ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESMENT ON THE FACTORS AFFECTING SALES PERFORMANCE

(CASE OF MOHA SOFT DRINK INDUSTRY SUMMIT AND T/HAIMANOT   PLANTS)

BY

AMBAYE KEFYALEW

JULY, 2018

ADDIS ABABA, ETHIOPIA

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AMBAYE KEFYALEW

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF MARKETING MANAGEMENT.

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JULY, 2018

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ST. MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of _____. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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St. Mary's University, Addis Ababa May, 2018

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of
Graduate Studies for examination with my approval as a university advisor.

_____   _____

           Advisor   Signature

St. Mary's University, Addis Ababa May, 2018

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ACKNOWLEDGEMENTS

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ACRONYMS/ ABBREVATIONS

ADRs   Account Development Representatives

ATSI   Attitude towards Sales Incentive

CRs   Customer Representatives

FOSV   Fluctuation of Sales Volume

FOTAD Focus on Training and Development

MD   Market Developer

MOHA Mohamed Hussein AliAmudi

MUM   Marketing Unit Manager

PSA   Planning of Sales Activity

SPS   Sufficiency of Product Supply

TCs   Territory Coordinators

TDM   Territory Development Manager

Abstract

The wellbeing of one company may depend up on its performance of selling. The aim of this research was to assess factors that affect sales performance of MOHA soft drink industry summit and T/Haimanot plants. For this study since the number of sales employees and depot sales agents are small, the researcher decided to take 100% of the population as the sample to be more confident and reduce sampling errors. In both cases the sample size of the study was a total of 140 samples, (66 employees and 74 sales agents). Both primary and secondary data were used. Primary data was collected by using a questionnaire for both employees and depot sales agents. On the other hand, secondary data were collected through document review. Moreover, literature review, company manuals, brochures and practical observations are used to strengthen the research. Descriptive statistical analysis such as frequency, percentage, mean, standard deviation, and inferential statistical analysis like correlation was used in order to analyze the data. The findings show that major factor that affects sales performance of the company is sales volume fluctuation. This fluctuation is caused by shortage of raw material and seasonality due to weather. At the end of the study recommendations were forwarded by the researcher, such as the *company should study and determine the nature of the seasons and their differences clearly and there should be an incentive or promotional packages for the end users during off peak sales season.*

Key words: Sales Performance, Sales Planning, Sales Volume, Training and Development, Sales Fluctuation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Perhaps no other area of business activity gives rise to as much discussion among and between those directly involved and those who are not involved as the activity known as selling. This is not surprising when one considers that so many people derive their livelihood, either directly or indirectly, from selling. Even those who have no direct involvement in selling come into contact with it in their roles as consumers, (Jobber & Lancaster 2009).

American marketing association committee defines sales management as "the planning, direction, and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying, and motivating as these tasks apply to the personal sales force.

According to Still,Cundif & Govani (2002)"Sales Management" originally referred exclusively to the direction of sales force personnel. Later, the term took on broader significance in addition to the management of personal selling, "sales management meant management of all marketing activities, including advertising, sales promotion, marketing research, physical distribution, pricing and product merchandising. In time, business, adopting academic Practice, came to use the term "marketing management rather than "sales management" to describe the broader concept.

Sales management is an effort put forth to attain a company's objectives. Churchill (2003) stated that the highly dynamic and competitive environment of the 21st century demands a more responsive, flexible approach to sales management. Sales are becoming less hierarchical with fewer layers of management while more responsibility is being given to the sales person.

According to Still,Cundif & Govani (2002)"Sales Management" originally referred exclusively to the direction of sales force personnel. Later, the term took on broader significance in addition

to the management of personal selling, "sales management meant management of all marketing activities, including advertising, sales promotion, marketing research, physical distribution, pricing and product merchandising. In time, business, adopting academic Practice, came to use the term "marketing management rather than "sales management" to describe the broader concept.

In sales management, sales executives have responsibilities to their organizations, the customers, and society. Top management holds them responsible for obtaining sales volume, providing profit contributions, and continuing business growth. The customers (most often, wholesalers, retailers, or industrial users) expect them to supply easily resalable products and services, backed up by supporting activities (e.g. training dealers' sales personnel, help in preparing local advertising, and the provision of credit) and assurance that the products and services are wise investments in the competitive market place. Society looks to them to assure the delivery of goods and services that final buyers want at prices that final buyers are willing to pay and of increasing important to develop and market products whose potentials for damaging the environment are minimal, (Havaldar & Cavale 2007).

The term selling encompasses a variety of sales situations and activities. For example, there are those sales positions where the sales representative is required primarily to deliver the product to the customer on a regular or periodic basis. The emphasis in this type of sales activity is very different from the sales position where the sales representative is dealing with sales of capital equipment to industrial purchasers. In addition, some sales representatives deal only in export markets whilst others sell direct to customers in their homes. One of the most striking aspects of selling is the wide diversity of selling roles, (Jobber & Lancaster 2009).

It is an important business function as net sales through the sale of products and services and resulting profit drive most commercial business. These are also typically the goals and performance indicators of sales management. The Key Performance Indicators indicate whether or not the sales process is being operated effectively and achieves the results as set forth in sales planning. It should enable the sales managers to take timely corrective action deviate from projected values. It also allows senior management to evaluate the sales manager. (Still, et,al 2002).

Effective sales performance management is a critical initiative which aims to drive sales transformation or reduce operational costs. Sales performance management is the discipline of marrying performance data with business improvement processes to drive sales effectiveness. At its core is incentive compensation management. The business impact of sales performance management grows when other critical processes are added, such as territory and quota management, analytics and dash boarding & coaching. (Still, et,al 2002).

According to (Still,et.al 2002)"sales performance must be evaluated comparing actual results against set standards. Because of differences in territorial and other conditions it is difficult to compare individual performances. However it is possible to explain each individual sales person's variation from the standard. Departures from standard are classified into uncontrollable and controllable variation. Variation outside the control of the person being appraised include those caused by rapid and unexpected change in economic conditions changes in governmental activities and war, strike, floods, drought natural disaster s. variation over which the person held responsible has responsibilities include obtaining proper sales coverage, following up leads, selling a balanced line securing adequate credit information .

With the above points the purpose of the research is to asses' factors that affects sales performance at MOHA soft drinks industry Summit and T/Haimanot plants.

1.2 Statement of the Problem

Factors such as Sagging Economy, Poor Sales Forecasting, and Poor Individual Performance can adversely affect the sales performance of an organization.
An organization which is operating in such environment should adjust itself with the external business affecting forces and overcome its internal weakness and limitations to be successful and competent. Sagging Economy, Poor Sales Forecasting, Poor Individual Performance can adversely affect the sales performance of an organization. Not only these, factors such as, product shortage, absence of training and development, setting inappropriate sales plan or quota and the absence of attractive sales incentives and commission also can adversely affect sales performance of the business organization, (Robert lee, 2017).

When talking with employees and some of depot sales agents and from actual observation the researcher understands that there are some factors that may affect the performance of employees and depot sales agents among these factors,

- ➢ Unable to achieve or perform the annual sales plan/actual sales is much less than set plan.
- ➢ Sales volume fluctuation through the fiscal year.
- ➢ Product shortage /unbalanced demand and supply/.
- ➢ Lack of training and development programs for sales crew.
- ➢ Lack of attractive sales incentives and commissions to motivate the sales force.

By focusing on these factors this research assess which factors are affecting the sales performance at MOHA soft drinks industry S.C summit and T/Haimanot plants.

1.3 Research Questions

- ➢ How does the company plan and manage the sales performance and how does it affect the sales volume?
- ➢ What are the causes for the variations of sales volume from season to season?
- ➢ What are the major factors that affect the product supply of the company?
- ➢ What does the company do in terms of training and development to upgrade the skill of the sales force?
- ➢ How attractive is the company's sales commission and incentive scheme to the sales force?

1.4 Objectives of the Study

General Objective

The general objective of the study was to assess the major factors that affect the sales performance of the organization under the study.

Specific Objectives

The specific objectives of the study are

- ➢ To identify factors that affects the sales performance of the company.
- ➢ To investigate causes for sales volume fluctuations or ups and downs of sales trend.
- ➢ To assess the problems of production inefficiency or product shortage.
- ➢ To assess the existence of effective training and development programs within the company to upgrade employee skill for better sales performance.
- ➢ To recommend some measures to improve the sales management system

1.5 Significance of the Study

This study will benefit the host organization (MOHA soft drinks industry Summit and T/Haimanot plants through providing additional information to the existing literature, and also the outcomes of this study will have a partial significance in bringing the attention of the management of the company to better sales performance and effective sales management issues.

This research may also be useful for both employee and management to understand the factors that are affecting the sales performance of the company and the appropriate remedial solutions. The study can be used as reference to invite other interested individuals to undertake a better and detailed study in the area. Lastly but not the least it enhances the research skill & knowledge of the researcher.

1.6 Scope & Limitation of the Study

The study aimed at examining the major factors affecting the sales performance of MOHA soft drinks industry this study was specifically limited at the Summit and T/ Haimanot plants due to time and financial constraints and did not assessed other manufacturing plants that are found in Addis Ababa and outline Branches. The study may have a limitation of Finding secondary data may be difficult the other limitation of the study may be Since the study was not conducted at all plants of the company, the findings of the study may not be a representative of other plants therefore it makes it difficult be able to generalize based on the results.

1.7 Organization of the Study

This research contains a total of 5 chapters.

Chapter 1 – Introduction: This chapter is to give introductory view to the reader about the research, back ground of the study, the problem statement, objectives, scopes, significance, limitations and how the whole paper is organized or structured. Chapter 2 – Review of related literature: In This chapter the researcher reviewed different related literature available in the area of sales performance management and its challenges theoretically and empirically. Chapter 3 – Research Methodologies: This chapter presented different aspects of the methods used and situations that the researchers must consider during each phase of the study. Different ways of carrying out a study and different ways of collecting information discussed. The purpose of this chapter is to make the reader understand the nature of methodological choices made on the study. Chapter 4 –Data Analysis and Interpretation: This chapter presented the finding of the study and the analysis and interpretation of the survey questionnaires. Chapter 5 – Conclusions and Recommendations: The last chapter presents the summery of findings and conclusions drawn from the study, and gives some recommendations as to how the company can use to overcome the existing problems in sales management and run sales operations effectively and efficiently.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Theoretical Review

2.1.1 Overview of Sales Management

"Sales Management" originally referred exclusively to the direction of sales force personnel. Later, the term took on broader significance in addition to the management of personal selling, "sales management" meant management of all marketing activities, including advertising, sales promotion, marketing research, physical distribution, pricing and product merchandising. In time, business, adopting academic Practice, came to use the term "marketing management" rather than "sales management" to describe the broader concept. Then the definitions committee of the American marketing association agreed that sales management meant "the planning, direction, and control of personal selling, including recruiting, selecting, equipping, assigning, routing, supervising, paying, and motivating as these tasks apply to the personal sales force." Source (Still, et.al 2002).

The American marketing association's definition made sales management synonymous with management of sales force, but modern sales managers have considerably broader responsibilities. Sales managers are in charge of personal-selling activity, and their primary assignment is management of the personal sales force. However, personnel23 related tasks do not comprise their total responsibility, so we call their personnel-related responsibilities "sales force management", (Havaldar & Cavale 2007).

According to Still & e.tal Sales managers are responsible for organizing the sales effort, both within and outside their companies. Within the company, the sales manager builds formal and informal organizational structures that ensure effective communication not only inside the sales department but in its relations with other organizational units. Outside the company, the sales manager serves as a key contact with customers and other external publics and is responsible for building and maintaining an effective distribution network.

Sales management is a key function in many kinds of enterprises. Manufacturing and wholesaling enterprises encounter a wide range of problems in sales management. Retail institutions, small and large, have sales management problems, even though the differences (when compared to the problems of manufactures and wholesalers) are so great that retailing problems (at least in the academic world) are ordinarily considered separately. But some retailers have sales management problems more akin to those of manufactures and wholesalers than to those of other retailers the automobile dealer, the real estate broker, and the direct – to- consumer marketer all are in this category. Firms selling intangibles, such as the insurance company, the stockbroker, the mutual fund, and the airline, has problems in sales management. Sales management problems exist even in companies not employing sales personnel as, for example, in the company that uses manufactures' agents (rather than its own sales personnel) to reach its markets; indeed, the problems of managing a sales force of "independent outsiders" often are more complex then when sales personnel are on the company payroll. Source (Still,et.al 2002).

