use the group method. Several reasons can be put forward to explain this. First, it is likely that a problem faced by one salesperson has been met previously by another who may have found a way of overcoming it; for example, a troublesome objection to one salesperson may have been successfully dealt with by another. The group

method of leading a sales meeting encourages problem-solving and stimulates communication. Second, the more open style of meeting enables the sales manager to gain a greater understanding of the needs and problems of the sales force. Finally, the group method promotes a feeling of group loyalty since it fosters a spirit of co-operation.

Thus, the research conducted by Likert suggests that to produce a highly performing sales force, the sales manager should have high performance goals and encourage analysis and discussion of salespeople's performance and problems through the group method of conducting sales meetings.

2.1.9 Herzberg Two Factor Theory

Herzberg's dual factor theory distinguished factors which can cause dissatisfaction but cannot motivate (hygiene factors) and factors which can cause positive motivation. Hygiene factors included physical working conditions, security, salary and interpersonal relationships. Directing managerial attention to these factors, postulated Herzberg, would bring motivation up to a 'theoretical zero' but would not result in positive motivation. If this were to be achieved, attention would have to be given to true motivators.

These included the nature of the work itself which allows the person to make some concrete achievement, recognition of achievement, the responsibility exercised by the person, and the interest value of the work itself. The inclusion of salary as a hygiene factor rather than as a motivator was subject to criticisms from sales managers whose experience led them to believe that commission paid to their salespeople was a powerful motivator to perform higher in practice. Herzberg accommodated their view to some extent by arguing that increased salary through higher commission was a motivator through the automatic recognition it gave to sales achievement.

The salesperson is fortunate that achievement is directly observable in terms of higher sales (except in missionary selling, where orders are not taken, e.g. pharmaceuticals, beer and selling to specifiers). However, the degree of responsibility afforded to salespeople varies a great deal. Opportunities for giving a greater degree of responsibility to (and hence improving performance) salespeople include giving authority to grant credit (up to a certain value), discretion to offer discounts and handing over responsibility for calling frequencies. The results of an experiment

with a group of British salespeople by Paul, Robertson and Herzberg showed that greater responsibility given to salespeople by such changes resulted in higher sales success (Jobber and Lancaster, 2009).

2.1.10 Vroom's Expectancy Theory

Vroom's expectancy theory assumes that people's motivation to exert effort is dependent upon their expectations for success. Vroom based his theory on three concepts: expectancy, instrumentality and valence.

1. Expectancy: This refers to a person's perceived relationship between effort and performance, i.e. to the extent to which a person believes that increased effort will lead to higher performance.
2. Instrumentality: This reflects the person's perception of the relationship between performance and reward; for example, it reflects the extent to which a person believes that higher performance will lead to promotion.
3. Valence: This represents the value placed upon a particular reward by a person. For some individuals, promotion may be highly valued; for others it may have little value. Thus, according to the theory, if a salesperson believes that by working harder they will achieve increased sales (high expectancy) and that higher sales will lead to greater commission (high instrumentality) and higher commission is very important (high valence), a high level of motivation and improved performance should result. Clearly, different salespeople will have different valences (values) for the same reward. Some might value increased pay very highly, while for others higher pay may have less value. For some the sense of accomplishment and recognition may be very important, for others much less so. Also, different salespeople may view the relationship between performance and reward, and between effort and performance, in quite different ways. A task of sales management is to specify and communicate to the sales force these performance criteria, which are important in helping to achieve company objectives, and to relate rewards to these criteria.

2.2 Empirical Review

It is widely observed and admitted that personal or individual factors affect how salespeople perform and there were many researches in the past studied on sales profession and factors that negatively or positively influencing on salesperson's performance. However, not all studies have produced entirely consistent results regarding to factors affecting sales force performance. In this section, a review of previous empirical studies is presented. Umar, (2010) conduct a research on the influence of compensation on performance of sales representatives of pharmaceutical companies; the research design is descriptive survey, which employed questionnaire to elicit information from respondents.

The data for the research were primary data Convenience sampling was used to select samples for the study by visiting the designated distributors of pharmaceutical companies which the sales representatives must visit so, sixty of the representatives were chosen. The method of data collection was questionnaire. The questions in the questionnaire were closed-ended items. A five-point Likert scale was used in the questionnaire. Data collected analyzed by the use of parsons' chi-square technique (X²) which test the significance involving two or more nominal variables. There was a significant relationship between rewards and performance.

Amue&Igwe (2014) to explore ways of developing sales force compensation mechanisms for sustainable competitiveness in the financial markets. Data were drawn from one hundred and twenty sales managers and three hundred and eighty salespersons making a total of five hundred respondents, selected from money deposit banks in Nigeria. The results of the study show a strong influence of compensation mechanisms on sales force performance and also, that amongst the measures of compensation mechanisms, that salary plus commission and bonus, impacts significantly on sales performance. Based on the findings, the study concludes that sales person's compensation mechanisms enhance sales, build salesperson long enduring relationships with employers and provide adequate and sustainable competitiveness. Amue, Asiegbu&Chukwu (2018) conducted a study on improving sales performance through sales person's motivation strategies in pharmaceutical firms in Nigeria.

The authors conceptualized three dimensions of motivation strategy that are critical for superior sales performance in the pharmaceutical industry. Financial incentives, meetings with

salespeople and involvement of salespersons in setting quotas. Firms level characteristics (size and age) affects motivation strategy on sales performance (sales growth and profit) using data from 25 pharmaceutical firms. The results show a strong relationship between the dimensions of the motivation strategy and sales performance.

According to Walker et al (1977), each salesperson classifies the principles of a sales force. The three basic factors regarding salesperson's performance includes: the level of motivation of salespeople in each activity or task related to their work; Sales or ability and aptitude of individuals with limited ability to perform tasks and salesperson understands the role and motivation to perform; and the role perception consists of role accuracy, role ambiguity and role conflict.