2.1.2 Objectives of Sales Management

Every business firm has certain objectives to achieve. These objectives may be very explicit and definitive, or they may be implicit or general. Although, firms have different mixes of objectives, and they do place differing emphasis, on individual ones, the typical objectives include (i) profitability, (ii) sales-volume, (iii) market share, (iv) growth, and (v) corporate-image. While all these objectives are important to a business firm, the objectives, relating to sales-volume, market share and profitability, are greatly affected by the effectiveness and efficiency, with which the sales-function is managed. Business firms, have, in fact, found that it is the most effective management objective of the firm; that must emanate out of its overall business or corporate objectives. The sales management objectives of a business firm, generally relate to the areas of (i) achieving sufficient sales-volume, (ii) providing sufficient profit, and (iii) experiencing continuing growth. Generally, objectives of sales-management have to cover various sales-functions, in an integrated manner. These objectives are to be expressed, as far as possible, in measurable and quantitative terms, and should also be realistic and achievable. Since, there is more than one objective; these should be put, on a hierarchical manner (most important, down to the least important). To ensure their flawless realization, they must be congruent, i.e., they must

fit together, and not be in conflict with each other. From the company viewpoint, there are three general objectives of sales management; sales volume, contribution to profits, and continuing growth. Sales executives, of course, do not carry the full burden in the effort to reach these objectives, but they make major contributions. Top management has the final responsibility, because it is accountable for the success or failure of the entire enterprise. Ultimately, too, top management is accountable for supplying an ever-increasing volume of "socially responsible" products that final buyers want at satisfactory prices. (Surinder Singh Kundu).Sales management an over view.

2.1.3 Sales Performance Management

The term performance means the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed Effective sales performance management is a critical initiative which aims to drive sales transformation or reduce operational costs. Sales performance management is the discipline of marrying performance data with business improvement processes to drive sales effectiveness. At its core is management the business impact of the sales performance management growth when other critical processes are added, Such as territorial and quota management, analytical dash boarding and coaching. (http://www.nice.com/sales-performance-management, cited on Bezuneh, 2013)

According to (Dhingra 2003) Performance standards are designed to measure the performance of activities that the company considers most important. Setting standards of performance requires consideration of the nature of the selling job. In other words, sales job analysis is necessary to determine job objectives, duties and responsibilities, and the like. These, in turn, depend upon selling strategy. Setting performance standards for new business sales personnel requires different measures from those for trade-selling sales personnel. Setting sales performance standards requires considerable market knowledge. It is important to know the total sales potential and the portion that each sales territory is capable of producing. Management needs evaluations of customers and prospects from the standpoint of potential profitability for each class and size of account.

Marketing intelligence must provide evaluations of competitions' strengths, weaknesses, practices and policies. These items all bear on the setting of performance standards, especially

quantitative standards: Most companies use quantitative performance standards. The particular combination of standards chosen varies with the company and its marketing situation. Quantitative standards, in effect, define both the nature and desired levels of performance. Quantitative standards provide descriptions of what management expects.

Each person on the sales force should have definitions of the performance aspects being measured and the measurement units. These definitions help sales personnel make their activities more purposeful. Sales personnel with well-defined objectives waste little time or effort in pursuing activities that was not contribute to reaching those objectives. A single quantitative standard, such as one for sales volume attainment, provides an inadequate basis for appraising an individual's total performance. In the past the performances of individual sales personnel were measured solely in terms of sales volume. Today's sales managers realize that it is possible to make unprofitable sales, and to make sales at the expense of future sales, (Dhingra 2003)

2.1.4 Measures of performance

Most companies use a combination at input (behavior and output measures to evaluate their sales force specific output measures for individual sales people include; sales revenue achieved profit generated; percentage gross profit margin achieved; sales preferential account; sale per active account; sales revenue as a percentage of sales potential; number at orders; sales to new customer measures related to input includes; number of calls made; calls per potential account; actives account number of quotations in per an output measure also) and number of caisson prospect, (Jobber & Loneaste 2009).

The most difficult step in sales force control is the evaluation step the comparing of actual performances with standards. This is more than a mechanical comparison; this step is difficult because evaluation requires judgment. The same standards cannot be applied to all sales personnel-there are differences in individual territories, their sales potentials, the impact of competition and the personalities of sales personnel and their customers. It is possible to take territorial differences into account by setting individual performance standards for each territory, but it is not possible to adjust fully for differences in the personalities of the salesperson and the clientele. Furthermore, complications often develop in relating individual performances to standards, for example, when two or more sales persons work on the same account or when an

account deals both with the salesperson and the home office. Evaluating sales personnel requires both a comparison of performance with quantitative standards and an appraisal against qualitative performance criteria. Sales personnel with poor performances, as gauged by quantitative standards, may be making offsetting qualitative contributions, (Dhingra 2003).

2.1.5 Characteristics of Successful Sales People

For the last 100 years, many people have written books and articles discussing why some people are successful in selling and others are not. After all of this research, no one has identified the profile of the "perfect" salesperson because sales jobs are so different. As the job descriptions in the preceding section show, the characteristics and skills needed for success when selling for Kraft differ from those needed for success.

According to (Weith, Castlebery and Tanner 2001) each customer is unique. Some like to interact with aggressive salespeople, whereas others are turned off by aggressive behavior. Some are all business and want formal relationships with salespeople, whereas others look forward to chatting with salespeople in an informal way.

Thus the stereotype of the hard-driving, back-slapping sales personality will not succeed with all customers. No magic selling formula works in all sales jobs or with all customers. Although no one personality profile exists for the ideal salesperson, successful salespeople are hard workers and smart workers. They are highly motivated, dependable, ethical, knowledgeable, good communicators, flexible, and emotionally intelligent.

Motivation: - Most salespeople work in the field without direct supervision. Under these conditions they may be tempted to get up late, take long lunch breaks, and stop work early. But successful salespeople do not succumb to these temptations. They are self starters who do not need the fear inspired by a glaring supervisor to get them gong in the morning or to keep them working hard all day. Spending long hours on the job is not enough. Salespeople must use their time efficiently. They need to maximize the time spent in contacting customers and minimize the time spent in traveling and waiting for customers. To do their job effectively, salespeople must organize and plan their work. Finally, successful salespeople are motivated to learn as well as work hard. They must continually work at improving their skills by analyzing their past performance and using their mistakes as learning opportunities. (Weith,et.al 2001)

Dependability and trust worthiness: - in some type of selling, such as used-car sales, the salesperson rarely details with the same customer twice. However, this book deals with business-to-business selling situations in which the customer and salesperson have a continuing relationship-a partnership. Such salespeople are interested not just in what the customers will buy this time but also in getting orders in the years to come. Customers develop long-term relationships only with salespeople who are dependable and trustworthy. When salespeople say the equipment will perform in a certain way, they had better make sure the equipment performs that way! If it doesn't, the customer will not rely on them again. (Weith,et.al 2001

Ethical sales behavior: - honesty and integrity are important components of dependability. Over the long run, customers will find out who can be trusted and who cannot. Good ethics is good business. (Weith,et.al 2001)

Customer and product knowledge: - effective salespeople need to know how businesses make purchase decisions and how individuals evaluate product alternatives. In addition, effective salespeople need product knowledge-how their products work and how the products features are related to the benefits customers are seeking, (Weith,et.al 2001).

Communication skills: - the key to building strong long-term relationships is to be responsive to a customer's needs. To do that, the salesperson needs to be a good communication but talking is not enough; the salesperson must also listen to what the customer says, ask questions that uncover problems and needs, and pay attention to the responses. To compete in world markets, salespeople need to learn how to communicate in international markets. For example, business is conducted differently in Europe than in the United States. In the United States business transactions generally proceed at a rapid pace, whereas Europeans take more time reaching decisions. European customers place more emphasis on the rapport developed with a salesperson, whereas U.S. firms look more at the size and reputation of the sales person's company. Because Europeans want to do business with salespeople they like and trust, the latter devote a lot of time to building close personal relationships with customers, (Weith,et.al 2001).

Flexibility: - the successful salesperson also realizes that the same sales approach does not work with all customers; it must be adapted to each selling situation. The salesperson must be sensitive to what is happening and flexible enough to make those adaptations during the sales

presentation. Donald Trump, the real estate developer, emphasized the importance of flexibility: "Great salespeople truly understand the people they are dealing with. They know when to take a low-key approach, when to be more assertive, or when to sell with pizzazz. Flexibility is the key. The biggest mistake you make is to sell the same way with all people," (Weith,et.al 2001).

Emotional intelligence: - salespeople span the boundary between their companies and the companies' customers. At times the objectives of the company can differ from those of the customers. The company wants the salesperson to make profits, and the customer wants to buy a product that meets his or her needs at the lowest price. Dealing with these conflicting objectives can very stressful for salespeople. To cope with conflicting company and customer objectives, rude customers, and indifferent support staff members, effective selling requires a high degree of emotional intelligence. Emotional intelligence is the ability to effectively understand and use one's own emotions and the emotions of people with whom one interacts. Emotional intelligence has four aspects: (1) knowing one's own feelings and emotions as they are experienced, (2) controlling one's emotions to avoid acting impulsively, (3) recognizing customers' emotions (called empathy), and (4) using one's emotions to interact effectively with customers. You should study personal selling because we all use selling techniques. If you want to work in business, you need to know about selling because salespeople play a vital role in business activates. Finally, you might become a salesperson selling jobs are inherently intersecting because of the variety of people encountered and activities undertaken. In addition Selling offers opportunities for financial rewards and promotions.

Salesperson engages in a wide range of activities, including providing information on products and services to customers and employees within their firms. Most of us are not aware of many of these activities because the salespeople we meet most frequently work in retail stores. However, the most exciting rewarding, and challenging sales potions involve building partnerships-long-term win-win relationships with customers.

The specific duties and responsibilities of salespeople depend on the type of selling poison. However, most salespeople engage in various tasks in addition to influencing customers. These tasks include managing customer relations, working with other people in their firms, reporting on activities in their territories, and traveling.

Sales jobs can be classified by the roles salespeople and their firms play in the channel of distribution. The nature of the selling job is a affected by whom salespeople work for and

whether they sell to manufacturers, distributors, or retailers. Other factors affecting the nature of selling jobs are the customer's relationship to the salesperson's firm, the place where the selling occurs, the tangibility of the benefits considered by the customer, and the degree to which the salesperson seeks a commitment from customers.

Research on the characteristics of effective salespeople indicates that many different personality types can be successful in sales. However, successful salespeople do share some common characteristics: all successful salespeople are highly motivated, dependable, ethical, knowledgeable, good communications, flexible and emotionally intelligent, (Weith,et.al 2001).

2.1.6 Factors Which Can Affect the Sales Performance

Sagging Economy:-According to (Robert Lee 2017) A poor economy, such as a recession, can cause a dramatic drop in sales. It's possible that in a severe downturn that no amount of effort will offset the fact that many customers simply don't have the money to buy. Organizations caught in this situation may have no choice but to scale back operations or change pricing models and product lines until the economy recovers.

Poor Sales Forecasting:-The sales forecast might have been tied to a splashy marketing campaign that failed, or consumers simply did not take to a new product offering the way management expected. Or senior management, in a desperate attempt to increase revenues, may have simply placed unrealistic expectations on the sales team when compared with past performance, (Robert Lee 2017).

Poor Individual Performance: - Poor individual performance can also affect sales.
Sales people--and sales management--must be held accountable for meeting aggressive yet reasonable goals. The company should go to great lengths to motivate and retain producers, while placing others on performance-improvement plans with regular reviews and mentoring, (Robert Lee 2017).

Ineffective Sales Pipeline: - A poor sales pipeline can also negatively impact sales performance. Sales organizations pressured to show immediate sales often focus on the back end of the sales pipeline--where the deals are closed. However, that can lead to too little prospecting for new

customers. In July 2010, Microsoft cited a survey of sales managers that said that only one in three of the managers felt that their sales teams were making enough sales calls to meet revenue goals, (Robert Lee 2017).

How Seasonality Affects Sales Performance

In statistics, many time series exhibit cyclic variation known as seasonality, seasonal variation, periodic variation, or periodic fluctuations. This variation can be either regular or semi-regular. Seasonal variation is a component of a time series which is defined as the repetitive and predictable movement around the trend line in one year or less. It is detected by measuring the quantity of interest for small time intervals, such as days, weeks, months or quarters. Organizations affected by seasonal variation need to identify and measure this seasonality to help with planning for temporary increases or decreases in labor requirements, inventory, training, periodic maintenance, and so forth. Apart from these considerations, the organizations need to know if the variations they have experienced has been more or less would be expected given the usual seasonal variations. For example, retail sales tend to peak for the Christmas season and then decline after the holidays. So time series of retail sales will typically show increasing sales from September through December and declining sales in January and February. Seasonality is quite common in economic time series. It is also very common in geophysical and ecological time series, (still,et.al 2006)

 Motivating the Sales Forces

Motivation is the amount of effort the sales person desires to expend on active associated with the sales job, such as calling on potential accounts, planning sales presentation and filling out reports, expending effort on each activity making up the sales job leads to some level of achievement on one or more dimensions of job performance total sales volume, profitability sales to new accounts, quota attainment and the like (still, et. al, 2006)

According to (E.B pullins ,2001) T.L Homeles and R.srivastava ,2002) in David Jobber and Geaff Laneaster ,2009), improving motivation is important to sales success as research has shown that high levels of at motivation lead to increased creativity; working harder; increased

use at win-win negotiation tactics; higher self esteem; a more released attitude and a less negative emotional tone; and enhancement of relationships

Motivation and supervisory efforts helps in stimulating sales personnel to apply their skills effectively effective motivation requires a seep understanding of sales as individuals their responsibility and value system an understanding of motivation lies in the relationship between needs, drives and goals, "the basic process in values need (deprivations) which set drives in motion (deprivation) with direction) to accomplish goals (anything that alleviates a need and reduces a drive) in a work contact, the need for money may result in a drive to work hander in order to obtain increased pay. (Maslow, 1943)

Sales Incentives

Sales incentive programs are primarily used to drive sales, reduce sales costs, increase profitability, develop new territory, and enhance margins. Sales incentive programs have the most direct relationship to outcomes. A sales incentive plan (SIP) is a business tool used to motivate and compensate a sales professional (or sales agent) to meet goals or metrics over a specific period of time, usually broken into a plan for a fiscal quarter or fiscal year. A SIP is very similar to a commission plan; however, a SIP can incorporate sales metrics other than goods sold (or value of goods sold), which is traditionally how a commission plan is derived. Sales metrics used in a SIP are typically in the form of sales quotas (sometimes referred to as point of sale or POS shipments), new business opportunities and/or management by objectives (MBOs) independent action of the sales professional and is usually used in conjunction with a base salary. SIPs are used to incentivize sales professionals where total dollars sold is not a precise measure of sales productivity. This is usually due to the complexity or length of the sales process or where a sale is completed not by an individual but by a team of people, each contributing unique skills to the sales process. SIPs are used to encourage and compensate each member of the sales team as he/she contributes to the team's ability to sell. It is not uncommon for the members of such teams to be located in different physical locations (often working in different countries) and for the product introduction to happen in one location and the purchase of such a product to occur in another (Adsit, D. (2008) the futility of call center coaching.

Training and Development of Sales Forces

According to (Still, et.al 2002) the purpose of sales training is to achieve improved job performance. In the absence of training, Job performance improves with experience. Training substitutes for or supplements experience, so sales person given training reach high job performance levels earlier. In most companies the rate of sales personnel turnover is higher for new personnel than experienced one. Often new sales personnel find themselves unprepared to perform their job satisfactorily, become discouraged and leave the company. If sales training helps new sales personnel to perform their jobs satisfactory, the rate of the sales personnel turn over declines, recruitment and selection cost fall, and overall efficiency of personal selling operation climbs.

Considerable opportunity exists for improving sales force effectiveness through training. In most companies training both new and experienced sale personnel is neglected. The overall efficiency of company's sales personal selling operation is influenced by the state of relationship customers and prospects. The sales force plays a crucial role in modeling and maintain these relations. Contrasted with inexperienced personnel, experienced sales personnel maintain better continuing relations with established accounts and make better impressions on prospects. Sales training contributes through accelerating (for the newly recruited sales personnel) the process of learning through experienced. (Still, et.al 2002)

The older generation of sale managers operated on the comfortable, albeit superficial, belief that good sales personnel are born not made. Newly recruited sale personnel sales personnel were given product description, a territory and an order book with instruction to go out and sell. These sales mangers believed in ''sink-or-swim'' training and put new people into the field with the scanty instructions and expected them to do their best, learning what they could in the hard school of experience. Admittedly, then as now, there were and are some born or natural sales people. But given appropriate initial training, most recruits become productive sales personnel. Furthermore continuing sales training improves job performance of both born and made sales personnel. (Still, et.al 2002)

(Weith,et.al 2001) Sated, to be effective, salespeople need to have considerable knowledge about the products they sell, the companies for which they work, and the customers to whom they sell.

In addition to knowing the facts, they need to understand how those facts relate to benefits their customers are seeking. Experienced salespeople organize customer knowledge into categories. Each category has cues for classifying customers or sales situations and an effective sales presentation for customers in the category. To develop more extensive knowledge of customers, salespeople need to use information from their firms' market research studies, ask for feedback, analyze their successes and failures, and develop an intrinsic orientation toward their work. The social style matrix, developed by (Merrill and Reid, 2008) illustrates the concept of developing categorical knowledge to facilitate adaptive selling. The matrix defines four customer categories based on a customer's responsiveness and assertiveness in sales interactions. To effectively interact with a customer, a salesperson needs to identify the customer's social style and adapt a style to match. The sales training program based on the social style matrix provides cues for identifying social style as well as presentations salespeople can use to make adjustments. The social style matrix is one example of a categorical scheme salespeople can use to improve their knowledge and adaptability.

Manufacturing system

According to (Aregawi G/yesus, 2006) manufacturing system (operations) matches production capacity and output to customer demand. This may appear simple: a customer wants 24 soft drinks, so the factory produced 24 soft drinks. Some factories work this way, but many cannot. This simplicity vanishes when quantities increase, demand patterns vary by cycle and by season, and production capacity varies as well. Most production facilities must deal with simultaneous demand from many customers: let 100 customers each want one create or 24 bottles at same time. Not only that, but each wants different brands of soft drinks and packaged differently. At times demand exceeds capacity, creating a backlog. At other times, capacity is underused, creating costs without creating revenues. Once variation is introduced, the problem of matching output demand becomes complex. So from above mentioned factors that may affect sales performance I selected sales planning, sales incentive, sufficiency of product supply, training and development and sales volume fluctuation as factors to undertake this study.

2.2 Empirical study

Mezekir Kassa (2013) conducted a study in MOHA soft drinks industry S.C) The compensation plan commonly used by the industry is combination plan which is usually based on the sales volume and profit plan of the industry sometimes the industry used either fixed salary only or commission in order to compensate sales representative for the achieved performance.

Patrick k. Mwangi (2014) conducted a study in United States and find out found that many of the respondents were not very conversant with the methods used to determine employee compensation at Chloride Exide. In particular they were not familiar with the compensation plan used in the organization. Only a small number felt that the existing pay structure ensured internal and external equity and he recommended a proper system of compensation plan be developed. The system should have all the fundamentals of a good compensation plan. The organization should ensure that key information on staff and compensation is deliberately communicated to them. Feedback mechanism should also be developed and staff encouraged using them.

Emmanuel ErastusYamoah (2013) conducted a study in Ghana and find out that motivation is a key factor influencing the performance of insurance sales Personnel. Further more
Oleg Sverdlin (1998) conducted a study in Russia and found out that many employees indicated that they feel motivated when they are recognized for their individual achievements and when they are offered opportunities for career advancement. The study also found that younger Russian hotel employees are motivated by a different set of incentives than are older employees. Free hotel stays, 24 day vacation and maternity and paternity leave have a greater value to younger employees. Benefits such as life insurance, sick leave with full pay and free medical services are demanded by older employees.

Lotta Laakso (2012) conducted a case study and find out that both financial and non financial rewards have a positive impact on employees performance and motivation. Zhang Ying ying (2004) conducted a study and find out that continuous communication within organization and personnel development impact significantly and positively on employee performance.

SWABRA ABDALLAH SOUD (2014) conducted a study in United States and find out that the impact of training and development on employee performance showed that, a large number of employees believed that if the organization embraced training and development then their performance improved. Further Aidah Nassazi (2013) conducted a study in Uganda and find out Based on the sample drawn the results obtained indicate that training have a clear effect on the performance of employees.

2.3 Conceptual frame work

Figure 1 Conceptual frame work

Source: Researcher, 2018.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data, (Kothari 1990).

The study is about assessment on the factors affecting sales performance in the case of MOHA soft drinks industry summit and T/Haimanot plants. In order to meet this objective, descriptive research design was used. Descriptive research design includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present, (Malhotra, 2004).

 Quantitative research approaches was used and the data was collected through close-ended questions this methods was employed to collect primary data from total of 67 sampled company employees and depot sales agents. To determine the sample size census sampling technique is used. To analyze data, a quantitative data analysis technique will be used. The software called statistical package for social science (SPSS) was used to analyze quantitative data.

3.2 Population, Sampling Techniques and Sample Size

All items in any field of inquiry constitute a 'Universe' or 'Population.' A complete enumeration of all items in the 'population' is known as a census inquiry. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained (Kothari, 1990). For this research project, all depot sales agent and employees of sales and marketing department of the two plants were taken as the target population. Summit plant marketing and sales department has a total of 27 employees and has 40 depot sales agents whereas T/Haimaot plant marketing and sales department has 39 employees under its supervision and has 34 depot sales agents so the total population of the study is 140.

3.2.1 Sample Size Determination

There are 66 employees in Summit and T/Haimanot plants marketing and sales department with the title of territory development manger (TDM) territory coordinators (TCs), accounts development representatives (ADRs), customer's representatives (CRs), market developers (MD) and (MUM) market unit manager. Regarding to the depot sales agents there are a total of 74 in both plants in Addis Ababa city with the supervision of the plants and licensed by the company to distribute the company products to customers. Since the number of depot sales agents and employees are small the researcher decided to take 100% of the population as the sample to be more confident and reduce sampling errors in both cases the sample size of the study is a total of 140 respondents.

Table 3.1 sample size of respondents

Plants	Employees	Depot sales agents
Summit	27	40
T/Haimanot	39	34
Total	66	74 = 140 respondents

3.3 Data Collection Instrument

A questionnaire prepared by the researcher was used to collect data concerning factors affecting sales performance in Summit and T/Haimanot plants. A questionnaire is used when factual information is desired, (Best & e.tal, 1993). The use of questionnaire allows wider coverage, since researchers can approach respondents more easily than other methods, (Saranta Kos, 2005). Therefore questionnaire was prepared for respondents including employees and depot sales agents to collect relevant data. The questionnaire was prepared in English language since the study is conducted in English language. However it was translated into Amharic to enable the respondents answer the question easily and comfortably.

3.4 Type of Data Collected

There are two types of data sources, which can be considered for research purpose. These data sources include the following:

➢ **Primary Data: -** Primary data can be referred as first hand data because it is collected mainly for the set research purpose. This type of data often helps to give appropriate answers to the research questions (Saunders et al., 2007).

➢ **Secondary Data**: - Due to the fact that this study is based on the existing theories, the literature was reviewed in depth in order to achieve a good understanding of the researched field. The secondary data, already collected and studied from other researchers, includes different sources of literature like books, journals, and statistics, different surveys, etc. By default the secondary data should be examined before any primary research is done, because its need to be examine what has already been generated about the topic and if it will be suitable to meet objectives. These types of data can also be called second hand data because they were not collected for a particular purpose but can be of important to several researchers at different time, (Saunders et al., 2007).

Both Primary and secondary data was used for the study. Primary data were collected by using a questionnaire from employees and depot sales agents. On the other hand, secondary data was collect through document review. Moreover, Literature review, company manuals, broachers and practical observations are used to strengthen the research.

3.5 Method of Data Analysis

To analyze data collected from respondents, the researcher used quantitative data analysis techniques. For the quantitative data, the researcher used the software called statistical package for the social science [SPSS]. Descriptive statistical analysis such as frequency, percentage, mean, standard deviation was used in order to analyze the data.