The study determinants of motivation and performance in industry selling can explain the conceptual framework set of individuals, interpersonal, organizational and environment variables that can affect a salesperson's motivation and job satisfaction. Johnston and Marshall (2010) notes that the relationship between performance and rewards is very complex and a firm can use a variety of rewards. Of the two types of rewards, extrinsic rewards comprising of salary, financial incentives, security, recognition and promotion are said to have powerful and immediate effect (Johnston and Marshall 2010). Intrinsic motivation which is derived from within and this result in feelings of accomplishment. Previous research studies which have been carried out note that there are no significant decrements in intrinsic motivation when tangible rewards (extrinsic) are tied to outcomes or to performance (Oliver and Anderson 1995; Cravens et al. 1993).

In a recent meta-analysis a positive link between financial incentives and performance was supported in the paper which largely focused on incentives related to outcomes (Bonner et al. 2000). Sales-related skills seem to be more promising antecedents to sales performance. Skills are the salesperson has learned proficiency at performing the necessary tasks. The skills related to sales 19 performances are thought to include vocational skills, presentation skills, interpersonal skills, general management skills, and information collection and analysis skills (Weitz et al. 1986). Churchill et al. (1985) report an attenuation-corrected meta-correlation of .32 between skill and performance. Correlation of this magnitude, although smaller than that between performance and role perception (.379), is larger than that between performance and

aptitude (.193), motivation (.258), personal factors (.292), or organizational/ environmental factors (.104). In their study on 210 salespeople and 630 customers, Román and Iacobucci (2010) found that role ambiguity is negatively related to adaptive selling behavior.

Determining the predictors of export sales managers' job satisfaction, Katsikea et al (2011) in their study on 160 UK exporters found that role conflict and role ambiguity have a significant negative effect on job satisfaction. The studies revealed that role conflict has a negative impact on job satisfaction, sales performance, organizational commitment, formalization and customer-oriented selling performance while it has a positive impact on work alienation, tension, burnout and selling effort.

Chalachew (2018) conducted a study on determinants of Sales Force Performance among Multinational Pharmaceutical Companies operating in Ethiopia. The correlation analysis showed that there is strong and significant association between selling skills, salary, recognition, supervisory support and performance. In addition, the results of this study showed that recognition, selling skills, basic salary, commission, career development and supervisory support explains performance by 27.7%, 37%, 29.7%, 11.3%, 11% and 16%, respectively. Tigist (2018) conducted a study on determinants of sales people's performance in ethio-telecom. The finding indicated that, job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment had significant and positive relationship with sales people's performance.

2.3 Conceptual Framework of the Study

The conceptual framework of this study builds upon the causal relationship between independent and dependent variables. Independent variables refer to variables that have either positive or negative effect on the sales person's performance in the study area. More specifically, this study is having basic salary, commission, skill level, role perception, supervisory support and recognition as its independent variables whereas the dependent variable is sales person's performance.

The following figure illustrates their causal relationship.

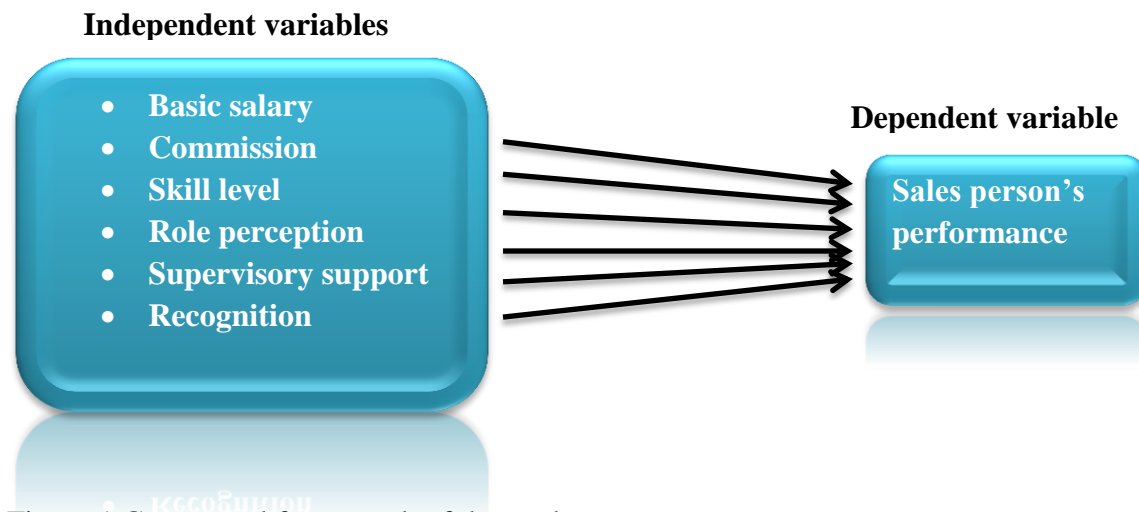


Figure 1. Conceptual framework of the study

Source: adopted from Neema (2017)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the methodology of the study. The chapter deals with the research approach, research design, description of the study area, target population, sample size determination, sampling techniques, Sample frame, sampling procedure, data source, data collection methodology and instrument , data analysis method and ethical issues.

3.1 Research Approach

This study used quantitative research approach because its objective was to assess factors affecting sales force performance. In relation to this, Kultar (2007, p.22) explained "Quantitative method provides the opportunity for presenting a greater variety of divergent views in a comparative way." From such point of view quantitative method is more preferable than qualitative method in measuring the variables under this study.

Moreover, quantitative approach involves systematic empirical studies which include quantifying through the assistance of mathematics and statistics and the collected data converted into numbers which will be tested empirically to draw some conclusions from the results.

Quantitative approach is applied to test the research hypothesis and to examine the relationship between dependent and independent variable by using empirical models (Kothari, 2004).

3.2 Research Design

Kothari (2004) defined a research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure''. Moreover, research design is a framework or a plan to be followed for a study and is used as a guideline for collecting and analyzing data. In light of these ideas, this study used descriptive and explanatory research designs to identify the effects of determinants (basic salary, commission, selling skill, role perception, supervisory support and recognition) on sales force performance.

3.3 Target Population

Target population is the population to which a researcher wants to generalize the results of the study (Mugenda&Mugenda, 2003). According to Creswell (2012), stated that the target population is a group of individuals with some general characteristics that can be identified and studied by researchers. The population of this study is all sales representatives and van sale's working at Awash wine SC.

3.4 Sample Technique

A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected (USBC, 1998). The researcher used Census method. A complete enumeration of all items in the population is known as a census inquiry (Kothari, 2004).

3.4.1 Sample Size

Kothari (2004) described sample size as the number of items to be selected from the universe to constitute a sample. The sample size references the total number of respondents included in a study, and the number is often broken down into sub-groups by demographics such as age, gender, and location so that the total sample achieves represents the entire population (Franklin, 2021). Because the total population is small and manageable in terms of resources and time, the researcher was included all company sales representative and van sales (120 female & 88 male) working in Awash wine SC.

3.5 Source of Data

In research, there are different methods used to gather information all of which fall into two categories, I.e. primary and secondary data (Douglas, 2015). So the researcher will use both primary and secondary sources data available.

3.5.1 Primary Source

As the name suggests, primary data is one which is collected for the first time by the researcher from the source and its real time data. The researcher will use questionnaire to collect the information available.

3.5.2 Secondary Source

Secondary data is already existing data collected by the researcher. It's documented in the past and its process of collection is rapid and easy (Victor O.,2017). It's collected by someone else earlier. So, the researcher will use journal articles, internal records, documents and books.

3.6 Data collection Methodology

This paper will employee the most common method of data collection used in research that is questionnaire. Also the researcher will use available documents to collect secondary sources of Data.

3.6.1 Data Collection Instrument

According to (Saul McLeod, 2018) A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. So, to measure determinants of sales force performance, the researcher used structured questionnaire. And also to measure sales force performance, the researcher will use a closed ended questionnaire.

3.7 Data Analysis Methods

The collected data will be organized, classified, coded and encoded into a computer. The variety of information collected from questionnaires being tallied and tabulated. Then, it will analyzed using SPSS software to calculate percentages and to produce tables and bar graphs.

3.8 Validity and Reliability

According to (Fiona, 2019) reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure.

3.8.1 Validity

Validity of a research instrument assesses the extent to which the instrument measures what it is designed to measure (Robson, 2011). As Opoku sited polit and Hungler (1993) the concept of validity deals with the ability of an instrument to measure what the researcher wants to measure. Validity explains the extent to which the score from the measurement can represent variables. So

to make whether the measurement is valid or not the reliability (internal consistency result) has to be considered because according to psychological measurement (n. d) researchers should be more confident that the scores represent what they are supposed to measure. Psychological measurement (n. d) stated about face validity; evaluate in terms of readability, layout and style, and clarity of words. Accordingly, the researcher will prepare the questionnaire in a structured way and with clear words of questions and statements that have a logical link with the study objectives. The other one which is more important is content validity, it deals with the extent that the instrument consists of studied factors and items.

The researcher will also include the relevant factors about independent variables by critically looking the questionnaire of other researchers and with consultation of this thesis advisor to validate its content.

3.8.2 Reliability

Reliability is an indicator of a measure's internal consistency of measuring instruments. Consistency is the key to understanding reliability of instruments. The reliability of the scale shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, thus it is reliable. Cronbach's alpha is most widely used method of measuring internal consistency (reliability). It has mentioned that its value varies from 0 to 1 but satisfactory value is required to be more than 0.6 for the scale to be reliable (Cronbach, 1951). In the present study, the researcher will use Cronbach's alpha scale as a measure of reliability. Cronbach value beyond ($\alpha = .70$) signifies acceptable reliability (Cuieford, 1965)..

3.9 Research Ethics

Ethical issues are present in any kind of research. The research process creates tension between the aim of research to make generalizations for the good of others, and the right of participants to maintain privacy. The researcher will briefly explain the purpose of the study to the employees and then participants will be included in the research if they give their full consent of their willingness to participate in the study. The right to privacy of the respondents, the study maintained the confidentiality of the identity of each participant. In all cases, names are kept

confidential thus collective names like “respondents” will use. The researcher will apply appropriate ethical principles to protect the privacy of respondents.

CHAPTER FOUR

4. DATA ANALYSIS, PRESENTATION AND DISCUSSION

This section is devoted to the presentation of the findings of the study after data were analyzed using statistical software, SPSS. The chapter also provides a discussion of the major findings of the study in relation to the reports of local and non-local empirical studies.

The chapter is organized into three major sections. The first section provides the description in terms of their demographic characteristics which includes gender, age, educational level and experience in selling job. The section subsection is concerned with findings on the relationship between determinants of sales person's performance and sales force performance as analyzed using Pearson correlation. Section three focuses on findings regarding the effects of the selected independent variables (determinants of sales person's performance) on the dependent variable (sales person's performance).

4.1. Socio-demographic Characteristics of Respondents

This section describes respondents of the study in terms of their demographic features which include gender, age, educational level and experience in selling job.

Table 1:4.1 Respondents by Sex

Gender	Frequency	Percent
Female	120	57.6
Male	88	42.4
Total	208	100.0

Source: own survey (2023)

Table 4.1 shows the gender distribution of respondents of the study. According to the table, 120(57.6%) of the respondents were female whereas, 88(42.4%) of the respondents were male.

Table 2: 4.2: Respondents by Age

Age category	Frequency	Percent
20-25 Years	33	15.8
26-34 Years	61	29.3
35-42 years	46	22.3
43-50 Years	40	19.2
Above 50 years	28	13.4
Total	208	100.0

Source: own survey (2023)

Table 4.2 shows the description of respondents in terms of their age. Accordingly, 33(15.8%) of the respondents were in the age range of 20-25 years, 61(29.3%) of the respondents were in the age range of 26-34 years, 46(22.3%) of the respondents were in the age range of 35-42 years, 40(19.2%) of the respondents were in the age range of 43-50 years and 28(13.4%) of the respondents were above 50 years.

Table 3:4.3: Respondents by Educational Level

Educational Level	Frequency	Percent
Illiterate	15	7.2
Primary & Secondary Completers	40	19.2
College Diploma Holders	108	52.0
First Degree Holders	25	12.0
Second Degree	20	9.6
Total	208	100.0

Source: own survey (2023)

Table 4.3 presents the educational level of respondents of the study. According to the table, 15(7.2%) of the respondents were illiterate, 40(19.2%) of the respondents were primary and secondary completers, the majority, 108(52%) of the respondents were college diploma holders, 25(12%) of the respondents were first degree holders and 20(9.6%) of the respondents were second degree holders.