3.6 Reliability and Validity

Reliability refers to extent to which a measurement instrument is able to yield consistent results each time it is applied under similar conditions. It is the constituent of a measurement device that causes it to yield similar outcome or results for similar inputs. Statistically, reliability is defined as the percentage of the inconsistency in the responses to the survey that is the result of differences in the respondents. Reliability could be estimated mathematically or through pre-testing of the instruments. Statistically, the Cronbach's coefficient alpha (α) was used as an indicator for evaluating the reliability of the measurement scale. This indicator had values which varied from 0 to 1, low (0.50 and below), high moderate (0.51 − 0.70), high (0.71 − 0.90), and excellent (0.91 and above). However, if the value of α is equal to or greater than 0.70, then the scale is believed to be reliable in measuring the construct (Straub et al., 2004 cited on Al Bassam, T. 2013). So I measured Cronbach coefficient alpha (α) to test reliability.

Validity determines whether the researcher truly measures what was intended to measure or how truthful the research result are (Joppe, 2000). The question was reviewed by the advisor to make sure that each item is measuring what is intended to be measured and In order to measure the attribute of interest, and for the instrument to be predictable, consistent, and accurate.

Table 3.2 Result of Reliability Analysis

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Leveled as to George and Mallery
Employees	.717	.719	7	Acceptable
Depot Sales Agent	.783	.801	8	Acceptable
Over All	.74952	.76029	15	Acceptable

Source: Survey Questionnaire (2018)

3.7 Ethical Issues

It is imperative that ethical issues are considered during the investigation is being made. An ethical consideration includes:

Informed consent: Participants was made aware of the purpose of the research, if there are any potential adverse impacts of their participation and also have access to the findings.

Do no harm; Harm can be both physical and/or psychological and therefore can be in the form of: stress, pain, anxiety, diminishing self-esteem or an invasion of privacy. It is imperative that the research process does not in any way harm (unintended or otherwise) participants.

Only assess relevant components: The researcher was only assessing those components that are of relevance to the research that is going to be conducted.

CHAPTER FOUR

4.1. RESULTSAND DISCUSSION

In this chapter of the study, the data collected from employees of the organization and from depot sales agent of the company through close-ended questions were analyzed. The main purpose of the study was assessment of factor affecting sales performance a case study of MOHA soft drink industry S.C summit and T/Haimanot plants. To achieve the objective of the research, 59 respondents from staff and 66 respondents from sales depot i.e. a totally 125 respondents were selected. The data collected were entered into SPSS version 20, and various statistical steps applied to arrive at the desired output for analysis and presentation. The analysis part was done using both descriptive and inferential statistics.

4.2. Analysis of data obtained from employees of the organization under the study

4.2.1. Analysis of Demographic Variables

Table 4.2.1 Analysis of Demographic Variables

		Frequency	Percent	Valid Percent	Cumulative Percent
AGE	18-26	12	20.3	20.3	20.3
	27-36	23	39	39	59.3
	37-47	20	33.9	33.9	93.2
	>47	4	6.8	6.8	100
	Total	59	100	100	
GENDER	Male	37	62.7	62.7	62.7
	Female	22	37.3	37.3	100
	Total	59	100	100	
EDUCATION)	Certificate	5	8.5	8.5	8.5
	Diploma	21	35.6	35.6	44.1
	Degree	30	50.8	50.8	94.9
	>=Masters	3	5.1	5.1	100
	Total	59	100	100	
MARITAL STATUS	Single	23	39	39	39
	Married	30	50.8	50.8	89.8
	Divorced	6	10.2	10.2	100
	Total	59	100	100	
WORK EXPERIENCE	2-5 years	27	45.8	45.8	45.8
	5-10 years	26	44.1	44.1	89.8
	>10 years	6	10.2	10.2	100
	Total	59	100	100	

Source: Survey Questionnaire (2018)

As can be seen from the above table, 62.7% of the respondents are male and the remaining 37.3% of the respondents are female, therefore, more respondents to the questionnaire were males.

With regard to age, those in the category of 27 to 36 are the majority of employees this indicates that the sales department of the company stuffed with average age and young age group.

As can be seen again from table in the above, a large number of respondents, 30 (50 percent) are those who holds bachelor's degree, there are no respondents under the category of "illiterate". Here, one can say that the majority of the sales department employees are holders of first degree or above. Therefore, the sales performance' varies with the level of education.

most of the respondents of the survey are married that account 30 (50.8percent), From this demographic profile, the implication of the paper is that the majority of the sales department are with a background of married-status.

As can be seen from the above table; the majority of the respondents have average work experience which is in between two and five years. With increasing work experience, sales workers can understand the nature of the sales execution and problems and strive to solve the problems.

4.2.2. Descriptive Analysis of the Study Variables

This part of the analysis is made based on survey questionnaires gathered from 59 employees of the company MOHA soft drink industry S.C using 5-point Likert scale (see Appendix I). The paper applies mean and standard deviation as the best measures for analysis based on the mean range developed by Al-Sayaad et al. (2006) of the following table:

Table 4.3.1: Five-Scaled Likert Criterion

N.o	Mean Range	Response Options
1	[1.00, 1.80]	Strongly Disagree
2	(1.80, 2.60]	Disagree
3	(2.60, 3.40]	Neutral
4	(3.40, 4.20]	Agree
5	(4.20, 5.00]	Strongly Agree

Source: Al-Sayaad et al. 2006, Cited in Bassam, 2013

Table 4.3.2 Statistics Planning Of Sales Activity

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement PSA1	59	0	3.73	0.691	2	4
Degree of Agreement PSA2	59	0	3.85	0.582	2	5
Degree of Agreement PSA3	59	0	3.85	0.582	2	5
Degree of Agreement PSA4	59	0	3.88	0.832	2	5
Degree of Agreement PSA5	59	0	3.86	0.601	2	5
Degree of Agreement PSA6	59	0	3.86	0.819	2	5
Degree of Agreement PSA7	59	0	3.97	0.414	2	5
TOTAL	59	0	3.8571	0.6457	2	4.8571

Source: Survey Questionnaire (2018)

Descriptive statistics stand for the conversion of raw data into useful information, which can be interpreted to explain a group of dimensions (Brayman & Bell, 2007). The researcher uses all respondents' (n=59) answers from the questionnaire using SPSS version 20; and MS Excel 2007 for overall mean computation of each scale items for the variables PSA1, PSA2, PSA3, PSA4, PSA5, PSA6, PSA7. Table 4.3.2 above presents the attitude of respondents towards the factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.8571 with the standard deviation of .6457. According to the criterion set under table 4.3.1, the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 4.8571 strongly agree level for the Seven PSA scale items of the variable. As can be seen from the same table in the above, the first scale item of PSA, which says, ***Your department performs its business activities according to set plan.*** has the highest mean value (3.7300) with a standard deviation of .691. It has also the minimum value of 2 at disagree level and maximum value of 4, agree level.

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According to Fifth-Scaled Likert Criterions of Al-Sayaadet al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most Employees are believed on the sales department are performs its business activities according to the plan of the Company. *(See table 4.3.1above).*

The next item (PSA7), which states that, "***The organization has a system to motivate under achievers to upgrade their capacity***", has mean value of 3.97 and standard deviation of .414. This mean value also has a response scale equivalence of agree with the construct item. From this, we can say that the employees of MOHA, on average, believed on the organization system to motive under achievers to upgrade their capacity. Turning to the minimum and maximum values of Table 4.3.1 above, it shows 2 as minimum and 5 as maximum that implies the existence of respondents from disagree to strongly agree, respectively. The scale item in (PSA6), ***"Your bosses reconcile your plan and actual performance periodically."*** has mean value of 3.86 and standard deviation of .819. It has the minimum value of 2 (disagree) and maximum value of 5 (strongly agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most employees of MOHA have the belief on the periodically performance reconciliation. Moreover, the other two construct items in (PSA2 &PSA5), ***"your boss gives you monthly or weekly work plan"*** and ***"Sales leaders reconcile the sales plan vs. actual sales periodically"*** have similarly the equivalence of "agree" levels that have the mean values of 3.850& 3.86 with standard deviations of 0.582 and .0.601, respectively. For both variables the minimum scores of 2 (disagree) and the maximum of 5 (strongly agree). The sentence in the (PSA3) ***"Sales crew knows performance standards clearly"*** has a mean value of 3.85 with the standard deviation of .582. The last but not the least mean value is scored for the item of (PSA4) ***"The Company sets sales quota for sale crew and evaluates their result"*** but similarly to others items as we have seen the result is also equivalence of "agree" levels that have the mean values of 3.850 with standard deviations of 0.5820. And it has also minimum and maximum scores, 1 and 5 respectively. There are no respondents at "disagree" and "strongly disagree" levels. This implies that, employees of MOHA are agree/strongly agreeing response levels in connection with Planning of sales activities. All the Seven items, separately and in aggregate, have mean values of "agree/ strongly agree" response levels. This indicates that most employees of sales department of the company have agreed to the questions raised under the Attitude towards Planning of sales activities. (See Appendix I)

Table 4.3.3: Statistics planning of sales activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Disagree	5	8.5	8.5	8.5
	Agree	53	89.8	89.8	98.3
	strongly agree	1	1.7	1.7	100.0
Valid	Disagree	5	8.5	8.5	8.5
	Agree	53	89.8	89.8	98.3
	strongly agree	1	1.7	1.7	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	42	71.2	71.2	84.7
	strongly agree	9	15.3	15.3	100.0
Valid	Disagree	5	8.5	8.5	8.5
	Agree	52	88.1	88.1	96.6
	strongly agree	2	3.4	3.4	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	43	72.9	72.9	86.4
	strongly agree	8	13.6	13.6	100.0
Valid	Disagree	2	3.4	3.4	3.4
	Agree	55	93.2	93.2	96.6
	strongly agree	2	3.4	3.4	100.0
	Total	59	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.3 shows the overall degree of agreement level, as indicated in the table above, 86.4% of the respondents, agree with the sales & marketing department performance activities according to set plan respectively, while the remaining 13.6% are replied disagree. On the other hands 89.8% &1.7% of the respondents replied that the sales leaders provide the sales plan for sales crew while 8.5% of the respondents replied there is no proper plan for the sales team.

As indicated in the same table in the above 89.8% and 1.7% of the respondents, agree and strongly agree on the Sales crew knows performance standards clearly. The table shows in the

above under PSA 4, 71.2% & 15.3% of the respondents Agree & Strongly Agree on the company is setting of sales quotas for sales crews & the evaluation of their result respectively. Again, the table in the above under PSA5 depicts that 88.1% &3.4% of the respondents are Agree & Strongly Agree on, the sales leader's reconciliation of plan Vs actual sales volume periodically respectively. The next, which states under PSA 6, out of the total respondents 72.9% & 13.6%, Agree and Strongly Agree with bosses reconcile your plan and actual performance periodically. The result under PSA7 shows that 93.2% and 3.4% of the respondents replied agreed and strongly agreed on, there is established system to motivate under achievers to upgrade their sales performance.

Table 4.3.4 Statistics Attitude towards Sales Incentives

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement ATSI1	59	0	3.73	0.691	2	4
Degree of Agreement ATSI2	59	0	4.15	0.363	4	5
Degree of Agreement ATSI3	59	0	3.46	0.897	2	4
Degree of Agreement ATSI4	59	0	4.14	0.345	4	5
TOTAL	59	0	3.8686	0.5738	3	5

Source: Survey Questionnaire (2018)

Table 4.3.4 above presents the respondents Attitude towards sales incentives & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.8686 with the standard deviation of .5738 According to the criterion set under table 4.3.1, the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 3 that rounds to Neutral level and maximum of 5 strongly agree level for the Four ATSI scale items of the variable. As can be seen from the above table, the first scale item of ATSI, which says, *"There is an incentive if you achieved your target",* has the mean value of 3.73 with a standard deviation of .691. It has also the minimum value of two at disagree level and maximum value of four, agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree.

Therefore, it implies that most Employees are believed on there is incentive if the target is achieved. (See table 4.3.4above).

The next(ATSI2), which states **"The sales commission paid by your company for sales crew is attractive",** has mean value of 4.15 and standard deviation of .363 This mean value also has a response scale equivalence of agree with the construct item. From this, we can say that the employees of MOHA, on average, believed or agreed on the attractiveness of commission payment made by the company. Turning to the minimum and maximum values of Table 4.3.4 above, it shows 4 as minimum and 5 as maximum that implies the existence of respondents from agree to strongly agree, respectively. The scale item (ATSI3), **"The Company plans to incentivize sales crews"** has mean value of 3.46 and standard deviation of .897 It has the minimum value of 2 (disagree) and maximum value of (agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most employees of MOHA have the belief on the company plans to incentivize sales crews. Moreover, the other constructs items (ATSI4),**"By providing sales incentives for sales crews it is possible to gain more sales volume by your company."** have similarly the equivalence of "agree" levels that have the mean values of 4.140 with standard deviations of .345   The minimum scores sentences have 4 (agree) and the maximum of 5 (strongly agree).

Table 4.3.5: Degree of Agreement Attitude towards sales incentives

Degree of Agreement ATSI1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Agree	50	84.7	84.7	84.7
	strongly agree	9	15.3	15.3	100.0
Valid	Disagree	16	27.1	27.1	27.1
	Agree	43	72.9	72.9	100.0
Valid	Agree	51	86.4	86.4	86.4
	strongly agree	8	13.6	13.6	100.0
	Total	59	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.5 shows the overall degree of agreement level toward attitude of sales incentive, as indicated in the table above, 86.4% of the respondents, agree with the availability of incentive if you achieved your target. On the other hands 84.7% & 15.3% of the respondents replied that agreed with the attractiveness of sales commission paid by the company. As indicated in the same table in the above 72.9% of the respondents, agree on the company plans to incentivize sales crews, While 27.1% of the respondents replied disagree with the company plans to incentivize sales crews. The table shows in the above again under (ATSI 4), 86.4%, 13.6% of the respondents replied Agree; strongly agree with providing incentives for sales crews is possible to gain more sales volume by your company.

Table 4.3.6: Sufficiency of Product supply

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement SPS 1	59	0	4.1	0.443	2	5
Degree of Agreement SPS 2	59	0	3.73	0.691	2	4
Degree of Agreement SPS 3	59	0	3.73	0.691	2	4
Degree of Agreement SPS 4	59	0	3.71	0.696	2	4
TOTAL	59	0	3.8178	0.6301	2	4.25

Source: Survey Questionnaire (2018)

Table 4.3.6 above presents the attitude of respondents Attitude towards Sufficiency of Product supply & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.8178 with the standard deviation of .6301. According to the criterion set under table 4.3.1, the mean value falls to "Agree" of the respondents. It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 4.25 strongly agree level for the Four SPS scale items of the variable. As can be seen from the above table, the first scale item of (SPS1), which says, ***"Your Company produces enough products to satisfy the existing market demand",*** has the highest mean value (4.100) with a standard deviation of .443. It has also the minimum value of two at disagree level and maximum value of five, strongly agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table

4.3.1, the mean value falls on the response scale of agree. Therefore, it implies most employees of MOHA have belief on the company produces enough products to satisfy the existing market demand. (See table 4.3.6 above).

The next (SPS2), which states **"Production department produces product mix based on marketing departments interest",** has mean value of 3.73 and standard deviation of .691 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the employees of MOHA, on average, believed or agreed on Production department produces product mix based on marketing department's interest. Turning to the minimum and maximum values of Table 4.3.6 above, it shows 2 as minimum and 4 as maximum that implies the existence of respondents from disagree to agree, respectively. The scale item, (SPS3), **"The marketing department is efficient enough"** has mean value of 3.73 and standard deviation of .691 It has the minimum value of 2 (disagree) and maximum value of 4 (agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most employees of MOHA have belief on the marketing department is efficient enough. Moreover, the other constructs items (SPS4), **"There is shortage of raw material in the company."** have the equivalence of "Agree" levels that have the mean values of 3.71 with standard deviations of .696 The minimum scores sentences have 2 (disagree) and the maximum of 4 (agree).

Table 4.3.7: Degree of Agreement Sufficiency of Product supply

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.7	1.7	1.7
	Agree	50	84.7	84.7	86.4
	strongly agree	8	13.6	13.6	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Neutral	1	1.7	1.7	15.3
	Agree	50	84.7	84.7	100.0
	Total	59	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.7 shows the overall degree of agreement level toward attitude Sufficiency of Product supply, as indicated in the table above, 84.7% &13.6% of the respondents, agree and strongly agree with the company produces enough products to satisfy the existing market demand. On the other hand 86.4% of the respondents replied that agreed with the Production department produces product mix based on marketing department's interest. While 13.6 of the respondents replied disagree with the production department product mix. As indicated in the same table in the above 86.4% of the respondents, agree and strongly agree on the marketing department is efficient enough. The table shows in the above under (SPS 4), 84.7%, 1.7, & 13.6% of the respondents Agree, Neutral & disagree on the shortage of row material in the company.

Table 4.3.8: Statistics Focus of training and development

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement FOTAD 1	59	0	3.46	0.897	2	4
Degree of Agreement FOTAD 2	59	0	3.73	0.691	2	4
Degree of Agreement FOTAD 3	59	0	3.73	0.691	2	4
Degree of Agreement FOTAD 4	59	0	3.73	0.691	2	4
Degree of Agreement FOTAD 5	59	0	4.15	0.363	4	5
Total	59	0	3.7593	0.6662	2	4

Source: Survey Questionnaire (2018)

Table 4.3.8 above presents the respondents Attitude towards Focus of training and development& factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.7593 with the standard deviation of .6662 According to the criterion set under table 4.3.1, the mean value falls to "Agree level" of the respondents. It has also the overall minimum mean value of two that rounds to disagree level and maximum of 4 agree level for the Five FOTAD scale items of the variable. As can be seen from the above table, the first scale item of (FOTAD 1), which says, ***"The Company believes in training and development and gives focus to train new and existing sales crew",*** has the lowest mean value

(3.460) with a standard deviation of 0.897. It has also the minimum value of three at Agree level and maximum value of four, agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most Employees are agreed with company believes in training and development and gives focus to train new and existing sales crew. *(See table 4.3.8 above).*

The next (FOTAD2), which states ***"The company budgets for training and development is adequate",*** has mean value of 3.73 and standard deviation of .691 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the employees of MOHA, on average, believed or agreed on the company's budget for training and development. Turning to the minimum and maximum values of Table 4.3.8 above, it shows 2 as minimum and 4 as maximum that implies the existence of respondents from disagree to agree, respectively. The scale item under (FOTAD3), ***"The company fulfills training facilities like training room and training materials"*** has mean value of 3.73 and standard deviation of .691 It has the minimum value of 2 (disagree) and maximum value of 4 (agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most employees of MOHA have belief on the fulfillment of training facility like training room and training materials provided by the company. the other constructs items (FOTAD4), ***"Your company updates the sales crew with new sales concepts timely through written documents and training session's"*** has equivalence of "Agree" levels that have the mean values of 3.73 with standard deviations of .691 The minimum scores sentences have 2 (disagree) and the maximum of 4 (agree). The last and the highest score under the (FOTAD 5) variables which states ***"There is clear Communications of Company rules and regulations and sales objectives"*** has mean value of 4.15 and standard deviation of.0363, It has the minimum value of 4 (agree) and maximum value of 5 (disagree). The mean value has the equivalence response scale of agree in such a way that most employees of MOHA have agreed about the availability clear communication of company rules and regulations and sales objectives.

Table 4.3.9: Degree of Agreement **Focus of training and development**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	27.1	27.1	27.1
	Agree	43	72.9	72.9	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	51	86.4	86.4	100.0
Valid	Agree	50	84.7	84.7	84.7
	strongly agree	9	15.3	15.3	100.0
	Total	59	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.9 shows the overall degree of agreement level in percentage attitude toward focus on training and development, as indicated in the above table on (FOTAD 1), 72.9% of the respondents, agree with the company believes in training and development and gives focus to train new and existing sales crew, while 27.1% of the respondents replied, disagree with the company believes in training and development and gives focus to train new and existing sales crew. On the other hands (FOTAD 2) 86.4% of the respondents replied that agreed with the adequacy budgets provided by company for training and development. While 13.6% of the respondents replied, disagree with the adequacy budgets provided by company for training and development. As indicated in the same table in the above under (FOTAD3), 86.4% % of the respondents agree and 13.6% disagree with the fulfillment of training facilities like training room and training materials. 86.4% of the respondents also Agree with the questions provided under (FOTAD4), on the other hands for (FOTAD5), 84.7% & 15.3% of the respondents agree and strongly agree with the availability of clear Communications of Company rules and regulations and sales objectives, respectively

Table 4.3.10: Statistics Fluctuation of sales volume

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement FOSV 1	59	0	4	0	4	4
Degree of Agreement FOSV 2	59	0	3.86	0.819	2	5
Degree of Agreement FOSV 3	59	0	4.17	0.378	4	5
Degree of Agreement FOSV 4	59	0	3.9	0.845	2	5
TOTAL	59	0	3.9831	0.5106	3	4.75

Source: Survey Questionnaire (2018

Table 4.3.10 above presents the respondents Attitude towards Fluctuation of sales volume & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score for this variable is 3.9831 with the standard deviation of .5106. According to the criterion set under table 4.3.1, the mean value of the respondents falls in to "agree," It has also the overall minimum mean value of 3 that rounds to disagree level and maximum of 4.75 strongly agree level for the Four "FOSV" scale items of the variable. As can be seen from the above table, under constructs items (FOSV1), *"Your company experiences high variation of sales performance from season to season."* have "agree" of levels that have the mean values of 4.00 with standard deviations of 0.000   The minimum scores sentences have 4 (agree) and the maximum of 4 (agree). The next (FOSV2), which states *"Fluctuation of sales volume affects your sales performance",* has scored the mean value of 3.86 and standard deviation of 0.819 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the fluctuation of sales volume and sales performance have a direct relationship with upward slop. When we Turning in to the minimum and maximum values of Table 4.3.10 above, it shows 2 as minimum and 5 as maximum that implies the existence of respondents from disagree to agree, respectively. The scale item under (FOSV3), which stats that *"Seasonality of sales volume depends on weather"* has mean value of 4.17 and standard deviation of .819 It has the minimum value of 4 (agree) and maximum value of 5 (strongly agree). Similarly, the mean value has the equivalence response scale of strongly agree in such a

way that most employees of MOHA have the belief on the existence of relationship between seasonal change and sales volume. The forth and the last scale item of "FOSV" which says ,*"Shortage of raw material will result sales volume fluctuation",* has the highest mean value (3.900) with a standard deviation of 0.8450. It has also the minimum value of two at disagree level and maximum value of five, strongly agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of strongly agree. Therefore, it implies that most Employees are believed and agreed on the shortage of row materials will result for sales volume fluctuation. *(See table 4.3.10 above).*

Table 4.3.11: Statistics Fluctuation of sales volume

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	59	100.0	100.0	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	43	72.9	72.9	86.4
	strongly agree	8	13.6	13.6	100.0
Valid	Agree	49	83.1	83.1	83.1
	strongly agree	10	16.9	16.9	100.0
Valid	Disagree	8	13.6	13.6	13.6
	Agree	41	69.5	69.5	83.1
	strongly agree	10	16.9	16.9	100.0
	Total	59	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.11 shows the overall degree of agreement level in percentage toward attitude Fluctuation of sales volume, as indicated in the table above, 100% of the respondents, agree with the existence of high variation of sales performance from season to season respectively, On the other hands 72.9% & 13.6% of the respondents replied that agreed and strongly agreed with the Fluctuation of sales volume affects sales performance, respectively, While the remaining 13.6% of the respondents replied disagree for the same question. As indicated in the same table in the above (FOSV3) 83.1% and 16.9% of the respondents agree and strongly agree on the Seasonality of sales volume depends on weather. On the other hands the table shows in the above under

(FOSV4), 69.5% & 16.9% of the respondents Agree & Strongly Agree on the Shortage of raw material will result sales volume fluctuation, while the remaining 13.6% of the respondents replied disagree for the same question

4.3 Analysis of Data Obtained From Depot Sales Agents of the Organization

Table 4.4.1 Personal information

		Frequency	Percent	Valid Percent	Cumulative Percent
AGE	18-26	16	24.2	24.2	24.2
	27-36	30	45.5	45.5	69.7
	37-47	17	25.8	25.8	95.5
	>47	3	4.5	4.5	100.0
	Total	66	100.0	100.0	
GENDER	Male	44	66.7	66.7	66.7
	Female	22	33.3	33.3	100.0
	Total	66	100.0	100.0	
EDUCATION)	12complete and below	9	13.6	13.6	13.6
	Certificate	8	12.1	12.1	25.8
	Diploma	36	54.5	54.5	80.3
	Degree	13	19.7	19.7	100.0
	Total	66	100.0	100.0	
MARITAL STATUS	Single	27	40.9	40.9	40.9
	Married	39	59.1	59.1	100.0
	Total	66	100.0	100.0	
WORK EXPERIENCE	2-5 years	48	72.7	72.7	72.7
	5-10 years	18	27.3	27.3	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018

As can be seen from the above table, 66.7% of the respondents are male the remaining 33.3% of the respondents are female, Therefore, more respondents to the sample questionnaire were males. This implies that the majority company's depot sales agents are male

With regard to age, the majority of depot sales agents age group are under the category of 27 to 36, this indicates that the sales depot sales agents of the company are with average age and young age group.