Table 4: 4.4: Respondents by Experience in Selling Job

Selling experience	Frequency	Percent
1-2 years	88	42.3
3-5 years	81	38.9
6-8 years	89	18.8
Total	208	100.0

Source: own survey (2023)

Table 4.4 describes respondents of the study by their experience in selling job. The table shows that 88(42.3%) of the respondents had an experience of 1-2 years, 81(38.9%) of the respondents had an experience of 3-5 years and 39(18.8%) of the respondents had an experience of 6-8 years.

4.2. Descriptive Statistics

This section presents descriptive statistics of variables of the study. Thus, minimum, maximum, mean and standard deviation scores are computed.

Table 5:4.5: Descriptive Statistics (n=208)

Variables	Minimum	Maximum	Mean	Std. Deviation
Selling Skill	12.00	26.00	18.117	2.815
Role Perception	12.00	22.00	14.683	1.984
Salary and Benefits	6.00	20.00	9.838	2.805
Commission/bonus	10.00	15.00	13.014	1.829
Recognition	3.00	11.00	6.691	1.749
Supervisory Support	15.00	22.00	18.889	1.808
Sales force Performance	7.00	30.00	11.352	3.603

Source: SPSS output (2023)

Table 4.5 presents descriptive statistics of variables of the study. Specifically, the tables show minimum, maximum, and mean and standard deviation scores of respondents. Accordingly, respondents scored a minimum and maximum score of 12 and 26 respectively on selling skill with the mean of 18.117(SD=2.815). The tables also show that respondents scored a minimum

and maximum score of 12 and 22 respectively on role perception with the mean of 14.683(SD=1.984). Respondents scored a minimum and maximum score of 6 and 20 respectively on salary and benefits with the mean of 9.8389(SD=2.805). On the same vein, respondents scored a minimum and maximum score of 10 and 15 respectively on commission and bonus with the mean score of 13.014(SD=1.829). Respondents scored minimum and maximum scores of 3 and 11 respectively on recognition with the mean score of 6.691(SD=1.749). Similarly, respondents score a minimum and maximum score of 15 and 22 respectively on supervisory support with the mean scores of 18.889(SD=1.808). Respondents scored minimum and maximum scores of 7 and 30 respectively on sales force performance with the mean scores of 11.352(SD=3.603).

4.3. Sales force Performance Level

As its first objective, this study examined the performance level of sales force in the study area. A total of seven items were used to measure the performance of sales force involved in the study. In doing so, the mean and standard deviation scores were computed for each item and compared against the grand mean which is a pooled mean computed by adding each mean and dividing it by the total number of items. The following table summarizes the mean and standard deviation scores of each item and the grand mean as well.

Table 6:4.6: Sales force Performance Level (n=208)

No	Items	Mean	SD
1	I was effective in making sales presentations	1.404	.575
2	I was effective in closing sales SP2	1.882	.644
3	I always achieved the sales quota assigned to me	1.554	.837
4	I am active enough in gaining and bringing new customers to customer database	1.477	.698
5	I always timely complete any assigned tasks	1.882	.621
6	I treat customers at most respect and always do my best to fulfill their needs	1.595	.754
7	I contributed to the overall performance of the firm to the best of my ability to achieve its objective	1.455	.665
Grand mean		1.621	.684

Source: SPSS output (2023)

Table 4.6 shows item by item analysis of the mean and standard deviation scores of respondents of the study. As can be inferred from the table, respondents scored below the grand mean on the majority of the item used to measure the performance of sales force in the study area. Specifically, on item one; respondents scored a mean of 1.404 with the standard deviation of 0.575. On item two, respondents scored a mean of 1.882 with the standard deviation of 0.644. On item three, respondent scored a mean of 1.554 with the standard deviation of 0.837. On item four, respondents scored a mean of 1.477 with the standard deviation of 0.698. On item five, respondent scored a mean of 1.882 with the standard deviation of 0.621. On item six, respondents scored a mean of 1.595 with the standard deviation of 0.754. On item seven, respondents scored a mean of 1.455 with the standard deviation of 0.665. As can be seen on the table, except item 2 and 5, respondents scored below the grand mean (Mean=1.621) on the rest of the items presented on the table.

The literature generally confirms that the survival and continuity of any business firm depends on its performance which is in part attributed to employees' effort put towards achieving the company's targets and goals (Motowidlo et al., 1999). The company's business success relies on the performance of the employees. In additions, good performance can develop a means of satisfaction for the employee as well (Muchhal, 2014; Thushel, 2015). However, Item by item analysis of the above table shows that sales force performance in Awash wine in the study area show that sales force performance was below the expected. This situation may affect Awash wine SC as business organization. Because, their overall survival is dependent up on the performance their workforce including sales force performance.

4.4. The Relationship between Determinants of Sales force Performance and Sales force Performance

4.4.1. Correlation Analysis

This section presents correlation analysis between determinates of sales force performance and sales force performance. Pearson product moment correlation is used.

Table 7:4.7: Pearson Correlations between Determinants of Sales force and Sales force Performance (n=208)

Variables	1	2	3	4	5	6	7
Selling Skills	1						
Role Perception	.638**	1					
Salary and Benefits	.267**	.680**	1				
Commission	.435**	.195*	.427**	1			
Recognition	.253**	.133	.498**	.228**	1		
Supervisory Support	.634**	.102	.001	.507**	.032	1	
Sales force Performance	.570**	.070	.275**	.560**	.453**	.652**	1

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed)

Table 4.7 shows the relationship between determinants of sales force performance (selling skill, role perception, salary and benefits, commission, recognition, supervisory support) and sales force performance. According to the table, sales force performance has significant positive relationship with selling skill ($r=0.570$, $p<0.01$).