As can be seen again from table in the above, a large number of respondents, 36 (54.5 %) are those who holds diploma, Here, one can say that the majority of the depot sales agents are holders of diploma. Therefore, the sales performance' varies with the level of education.

most of the respondents of the survey are married that account 39 (59.1%), we can understand that the majority of the depot sales agents are with a background of married-status.

As can be seen from the above table 4.3.1; the majority of the respondents have average work experience, which accounts that 48 (72.7%) of the respondents work experience is from two years up to five years.

4.3.1 Descriptive Analysis of the Study Variables

This part of the analysis is made based on survey questionnaires gathered from 66 depot sales agent of the company MOHA soft drink industry S.C using 5-point Likert scale (see Appendix I). The study has five independent variables: Accordingly, the paper applies mean and standard deviation as the best measures for analysis based on the mean range developed by Al-Sayaad et al. (2006) of the following table:

Table 4.4.2 Statistics Planning of sales activities

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement (PSA1)	66	0	3.94	0.551	2	5
Degree of Agreement (PSA2)	66	0	4	0	4	4
Degree of Agreement (PSA3)	66	0	3.97	0.391	2	5
Degree of Agreement (PSA4)	66	0	3.88	0.775	2	5
TOTAL	66	0	3.947	0.4293	2.5	4.75

Source: Survey Questionnaire (2018)

Descriptive statistics stand for the conversion of raw data into useful information, which can be interpreted to explain a group of dimensions (Brayman & Bell, 2007). The researcher uses all respondents' (n=66) answers from the questionnaire using SPSS version 20; and MS Excel 2007 for overall mean computation of each scale items for the variables PSA1, PSA2, PSA3 & PSA4 Table 4.4.2 above presents the respondents towards the factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is3.947 with the standard deviation of.4293 According to the criterion set under table 4.3.1, the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2.5 that rounds to neutral level and maximum of 4.75 strongly agree level for the Four PSA scale items of the variable. As can be seen from the same table in the above, the first scale item of (PSA 1), which says, **"Sales leaders reconcile the sales plan vs. actual sales periodically"** has the mean value (3.9400) with a standard deviation of .551 It has also the minimum value of two at disagree level and maximum value of five, strongly agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaadet al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree level. Therefore, it implies that most depot sales agents are agreed with Sales leaders reconcile the sales plan vs. actual sales periodically. *(See table 4.3.1above).*

The next item (PSA2), which states that, **"Depot sales agents know performance standards clearly",** has mean value of 4.00 and standard deviation of .00 this mean value also has a response scale equivalence of agree with the construct item. From this, we can say that the agents of MOHA, on average, clearly knows organizations performance standard. Turning to the minimum and maximum values of Table 4.4.2 above, it shows 4 as minimum and 4 as maximum that implies that all respondents are under the range of agree level. The scale item in (PSA3), **"The Company set sales quota for depot and evaluates their result"** has mean value of 3.97 and standard deviation of .391. It has also the minimum value of 2 (disagree) and maximum value of 5 (strongly agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most depot sales agent of MOHA has agreed on the sales quota for depot and evaluates their results. Moreover, the last construct items in (PSA4), **"The organization has a system to motivates under achievers to upgrade their capacity"** have similarly the equivalence of "Agree level" that have the mean values of 3.88 with standard deviations of .775 The minimum scores have two (disagree) and the maximum of five (strongly agree).

Table 4.4.3 Degree of Agreement planning of sales activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.1	6.1	6.1
	Agree	58	87.9	87.9	93.9
	strongly agree	4	6.1	6.1	100.0
Valid	Agree	66	100.0	100.0	100.0
Valid	Disagree	2	3.0	3.0	3.0
	Agree	62	93.9	93.9	97.0
	strongly agree	2	3.0	3.0	100.0
Valid	Disagree	8	12.1	12.1	12.1
	Agree	50	75.8	75.8	87.9
	strongly agree	8	12.1	12.1	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.4.3 shows the overall degree of agreement level, as indicated in the table above,87.9% & 6.1% of the respondents, agree, and strongly agree with the Sales leaders reconcile the sales plan vs. actual sales periodically. On the other hands 100% of the respondents replied that Depot sales agents know performance standards clearly,.

As indicated in the same table in the above under (PSA3) 93% and 3% of the respondents, agree and strongly agree on the company set sales quota for depot and evaluates their result, while the remaining 3% of the respondents replied Disagree for the same questions. The table shows in the above under (PSA 4), 75.8% & 12.1% of the respondents Agree & Strongly Agree on The organization has a system to motivates under achievers to upgrade their capacity respectively.

Table 4.4.4 Statistics Attitude towards sales incentives

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement (ATSI1)	66	0	3.97	0.391	2	5
Degree of Agreement (ATSI2)	66	0	3.88	0.775	2	5
Degree of Agreement (ATSI3)	66	0	3.97	0.391	2	5
TOTAL	66	0	3.9394	0.519	2	5

Source: Survey Questionnaire (2018)

Table 4.3.4 above presents the attitude of respondents Attitude towards sales incentives & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.9394 with the standard deviation of .85190. According to the criterion set under table 4.3.1, the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 5 strongly agree level for the Three ATSI scale items of the variable. As can be seen from the above table, the first scale item of ATSI, which says, *"There is an incentive if you achieved your target",* has the highest mean value (3.970) with a standard deviation of .391. It has also the minimum value of two at disagree level and maximum value of five, strongly agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most depot sales agents are believed on there is incentive if the target is achieved. (See table 4.4.4 above).

The scale item (ATSI 2), *"The company plans to incentivize depot sales agents"* has mean value of 3.88 and standard deviation of .775 It has the minimum value of 2 (disagree) and maximum value of 5 (strongly agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most depot sales agents of MOHA have the belief on the company plans to incentivize sales agents. Moreover, the other constructs items (ATSI3), **"By providing sales incentives for depot sales agents it is possible to gain more sales volume by the company."** have similarly the equivalence of "agree" levels that have the mean values of 3.970 with

standard deviations of .391 The minimum scores sentences have 2 (disagree) and the maximum of 5 (strongly agree).

Table 4.4.5 Degree of Agreement Attitude towards sales incentives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	3.0	3.0	3.0
	Agree	62	93.9	93.9	97.0
	strongly agree	2	3.0	3.0	100.0
Valid	Disagree	8	12.1	12.1	12.1
	Agree	50	75.8	75.8	87.9
	strongly agree	8	12.1	12.1	100.0
Valid	Disagree	2	3.0	3.0	3.0
	Agree	62	93.9	93.9	97.0
	strongly agree	2	3.0	3.0	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.3.5 shows the overall degree of agreement level toward attitude of sales incentive, as indicated in the table above, 93.9% & 3% of the respondents, agree and strongly agree with the availability of incentive if you achieved your target. On the other hands 75.8% & 12.1% of the respondents replied that agreed with The Company plans to incentivize depot sales agents. While the remaining 12.1% of the respondents replied, disagree for the same question in the above. As indicated in the same table in the above 93% and 3% of the respondents, agree and strongly agree on the by providing sales incentives for depot sales agents it is possible to gain more sales volume by the company.

Table 4.4.6 Statistics Sufficiency of Product supply

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement (SPS1)	66	0	3.76	0.658	2	4
Degree of Agreement (SPS2)	66	0	4.12	0.329	4	5
Degree of Agreement (SPS3)	66	0	3.52	0.864	2	4
TOTAL	66	0	3.798	0.6168	2.6667	4.3333

Source: Survey Questionnaire (2018)

Table 4.3.6 above presents the respondents Attitude towards Sufficiency of Product supply & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.7980 with the standard deviation of .6168. According to the criterion set under table 4.3.1, the mean value falls to "Agree level" of the respondents. It has also the overall minimum mean value of 2.6667 that rounds to Neutral level and maximum of 4.33 strongly agree level for the Three SPS scale items of the variable. As can be seen from the above table, the first scale item of (SPS1), which says, ***"The Company produces enough products to satisfy the existing market demand",*** has the mean value (3.760) with a standard deviation of .658. It has also the minimum value of two at disagree level and maximum value of four, agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most of depot sales agents are believed on The Company produce enough products to satisfy the existing market demand. (See table 4.3.6 above).

The next (SPS2), which *states* ***"The company produces the products according to need of the market",*** has the highest mean value of 4.12 and standard deviation of .329 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the depot sales agent of MOHA, on average, believed or agreed on the compatibility of company's products and market needs. Turning to the minimum and maximum values of Table 4.3.6above, it shows 4 as minimum and 5 as maximum that implies the existence of respondents from agree to agree, respectively.

The last (SPS3), which states **"product shortage is the major problem of the company",** has the lowest mean value of 3.52 and standard deviation of .864 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the depot sales agent of MOHA, on average, agreed about product shortage is the major problem of the company. Turning to the minimum and maximum values of Table 4.4.6 above, it shows 2 as minimum and 4 as maximum that implies the existence of respondents from disagree to agree, respectively.

Table 4.4.7 Degree of Agreement Sufficiency of Product supply

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
Valid	Agree	58	87.9	87.9	87.9
	strongly agree	8	12.1	12.1	100.0
Valid	Disagree	16	24.2	24.2	24.2
	Agree	50	75.8	75.8	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.4.7 shows the overall degree of agreement level toward attitude Sufficiency of Product supply, as indicated in the table above, 87.9% of the respondents, agree with The company produces enough products to satisfy the existing market demand. While the remaining 12.1% of the respondents are, disagree and belief on the amount of production produced by the company is not enough to satisfy the existing market demands. On the other hands 87.9% & 12.1% of the replied, agree & strongly agree with the company produces the products according to need of the market. As indicated in the same table in the above 75.8% of the respondents, agree on product shortage is the major problem of the company, while the remaining of 24.2% of the depot ales agents are disagree with product shortage is a big problems of the company.

Table 4.4.8 Focus of training and development

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement (FOTAD 1)	66	0	4.12	0.329	4	5
Degree of Agreement (FOTAD 2)	66	0	4.12	0.329	4	5
Degree of Agreement (FOTAD 3)	66	0	3.76	0.658	2	4
Degree of Agreement (FOTAD 4)	66	0	3.76	0.658	2	4
Degree of Agreement (FOTAD 5)	66	0	3.76	0.658	2	4
TOTAL	66	0	3.903	0.5262	2.8	4.4

Source: Survey Questionnaire (2018)

Table 4.4.8 above presents the respondents Attitude towards Focus of training and development & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score of this variable is 3.9030 with the standard deviation of .5262 According to the criterion set under table 4.4.7, the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2.8 that rounds to disagree level and maximum of 4.4 strongly agree level for the Five FOTAD scale items of the variable. As can be seen from the above table, the first scale item of (FOTAD 1), which says, **"The Company believes in training and development and gives focuses to train new and existing depot sales agents",** has the highest mean value (4.1200) with a standard deviation of .329. It has also the minimum value of four at agree level and maximum value of five, strongly agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most depot sales agent are agreed with company believes in training and development and gives focus to train new and existing sales crew. *(See table 4.4.7 above).*

The next (FOTAD2), which states **"The company budgets for training and development is adequate",** has mean value of 4.12 and standard deviation of .329 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the depot sales agent of MOHA, on average, agreed on the company's budget for training and development. Turning to the minimum and maximum values of Table 4.4.7 above, it shows 4 as minimum and 5 as maximum that implies the existence of respondents from agree to strongly agree, respectively. The scale item under (FOTAD3), **"The company fulfills training facilities like training room and training materials"** has mean value of 3.76 and standard deviation of .658 It has the minimum value of 2 (disagree) and maximum value of 4 (strongly agree). Similarly, the mean value has the equivalence response scale of agree in such a way that most depot sales agent of MOHA has agree on the fulfillment of training facility like training room and training materials provided by the company. the other constructs items (FOTAD4), **"There is clear Communications of Company rules and regulations and sales objectives"** have the equivalence of "Agree" levels that have the mean values of 3.76 with standard deviations of .658 The minimum scores sentences have 2 (disagree) and the maximum of 4 (agree). The other score under the (FOTAD 5) variables which states **"The company updates the depot sales agents with new sales concepts timely through written documents and training session's"** has mean value of 3.76 and standard deviation of .658, It has the minimum value of 2 (disagree) and maximum value of 4 (agree). The mean value has the equivalence response scale of agree in such a way that most sales agents of MOHA have not sure or did not know about the company updates the depot sales agents with new sales concepts timely through written documents and training session.