As indicated above, sales force performance has significant positive relationship with each of the determinant factor. The presence of positive relationship between sales force performance and selling skill refers to as the sales force personnel has a good selling skill, his/her performance is more likely to raise equivalently. Similarly, the table shows that sales force performance has significant positive relationship with salary and benefits showing that good sales force performance is closely linked to better pay and benefits. In other words, as sales force performance is gets good payment and benefits its performance is more likely to improve side by side. The table also confirms that sales force performance to have significant positive relationship with commission implying that as the sales force gets commission for its good performance it further improves its performance more and more.

Recognition has also positive and significant relationship with sales forces performance. It indicates that as sales force is given recognition, it is more likely for the sales force to further improve its performance. In general, the above significant positive relationship between each of the determinant factors and sales force performance show that the presence of one is associated with the presence of the other. In relation to, the associations between performance and determinants of performance is reported on previous meta-analysis studies.

A meta-analysis by Churchill et al grouped all performance antecedents into six categories: role perceptions, aptitude, skill level, motivation level, demographics, and organizational and 18 environmental variables. They found attenuation corrected correlations of predictor performance ranging widely from a low of .104 for organizational/ environmental factors to a high of .379 for role perception variables (Churchill et al.'s 2000).

4.4.2. The Effect of Determinants on Sales force Performance

In this study, selling skill, role perception, salary and benefits, commission, recognition, supervisory support are considered as determinants of sales force performance. Thus, these determinates are considered as the independent variables of the study and sales force performance is the dependent variable. Thus, in this section, using multiple linear regression models, the effect of the independent variables on the dependent variable is examined. But, before running the regression analysis, assumptions of the regression analysis are the prior requirements to identify the potential problems of data used to address the objectives of the study. Therefore, the following section shows test of data normality, data linearity, auto correlation and multicollinearity.

4.5. Basic Assumption Considered

4.5.1. Normality Test

Linear regression analysis requires all variables to be multivariate normal. This assumption can best be checked with a histogram and a fitted normal curve or a Q-Q-Plot. As per the Classical Linear Regression Models assumptions, the error term should be normally distributed or expected value of the error terms should be zero ($E(u_t) = 0$).

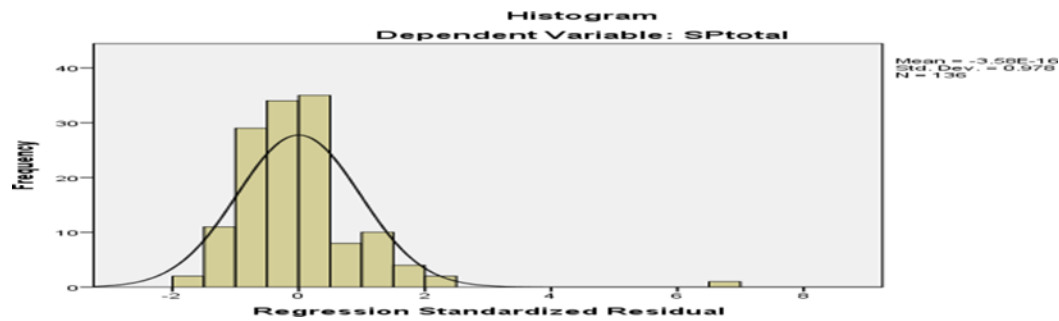
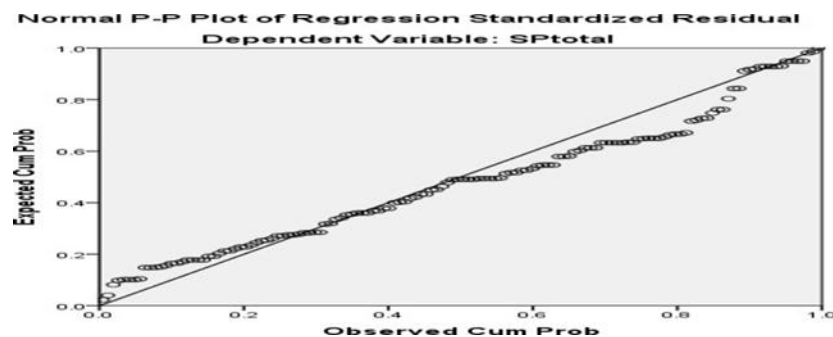


Figure 2: 4.1.shows the frequency distribution of the standardized residuals compared to a normal distribution. As you can see, although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close to 0. Moreover, the histogram is bell shaped which led to infer that the residual (disturbance or errors) is normally distributed. Thus, no violations of the assumption normally distributed error term.

4.5.2. Linearity Assumption

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable (sales force performance) and independent variables (selling skill, role perception, salary and benefits, recognition, commission, and supervisory support) is linear; plots of the regression residuals through SPSS V. 20 software has been used.



From the above figure 3: 4.2 the scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure. This result suggests the relationship is linear.

4.5.3. Multicollinearity

Linear regression assumes that there is little or no multicollinearity in the data. Multicollinearity occurs when the independent variables are not independent from each other. A second important

independence assumption is that the error of the mean has to be independent from the independent variables. Thus, we can test using the following criteria.

Correlation Matrix: when computing the matrix of Pearson's Bivariate Correlation among all independent variables, the correlation coefficients need to be smaller than 1. Thus, the following correlation table indicates that all independent variables have correlation coefficient less than one.

Table 8: 4.8: Pearson Correlation among Independent Variable (n=208)

Independent variables	1	2	3	4	5	6
Selling skill	1					
Role perception	.638**	1				
Salary and benefit	.267**	.680**	1			
Commission	.435**	-.195*	-.427**	1		
Recognition	-.253**	-.133	.498**	-.228**	1	
Supervisory support	.634**	.102	.001	.507**	-.032	1

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

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

Tolerance: tolerance measures the influence of one independent variable on all other independent variables; the tolerance is calculated with an initial linear regression analysis. Tolerance is defined as $T = 1 - R^2$ for these first step regression analysis. Thus, from the coefficients reported on table 4.8, all tolerance values were less than one.

Table 9:4.9: Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Selling skill	.164	6.097
	Role perception	.148	6.761
	Salary and benefits	.161	6.225
	Commission	.387	2.586
	Recognition	.325	3.076
	Supervisory support	.421	2.376

Dependent variable: Sales force performance

Variance Inflation Factor (VIF): the variance inflation factor of the linear regression is defined as $VIF = 1/T$. Similarly, with $VIF > 10$ there is an indication for multicollinearity to be present; with $VIF > 100$ there is certainly multicollinearity in the sample. Thus, from the coefficient table all VIF values are less than 10. Simply the values are not more than 6.761(see Table 4.8). This confirms us there are no violations of little or no Multicollinearity between independent variables.

4.5.4. Autocorrelation Test

Linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent from each other. While a scatter plot allows you to check for autocorrelations, you can test the linear regression model for autocorrelation with the Durbin-Watson test. The value of Durbin Watson assumes to be between 0 and 4; values around 2 indicate no autocorrelation problem. From our test, the value of Durbin Watson is about 1.006. Thus, it lies between $0 < 1.006$.

4.5.5 Homoscedasticity test

It is the assumption of constant variance in the residual that means the variation that occurs in the residuals (or amount of error in the model) is equal at all points across the model or in different groups when it compare. The spread of the residuals should be constant at all predictor variables or across the linear model. There must not be a sign of funneling on the plot of standardized residual with standardized predicted values. As shown the next figure in this study the spread of residual fairly distributed therefore no violation of homoscedasticity assumption.

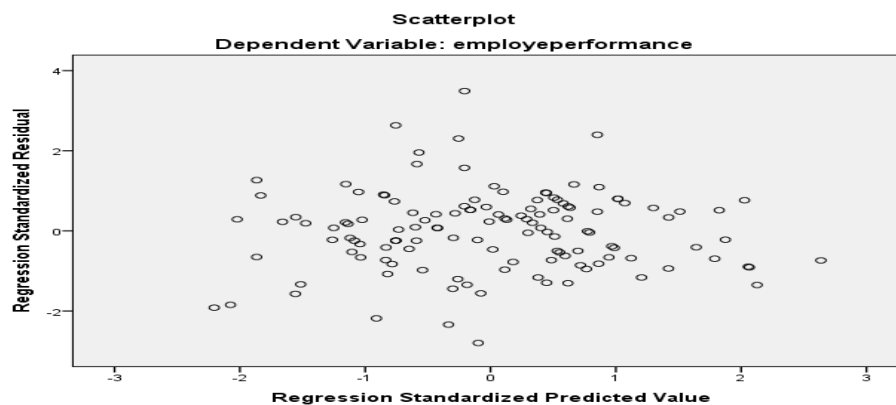


Figure 4: 4.5.2.1 Scatter plot for homoscedasticity test

4.6. Regression Analysis

In order to specify the best predictors of the dependent variable, a multiple Regression model has been applied. Multiple regressions were used for testing the model and hypotheses. It provides information regarding the significance of the variables that were included in the model while the R^2 explains how much variance in the dependent variable is explained by the model or how much of sales force performance is explained by the constructed variables. Statements of hypothesis were formulated based on the four variables used in this study in order to come up with the results.

Table 10:4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.806 ^a	.650	.633	2.18191	1.006

a. Predictors: (Constant), Supervisory support, Salary and benefits, Recognition, Commission, Selling skill, Role perception.

b. Dependent Variable: Sales force performance.

Table 4.10 above shows three important elements, thus R, R^2 and the adjusted R^2 . From this table, R shows a significant positive relationship of 0.806 which is 80.6%. The R^2 value =0.650 meaning 65% of the variance in the model can be predicted using the independent variables or in simple words 65% of sales force performance is explained by the constructed independent variables. However, the remaining 35% change in employee performance in the study area is caused by other factors that are not included in the model. Therefore, the constructed independent variables are good explanatory variables that influence employee performance.

So, the management of Awash wine SC and other relevant stakeholders need to properly consider these organizational factors so as to enhance sales force performance. Studies have reported that several significant organizational outcomes such as employee performance are influenced by recognition, pay, supervision ((Cohen-Charash & Spector, 2014). According to Fred (2011), although money receives the most attention as a reinforce and incentive motivator,

and is even equated with reward systems by practicing managers, there is increasing evidence that contingently administered recognition can be a powerful reinforce to increase employee performance. A straight commission plan is useful for companies that are focused on improving sales volume or profitability and since a direct link exists between sales volume and the amount of commission received, commission payments are useful for increasing selling efforts in the short term (Marshall and Johnston 2010).

Table 11: 4.11: Regression ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1138.927	6,129	189.821	39.872	.000 ^b
	Residual	614.132	129	4.761		
	Total	1753.059	135			

a. Dependent Variable: Sales force performance.

b. Predictors: (Constant), Supervisory support, Salary and benefits, Recognition, Commission, Selling skill, Role perception.

Table 4.10 shows that p-value is significantly less than the alpha value of 0.05 implying that the predictor variables; supervisory support, salary and benefits, recognition, commission, selling skill, role perception have significant effects on sales force performance. The following table illustrates the individual effect of each determinant factor.

Table 12:4.12: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.265	3.731		1.143	.255
	Selling skill	.329	.165	.257	1.995	.048
	Role perception	.313	.246	.172	1.271	.206
	Salary and benefits	.009	.167	.007	.055	.006
	Commission	.216	.165	.110	1.311	.012
	Recognition	.773	.188	.375	4.105	.000
	Supervisory support	.875	.160	.439	5.464	.000

a. Dependent Variable: Sales force performance.

As can be inferred from table 4.12, out of six, five factors have statistically significant positive effect on the performance sales force working at Awash wine SC. However, the table shows that the five independent variables have different individual contribution to sales force performance and thus, supervisory support ($\beta=0.439$, $p=.000$) was found to have the strongest effect on sales force performance. Next, recognition ($\beta = 0.375$, $p = .000$) was found to have the stronger effect followed by selling skill ($\beta=0.257$, $p=.048$), commission ($\beta 0.110$, $p=0.012$) and salary and benefits ($\beta =.007$, $p=0.006$). On the other hand, role perception cannot significantly predict sales force performance in the study area.

4.7. Hypotheses Testing

In this study, six hypotheses were formulated and tested using multiple linear regression analysis. The following table summarizes those hypotheses accepted and rejected by the findings of the study.