Table 4.4.9 Focus of training and development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	58	87.9	87.9	87.9
	strongly agree	8	12.1	12.1	100.0
Valid	Agree	58	87.9	87.9	87.9
	strongly agree	8	12.1	12.1	100.0
Valid	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
Valid	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
Valid	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.4.9 shows the overall degree of agreement level in percentage attitude toward focus on training and development, as indicated in the above table on (FOTAD 1), 87% & 12% of the respondents, agree and strongly agree with the company believes in training and development and gives focus to train new and existing sales agents. On the other hands (FOTAD 2) also the same as 87% & 12% of the respondents replied that agreed and strongly agreed with the adequacy budgets provided by company for training and development. As indicated in the same table in the above (FOTAD3), 87.9% of the respondents agree on the fulfillments of training facilities like training room and training materials respectively, While 12.1% of the respondents replied, disagree with the fulfillments of training facilities like training room and training materials respectively. 87.9% of the respondents also Agree with the questions provided under (FOTAD4), on the other hands 87.9% of the respondents agree with the company updates the depot sales agents with new sales concepts timely through written documents and training sessions.

Table 4.4.10 Fluctuation of sales volume

	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Degree of Agreement (FOSV 1)	66	0	3.48	0.881	2	4
Degree of Agreement (FOSV 2)	66	0	3.76	0.658	2	4
Degree of Agreement (FOSV 3)	66	0	3.76	0.658	2	4
Degree of Agreement (FOSV 4)	66	0	3.76	0.658	2	4
TOTAL	66	0	3.6894	0.7136	2	4

Source: Survey Questionnaire (2018)

Table 4.4.10 above presents the attitude of respondents Attitude towards Fluctuation of sales volume & factor affecting sales performance in MOHA soft drink industry S.C. The overall mean score for this variable is 3.6894 with the standard deviation of .7136 According to the criterion set under table 4.3.1, the mean value of the respondents falls in to "agree," It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 4 agree level for the Four "FOSV" scale items of the variable. As can be seen from the above table, the first scale item of "FOSV" which says, *"The Company experienced high variation of sales performance from season to season",* has the mean value 3.480 with a standard deviation of 0.881 It has also the minimum value of two at disagree level and maximum value of four, agree level. According to Fifth-Scaled Likert Criterions of Al-Sayaad et al. (2006) of Table 4.3.1, the mean value falls on the response scale of agree. Therefore, it implies that most depot sales agent are believed and agreed on the Company experienced high variation of sales performance from season to season. *(See table 4.4.9 above).*

The next (FOSV2), which states *"Fluctuation of sales volume affects your sales performance",* has scored the same as in the above highest mean value of 3.76 and standard deviation of 0.658 This mean value also has a response scale equivalence of agree with the construct item. From this, one can say that the fluctuation of sales volume and sales performance have a direct relationship with upward slop. When we Turning in to the minimum and maximum values of

Table 4.4.9 above, it shows 2 as minimum and 4 as maximum that implies the existence of respondents from disagree to agree, respectively. The scale item under (FOSV3), which states that *"Seasonality of sales volume depends on whether"* has mean value of 3.76 and standard deviation of .658 It has the minimum value of 2 (disagree) and maximum value of 4 (agree). Similarly, the mean value has the equivalence response scale of strongly agree in such a way that most depot sales agent of MOHA has the belief on the existence of relationship between seasonal change and sales volume. Moreover, the other constructs items (FOSV4), **"Shortage of raw material will result sales volume fluctuation"** have the equivalence of "agree" levels that have the mean values of 3.76 with standard deviations of 0.658 The minimum scores sentences have 2 (disagree) and the maximum of 4 (agree).

Table 4.4.11 Fluctuation of sales volume

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid (FOSV 1)	Disagree	17	25.8	25.8	25.8
	Agree	49	74.2	74.2	100.0
Valid (FOSV 2)	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
Valid (FOSV 3)	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
Valid (FOSV 4)	Disagree	8	12.1	12.1	12.1
	Agree	58	87.9	87.9	100.0
	Total	66	100.0	100.0	

Source: Survey Questionnaire (2018)

Table 4.4.11 shows the overall degree of agreement level in percentage attitude toward fluctuation of sales volume & and factors affecting sales performance, as indicated in the above table on (FOSV 1) ,74.2% of the respondents, agree with the company experienced high variation of sales performance from season to season. While the remaining 25.8% replied disagree with seasonal sales volume fluctuation. On the other hands (FOSV 2) 87.9% of the respondents replied that agreed with Fluctuation of sales volume affects your sales performance.

While 12.1% of the respondents replied, disagree with the Fluctuation of sales volume affects sales performance. As indicated in the same table in the above 87.9% of the respondents, agree and (FOSV3) the respondents agree on seasonality of sales volume depends on weather. 87.9% of the respondents also agree with the questions provided under (FOSV4), on the other hands 12.1% of the respondents disagree with the Shortage of raw material will result sales volume fluctuation.

CHAPTER FIVE

SUMMERY CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

This research was conducted in MOHA soft drinks industry summit and T/Haimanot plants. The paper attempts to assess the factors affecting the sales performance of the company.

Based on the analysis of collected data the findings shows that 62.7% of the respondents are male and the remaining 37.3% of the respondents are female regarding depot sales agents 66.7% of the respondents are male the remaining 33.3% of the respondents are female, Therefore, more respondents to the questionnaire were males. With regard to age, those in the category of 27 to 36 are the majority of employees, that accounts 23(39%) of the respondents, majority of depot sales agents age group are under the category of 27 to 36, this indicates that the sales department of the company and its sales agents are with average age and young age group. a large number of respondents, 30 (50 percent) are those who holds bachelor's degree, 21 (35 percent) with regard to depot sales agents number of respondents, 36 (54.5 percent) are those who holds diploma, There are no respondents under the category of "illiterate" so most of company's employees are degree holders and most of the depot sales agents are diploma holders. most of the employee respondents of the survey are married that account 30 (50.8percent) and regarding depot sales agents most of the respondents of the survey are married that account 39 (59.1percent). majority of the respondents have average work experience which is in between two and five years.

Regarding planning of sales activities there are no respondents at "disagree" and "strongly disagree" levels. This implies that, employees of MOHA are agree/strongly agreeing response levels in connection with Planning of sales activities. All the Seven items, separately and in aggregate, have mean values of "agree/ strongly agree" response levels. It implies that employees of the company believe that the company plans its sales activities.

Regarding attitude towards sales incentive the finding from the survey shows that overall mean score of 3.9394 with the standard deviation of .85190 the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 5 strongly agree level for the Three ATSI scale items of the variable. That both sales employees and depot sales agents have a positive attitude and believes that by providing incentive it is possible to increase sales performance.

Regarding sufficiency of product supply the overall mean score of this variable is 3.8178 with the standard deviation of .6301. The mean value falls to "Agree" of the respondents. It has also the overall minimum mean value of 2 that rounds to disagree level and maximum of 4.25 strongly agree level for the Four SPS scale items of the variable. Data gathered from sales agents show that overall mean score of 3.7980 with the standard deviation of .6168 the mean value falls to "Agree level" of the respondents. It has also the overall minimum mean value of 2.6667 that rounds to Neutral level and maximum of 4.33 strongly agree level for the Three SPS scale items of the variable.

Regarding focus on training and development the overall mean score of this variable is 3.7593 with the standard deviation of .6662 the mean value falls to "Agree level" of the respondents. It has also the overall minimum mean value of two that rounds to disagree level and maximum of 4 agree level for the Five FOTAD scale items of the variable. Data gathered from sales agents shows that overall mean score of 3.9030 with the standard deviation of .5262 the mean value falls to "agree level" of the respondents. It has also the overall minimum mean value of 2.8 that rounds to disagree level and maximum of 4.4 strongly agree level for the Five FOTAD scale items of the variable

Regarding fluctuation of sales volume the overall mean score for this variable is 3.9831 with the standard deviation of .5106 the mean value of the respondents falls in to "agree," It has also the overall minimum mean value of 3 that rounds to disagree level and maximum of 4.75 strongly agree level for the Four "FOSV" scale items of the variable. Data gathered from sales agents shows that The overall mean score of 3.6894 with the standard deviation of .7136 the mean value of the respondents falls in to "agree," It has also the overall minimum mean value

of 2 that rounds to disagree level and maximum of 4 agree level for the Four "FOSV" scale items of the variable.

5.2 Conclusion

This research was conducted in MOHA soft drinks industry summit and T/Haimanot plants. The research attempts to assess the factors affecting the sales performance of the company. Questioner was used to collect data from both company's sales force and its depot sales agents both descriptive and inferential (correlation) analysis methods were used to analyze the data

The analysis of the data shows that, most of the respondents to the questionnaire were males in both sales force and depot sales agents. This implies that the company's sales department stuffed with the large number of male worker and most of its depot sales agents are also males.

Most of the respondents are within under the category of 27 to 36 ages; this indicates that the sales department of the company and its sales agents are with average age and young age group.

Majority of sales employees of the company are holders of first degree whereas the majority of depot sales agents are holders of diploma, there are no respondents under the category of "illiterate". Most of the employee respondents of the survey are married that account and regarding depot sales agents most of the respondents of the survey are married. Majority of the respondents have average work experience which is in between two and five years.

Regarding planning of sales activities there are no respondents at "disagree" and "strongly disagree" levels. This implies that, employees of MOHA are agree/strongly agreeing response levels in connection with Planning of sales activities.

Regarding attitude towards sales incentive both sales employees and depot sales agents have a positive attitude towards sales incentive and believe that by providing incentive it is possible to increase sales performance.

Regarding sufficiency of product supply most employees and sales agents believe that company produces enough products to satisfy the existing market demand .employees believed or agreed on Production department produces product mix based on marketing department's interest and

they believe that the marketing department is sufficient enough they also agreed that the company have shortage of raw material the depot sales agents believed or agreed that product shortage is beg problem for the company.

Regarding focus on training and development most Employees and depot sales agents are agreed the company believes in training and development and gives focus to train new and existing sales crew and agents. They also believed that the company provide adequate budget for training and fulfills facilities for training. Both employees and sales agents agreed or believed the company updates the depot sales agents with new sales concepts timely through written documents and training sessions.

Regarding fluctuation of sales volume both employees and depot sales agents agreed that there is high level of fluctuation from season to season most of them also believed that fluctuation of sales volume will affect their sales performance, they also agreed that seasonality of sales volume depends on weather most of both employees and depot sales agents also agreed or believed that shortage of raw material will result sales volume fluctuation.

5.3 Recommendations

Based on the major findings of the study and the conclusions drawn above, the following recommendations are made

The company should continue to pursue performing sales activities according to set plan and communicating the sales plan down the line and it must also continue in briefing the sales performance standards to the sales forces and depot sales agents by strictly revising and restating to make the sales force competent and well informed.

As the motivation and sales incentives are a key factor for the successes of sales growth the company should adequately incentives sales crews and depot sales agents. As the result from the analysis shows that providing incentive will help to increase sales performance the company must focus on incentives to increase the performance of its sales force and depot sales agent.

Since the sales force believe that the sales commission rate which currently paid by the company is good they should continue and improve to enable to motivate the sales forces.

Regarding the product supply, the company should strictly works on production capacity building and avails its products to its existing market. Problems like raw material supply and machinery separate supply should be solved. The company should have to acquire or hold stock raw materials adequately especial for sales peak seasons in order to balance demand & supply and solve its shortage of raw materials.

To have a skilled and knowledgeable employee's continual training and development is very mandatory for sales crews. The company must continue focusing on training and developing to increase the skill of the employees. Specially depot sales agents should train and oriented basic selling skills to be effective in sales execution.

As the result shows high level of fluctuation from season to season and this fluctuation will affect sales performance, so the company should study and determine the nature of the seasons and their differences Cleary. Then after the analysis of the seasons the company should take majors to adjust itself with the variation of the season. As it is understood from the finding there should be an incentive or promotional packages for the end users during off peak sales season. And should enhance production capacity during sales peak seasons by planning expansion programs such as additional line for production to double the existing volume capacity and they must solve problem of shortage of raw material since it results sales volume fluctuation they can solve or minimize this problem by hold stock of raw materials.