No	Hypotheses	Reason	Accepted	Rejected
1	H1: Basic salary has significant and positive effect on sales force performance	$\beta=0.009$; $P=.006<.0001$	√	
2	H2:Commission has significant and positive effect on sales force performance	$\beta=0.216$; $P=.012<.0001$	√	
3	H3: Selling skill has significant and positive effect on sales force performance	$\beta=0.329$; $P=.048<.0001$	√	
4	H4: Role perception has significant and positive effect on sales force performance	$\beta=0.313$; $P=.206<.0001$	√	
5	H5: Supervisory support has significant and positive effect on sales force performance	$\beta=0.875$; $P=.000<.0001$	√	
6	H6: Recognition has significant and positive effect on sales force performance	$\beta=0.773$; $P=.000<.0001$	√	

4.8. Discussion

According to table 4.12 from five independent variables supervisory support ($\beta=0.439$, $p=.000$) had the strongest effect on sales force performance. This is supported by other study which reported supervisory support had strong and statistically significant impact on sales forces performance (Chalachew, 2018). Also the study by (Wilkinson, 2009) indicated that significant positive relationships were found and presented from an exploratory study of the relationship between the extent and level of leadership provided to salespeople and behavior-based salesperson performance which is in line with the results in this study.

Next to supervisory support, recognition ($\beta = 0.375$, $p = .000$) had a stronger impact on sales force performance. This is also supported by (Chalachew, 2018) recognition had strong and statistically significant impact on performance. Recognition encourages a positive atmosphere and foster an environment of collaboration and teamwork these leads the sales rep's to perform better. Also it creates inventiveness, motivation and initiative among the sales force.

Selling skill ($\beta=0.257$, $p=.048$) also had strong and statistically significant on sales force performance. The study by Joseph O. et al (2002) reported that selling skill is the second most important variable that determines sales performance. Also supported by other study that sales persons that possess selling skill can significantly boost sales performance (M. S. Basir et al 2010).

Commission ($\beta 0.110$, $p=0.012$) had positive influence over sales performance. Rewarding commission for strong performers can motivate the sales forces. As purported in expectancy theory, valences for reward plays an important role in motivating sales people to focus on achieving tasks (Flaherty and Pappas 2002; Walker, Churchill and Ford 1977). Moreover, Mallin and Pullins (2009) suggests that incentive compensation is positively related to sales person extrinsic motivation.

Salary and benefits ($\beta =.007$, $p=0.006$) also had positive impact on sales performance. Roman et al. (2005) recommended that sales managers emphasize salary if they want to encourage their sales people. The study by (Cravens et al., 1993; Sharma & Sarel, 1995)

suggests that salary compensation impacts sales force behavior and performance. Role perception ($\beta = .172$, $p = .206$) has no strong impact on sales performance. Ahmad N. et al (2012) reported that there is no significant effect between role ambiguity and sales performance which supports the results. This indicates that understanding what the job entails and how it is supposed to be performed is not enough for the sales people to perform higher.

Generally, in order to test the hypothesis developed for this study regression was used. The predictor or independent variables (Basic salary, Commission, Supervisory support, Selling skill, Recognition, Role perception) were entered into regression model predicting sales force performance. Most of the predictors are considered as qualified to measure sales force performance.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the findings obtained from the analysis and discussion of the collected data, conclusions derived from the findings of the study and relevant recommendations drawn to address the identified concerns based on the overall results of the study. Finally, address suggestions for future researches.

5.1 Summary of Major Findings

The objective of this study was to examine determinants of sales person's performance in Awash wine SC. A total of 208 employees (female=120 male=88) were made to participate in the study by using Census inquiry method. Data were collected by using pilot tested structured questionnaire prepared in five-point Likert scale. Data were analyzed using both descriptive and inferential statistics tools. Specifically, descriptive statistics (frequency and percentage) were used to summarize the personal profiles of the respondents as per their gender, age, levels of education, and years of work experience.

Moreover, mean and standard deviation were also used to assess sales force performance level. On the other hand, Pearson correlation was used to examine the relationship between determinants factors and sales force performance. Moreover, multiple linear regression analysis was used to assess the effect of determinants factors on sales person's performance. The study provided the following main findings:

5.1.1 Sales person performance level

Respondents scored below the grand mean (Mean=1.621) on the majority of the items used to measure sales person's performance. Specifically, on item one; respondents scored a mean of 1.404 with the standard deviation of 0.575. On item two, respondents scored a mean of 1.882 with the standard deviation of 0.644. On item three, respondent scored a mean of 1.554 with the standard deviation of 0.837.

On item four, respondents scored a mean of 1.477 with the standard deviation of 0.698. On item five, respondent scored a mean of 1.882 with the standard deviation of 0.621.

On item six, respondents scored a mean of 1.595 with the standard deviation of 0.754. On item seven, respondents scored a mean of 1.455 with the standard deviation of 0.665.

5.1.2 The Relationship between Determinants Factors and Sales person Performance

Pearson correlation show that sales force performance has significant positive relationship with selling skill ($r=0.570$, $p<0.01$), with salary and benefits ($r=0.275$, $p<0.01$). Commission ($r=0.560$, $p<0.01$), with recognition ($r=0.453$, $p<0.01$) and supervisory support ($r=0.652$, $p<0.01$).

5.1.3 The Effect of Determinants on Sales person Performance

Analysis of multiple linear regression showed that the predictor variables; supervisory support, salary and benefits, recognition, commission, selling skill, and role perception have significant effects on sales force performance. More importantly 65% of the variance in the model can be predicted using the independent variables or in simple words 65% of sales force performance is explained by the constructed independent variables. Analysis of beta coefficients confirmed that supervisory support ($\beta=0.439$, $p=.000$) was the strongest predictor of sales force performance followed by recognition ($\beta = 0.375$, $p = .000$), selling skill ($\beta=0.257$, $p=.048$), commission ($\beta 0.110$, $p=0.012$) and salary and benefits ($\beta =.007$, $p=0.006$).

5.2 Conclusion

Sales force performance is affected by different factors in a given organization. Similarly, this study assessed the role of determinant factors on sales person's performance in the study area. Findings of the study revealed that sales force performance level in the study area was below average. This has implication for both employees themselves and to the business organizations in general.

For employees, with poor performance, could not achieve the intended objective particularly assigned to them which is followed by adverse evaluation and critics. For Awash wine, as business organizations, may fail in shot of the customers' demand which is probability responded with customer disloyalty. The study also shows that sales force performance has significant positive relationship with selling skill, salary and benefits, commission, recognition and supervisory support.

This study also disclosed that the five determinants factors have significant positive relationship with sales person performance. Analysis of multiple linear regression showed that the predictor variables; supervisory support, salary and benefits, recognition, commission and selling skill, have significant effects on sales person performance.

5.3 Recommendations

The following recommendations are suggested based on the findings of the study

1. Findings show that sales person's performance level in Awash wine SC was below the average. Thus, the top and middle level management as well as employees are recommended to work jointly to identify areas of weaknesses and address it cooperatively.
2. Findings show that supervisory support was an important factor affecting performance of sales person's. This indicates that, sales people should be supported in their efforts to do their job and build relationships with customers. This might require a sales manager or supervisor to accompany a sales representative more often to see customers.
3. Findings in this study indicated that recognition is key driver of performance in Awash wine SC. This meant that, so much focus should be given on structures and systems for recognition of a representative's efforts which are often overlooked by Awash wine. Rather than more elaborate and costly systems, more simple acts of recognition need to be implemented. They may be carried out at supervisory level rather than at organizational level.
4. Findings show that salary and benefits is important factors affecting performance of sales person's. This implies that Awash wine SC should initiate competitive benefit package system with right mix of salary with commission/incentives in an effort to motivate representatives to achieve higher sales than their counterparts and ultimately increase the overall turnover of their products. However, it is important to take notice basic salary is highly effective drivers of performance.
5. The findings in the study showed that selling skills alone can explain major variation in performance of sales person's. In addition, the result reported that there is strong correlation between selling skills and performance. This indicates that intensive training in these areas

should be given and that sales managers should search for additional means to improve their salespeople's skills in these important areas.

6. As the study merely focused on factors affecting sales person's performance in fast moving consumer goods industries, findings of the study may not be adequate to show the full picture of the issue in the study area. Therefore, future research is recommended. Those researchers may involve sample from different service giving organizations like banks. Future studies may also both primary and secondary data sources.

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APPENDICES
St. Mary's University
School of Graduate Studies

Masters of Business Administration

A questioner to be filled by Sales Employees

I am conducting research for my master's degree on Masters of Business Administration on the title of “**Determinants of Sales force Performance: The Case of Awash Wine SC**” Thus, to collect data, this questioner has been prepared. So, I need a few minutes of your time to complete the questioner. The information you provide will be treated confidentially and your co-operation will be highly appreciated.

Thank you in Advance!!

Abel Dagneu

Part one: Demographic profile Please answer the following questions by using the mark “√”

1. Sex: Male ☐ Female ☐
2. Age: 20-25 ☐ 26-34 ☐ 35-42 ☐ 43-50 ☐ above ☐
3. Educational level: Illiterate ☐ Primary level ☐ Secondary ☐
College diploma ☐ First degree ☐ Second degree and above ☐
4. How long have you been employed in a selling position (including positions in other industries)? -----Years

Part Two: Determinants of Sales Force Performance

Direction: The following table presents items which measure factors affecting the performance of sales force working at Awash Wine in the study area. Thus, please put a "√" mark on each item based on the level of your agreement or disagreement using the following Likert scale 1. =Strongly disagree 2. =Disagree 3. =Neutral 4. =Agree 5. =Strongly agree

No	Items measuring determinants of sales force performance	1 2 3 4 5
-----------	----------------------------------------------------------------	------------------

1 Selling Skill

- 1.1. I listen attentively to identify and understand the real concerns of customers
- 1.2. I make sure that what customers demand is what they actually need.

- 1.3. I always work out solutions to customers' questions and objectives.
- 1.4. I always update myself regarding the products I am working on and feel confident to detail my products
- 1.5. I always used customized approach to individual customers during a business call
- 1.6. It is easy for me to convince a customer that had a different viewpoint than me

2 Role Perception

- 2.1. I feel certain about how much authority I have
- 2.2. The firm provides clear, planned goals and objectives for my job
- 2.3. I know that I have divided my time properly
- 2.4. I know what my responsibilities are
- 2.5. I know exactly what is expected of me
- 2.6. In the firm I am working on there is clear explanation of what has to be done

3 Salary and benefits

- 3.1. My salary is sufficient in relation to what I perform
- 3.2. Salary increments are made based on employee performance
- 3.3. I am satisfied with the benefits I receive
- 3.4. The benefits are as good as most other organizations offer
- 3.5. The benefit package of the company is equitable among sales staff

4 Commission/Performance based bonus

- 4.1. The firm bonus payment is performance based
- 4.2. The firm bonus plan encourages to perform better
- 4.3. If I perform well, I am certain that amount of bonus increase

5 Recognition

- 5.1. I receive positive recognition for what I perform better
- 5.2. When I do a good job, I receive a recognition for that
- 5.3. I feel that my job receives enough attention from my company

6 Supervisory support

- 6.1. My performance is judged more by how much work I do than my relationship between with my line managers
- 6.2. My manager encourages me to openly express my ideas and opinions
- 6.3. My manager promptly acknowledges and recognize me for doing a good job
- 6.4. My manager/supervisor inspires me to do my best
- 6.5. My manager performance appraisal system is objective and fair enough
- 6.6. I get the coaching and support that I need from my manager to help me do my job well

Part Three: Sales Force Performance

Direction: The following table contains items that asses the performance of sales force who are working at Awash wine SC included in the study. Read each item carefully and rate the level of your agreement or disagreement for each item using the following Likert scale: 1. =Strongly disagree 2. =Disagree 3. =Neutral 4. =Agree 5. =Strongly agree

No	Items	1	2	3	4	5
1	I was effective in making sales presentations					
2	I was effective in closing sales					
3	I always achieved the sales quota assigned to me					
4	I am active enough in gaining and bringing new customers to customer database					
5	I always timely complete any assigned tasks					
6	I treat customers at most respect and always do my best to fulfill their needs					
7	I contributed to the overall performance of the firm to the best of my ability to achieve its objective					