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APPENDIXES

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MARKETING MANAGEMENT

QUESTIONNAIRE FOR COMPANYS SALES PEOPLE

Dear respondents first of all I would like to thank you for your willingness to complete this questionnaire.

This questionnaire is a major material in the preparation of a thesis entitles *"assessment on the factors affecting sales performance at MOHA soft drinks industry S.C summit and T/Haimanot plants"* for the fulfillment of the requirement of Masters of Art Degree in Marketing Management at St. Marry University, Addis Ababa.

The information that you will provide will be used only for educational purpose and will be kept confidential. Furthermore writing name is not necessary. The student researcher kindly asks your cooperation to attempt all questions objectively and honestly.

Thank you for your cooperation!

1. Personal information

1. Age 18-26 ☐ 27-36 ☐ 37-47 ☐

   > 47 ☐

2. Gender   Male ☐   Female ☐

3. Educational level

   12complete and below ☐   Certificate ☐

   Diploma ☐   Degree ☐

   Masters ☐

4. Marital Status   Single ☐   Married ☐   Divorced ☐

Widowed ☐

5. Work experience   2-5 years ☐   5-10 years ☐   above 10 years ☐

2. Basic questions of the study

Instruction: Please choose a degree of agreement in the following table that matches your opinion. Put a tick mark (√) for each statement by using the following scale ranging from "**5= strongly agree to 1= strongly disagree**"

5= strongly agree   4=Agree 3= Neutral 2=Disagree 1= strongly disagree

No.	Descriptions	Degree of agreement				
		5	4	3	2	1
1	**Planning of sales activities** Your department performs its business activities according to set plan.					
2	your boss give you monthly or weekly work plan					
3	sales crew knows performance standards clearly					
4	the company set sales quota for depot and evaluates their result					
5	Sales leaders reconciles the sales plan vs. actual sales periodically					
6	Your boss reconciles your plan and actual performance periodically.					
7	The organization have a system to motivates under achievers to upgrade their capacity					
1	**Attitude towards sales incentives** There is an incentive if you achieved your target					
2	The sales commotions paid by your company for sales crew is attractive					
3	The company plans to incentivize sales crews					

4	By providing sales incentives for sales crews is that possible to gain more sales volume by your company.					
	Sufficiency of Product supply					
1	Your company produces enough products to satisfy the existing market demand					
2	Does production department produces product mix based on marketing departments interest					
3	In your opinion is the marketing department efficient enough					
4	In your opinion is their raw material shortage by the company					
	Focus of training and development					
1	The company believes in training and development and gives focuses to train new and existing sales crew					
2	The company budgets for training and development					
3	The company fulfill training facilities like training room and training materials					
4	The company updates the sales crew with new sales concepts timely trough written documents					
5	There is clear Communications of Company rules and regulations and sales objectives					
6	your company updates the sales crew with new sales concepts timely trough written documents and training session's facilities					
	Fluctuation of sales volume					
1	Your company experienced the high variation of sales performance from season to season					
2	Fluctuation of sales volume affects your sales performance					
3	Seasonality of sales volume is depend on weather					
4	Shortage of raw material will result sales volume fluctuation					

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MARKETING MANAGEMENT

QUESTIONNAIRE FOR DEPOT SALES AGENTS

Dear respondents first of all I would like to thank you for your willingness to complete this questionnaire.

This questionnaire is a major material in the preparation of a thesis entitles *"assessment on the factors affecting sales performance at MOHA soft drinks industry S.C summit and T/Haimanot plants"* for the fulfillment of the requirement of Masters of Art Degree in Marketing Management at St. Marry University, Addis Ababa.

The information that you will provide will be used only for educational purpose and will be kept confidential. Furthermore writing name is not necessary. The student researcher kindly asks your cooperation to attempt all questions objectively and honestly.

Thank you for your cooperation!

1. Personal information

1. Age 18-26 ☐   27-36 ☐   37-47 ☐

    > 47 ☐

2. Gender   Male ☐   Female ☐

3. Educational level

    12complete and below ☐   Certificate ☐

    Diploma ☐   Degree ☐

    Masters and above ☐

4. Marital Status [ ] Single [ ] Married [ ] Divorced

Widowed [ ]

5. Work experience 2-5 years [ ] 5-10 years [ ] above 10 years [ ]

2. Basic questions of the study

Instruction: Please choose a degree of agreement in the following table that matches your opinion. Put a tick mark (√) for each statement by using the following scale ranging from "**5= strongly agree to 1= strongly disagree**"

5= strongly agree   4=Agree 3= Neutral 2=Disagree 1= strongly disagree

No.	Descriptions	Degree of agreement				
		5	4	3	2	1
1	**Planning of sales activities** Sales leaders reconcile the sales plan vs. actual sales periodically					
2	Depot sales agents know performance standards clearly					
3	The company set sales quota for depot and evaluates their result					
4	The organization has a system to motivates under achievers to upgrade their capacity					
1	**Attitude towards sales incentives** There is an incentive if you achieved your target					
2	The company plans to incentivize depot sales agents					
3	By providing sales incentives for depot sales agents it is possible to gain more sales volume by the company.					

1	**Sufficiency of Product supply** The company produces enough products to satisfy the existing market demand					
2	The company produces the products according to need of the market					
3	product shortage is the major problem of the company					
1	**Focus of training and development** The company believes in training and development and gives focuses to train new and existing depot sales agents.					
2	The company budgets for training and development is adequate					
3	The company fulfills training facilities like training room and training materials					
4	There is clear Communications of Company rules and regulations and sales objectives					
5	The company updates the depot sales agents with new sales concepts timely through written documents and training session's					
1	**Fluctuation of sales volume** The company experienced high variation of sales performance from season to season					
2	Fluctuation of sales volume affects your sales performance					
3	seasonality of sales volume depends on weather					
4	Shortage of raw material will result sales volume fluctuation					

Appendix II questionnaire (Amharic version)

ቅ.ማርያም ዩኒቨርስቲ

የድህረ ምረቃ ትምህርት ቤት

የገብያ አመራር ትምህርት ክፍል

በድርጅቱ ሽያጭ ሰራተኞች የሚሞላ መጠይቅ

¡ ቡር መላሽ በቅትሟÁ ፅ²„ወን ሰውተው ይህን መጠይቅ ለመሙላት ፈቃደኛ ስለሆኑ አመሰግናለሁ::

Ãህ መÖÃቅ ¾ተ²ÒË¨ በ ቅድስተ ማርያም ዩንቨርስቲ በገበያ አመራር የድህረ- ምረቃ ትምህርት ክፍል ተማሪ ሲሆን፤ አላማውም ናሮቂቂስቂቂቂስቃቁ ቄቃ ቄሻስ ሶሮስቁቁቄቄ ሮሶሶስቂሽቃሽ ቂሮቁስቂ ቅስቄሶቁቄቄሪሮቃሰስ ሮቄ ልሑሎ ቂቄሶቁ ሳቄሽቃቀቂ ሽቃሳበቂቁቄቨ መኑ ቂበቂቂሽቄ ሮቃሳ ማ/ሃሮሽቂሮቃቁቄ ቅቁሮቃቁቂን ናየምሃ ለስሳሳ መጠጦች ኢኖዱስትሪ የ ሶሚት እና ተ/ህይማኖት ፋብሪካወችን ሽያጭ የሚያስተጉጉ ጉዳዮችን በተመለከተ ተማሪው ለሚÁ²ÒË¨ ¾መመረቂÁ ንሁአ እንደ ዋና ግብአትነት ለመጠቀም ነው::

ስለሆነም የሚያስፈሩት ማንኛውም መረጃ ለትምህርይዊ አገልግሎት ብቻ ቦንደሚውል ቦየ ̃ጸኩ ሚስጥራዊነቱም የተጠበቀ ነዉ ·:: ከዚህ በተጨማሪም ስም መፃፍ አስፈላጊ አይደለም፤ ሁሉንም ጥያቄወች በትክክል እንዲሞሉልኝ ስል በትህትና እጠይቃለሁ::

ስላደረጋችሁልኝ ትብብር ከፍ ያለ ምስጋና አቀርባለሁ::

ክፍልአንድ ፡ የተሳታፊዎች መረጃ

1 ፆድሜ፡   ሀ) ከ18-26 [ ]   ለ) ከ67-36 [ ]   ሐ) 37-47 [ ]

2. ፆታ፡   ሀ) ወንድ [ ]   ለ) ሴት [ ]

3. የትምህርትደረጃ፡

   ሀ) 12ኛ ክፍልያጠናቀቀ ወይም ከዚያበታች [ ]   ለ) ሰርትፍኬት [ ]   ሐ) ዲፕሎማ [ ]

   መ) የመጀመሪያ ዲግሪ [ ]   ሠ) ሁለተኛ ዲግሪ እና ከዚያበላይ

4. የጋቢቻ ሁኔታ :

ሀ) ያላገባ/ች   ለ) ያገባ ☐ ሐ) የፈታ/ች   ☐ መ)ተችበት/የሞተባት ☐   ☐

5. የስራ ልምድ

ሀ) 2-5 አመት   ለ) 5-10 ☐ ት   ሐ) ከ 10 አመት በላይ   ☐

ክፍል ሁለት፡ ዋና ዋና የጥናቱ ጥያቄዎች

መመሪያ : እባክዎን ከዚህ በታች ከቀረበዉ ስንጠረዥ ዉስጥ ካለት አማራጮች መካከል ከእርስዎ ሀሳብ ጋር የምስማማዉን ይምረጡ፡፡ በኢያንዳዱ አረፍተ ነገር ላይ ከ5= ሙሉ በሙሉ እስማማለሁ እስከ 1= ሙሉ በሙሉ አልስማማም ካለት ምርጫዎች መካከል ይሆንን ምልክት(√) በማድረግ አንዱን ብቻ ይምረጡ፡፡

5= ሙሉ በሙሉ እስማማለሁ   4= እስማማለሁ   3= መካከለኛ   2= አልስማማም   1=ሙሉበሙሉአልስማማም

ተቁ	ዝርዝር	የስምምነት ደረጃ				
		5	4	3	2	1
1	**የሽያጭ ስራን በ እቅድ ስለመስራት** የ ስራ ክፍልህ ስራወቹን በ እቅድ ይሰራል					
2	አለቃህ/ሽ ወርሃዊ ወይም ሳምንታዊ የስራ እቅድ ይሰጣቸዋል					
3	የሽያጭ ሳራተኞች የስራ መመዘኛዎቸን በግልፅ ያውቁዋል					
4	ድርጅቱ የሽያጭ መመዘኛወቹን አስቀምጦ ውጤቶቸንም በአግባቡ ይመረምራል					
5	የሽያጭ መሪዎች የሽያጭ እቅዱቸን ከ ትክክለኛ ሽያጮች ጋር በ የጊዜዉ ያስተካክላሉ/ያስተያያሉ					
6	አለቃህ/ሽ የሽያጭ እቅዱንና ትክክለኛዉን ሽያጭ በየጊዜዉ ያስተካክላሉ					
7	ድርጅቱ ከ እቅድ በታች የስፉትን ለማገረታትና አቅማቸውን ለማሳደግ የማገረታቻ መንገድ አለው					
1	**ስለ ሽያጭ ማበረታቻ ያለ አመለካከት** በድርጅቱ የተቀመጠን አቅድ ካሳካህ ማበታታቻ አለ					
2	በድርጅቱ ለሽያጭ ሰራተኞች የሚከፈለው የሽ					
3	ድርጅቱ የሽያጭ ሰራተኞችን ለማበረታታት እ					

4	የሽያጭ ስራተኞችን በማበረታታት የሽያጭ መጠናቸውን ማሳደግ ይቻላል					
1	**በቂ አቅርቦት ስለማግኘት** የገብያዉን ፍላጎት ያማላ ምርት በ ድርጅቱ ይመረታል					
2	የምርት ክፍል ምርቶችን የሚያመርተዉ በ ገበያ ክፍል ፍላጎት ነው					
3	የድርጅቱ ገበያ ክፍል በቂ አቅም አለዉ					
4	በድርጅቱ የጥሬ እቃ እጥረት አለ					
1	**በስልጠና እና እድገት ማተኮር** ድርጅቱ በስልጠና እና ዐድገት ያምናል እንዲሁም አስፈላጊዉን ስልጠና ለ አዲስም ሆነ ለነባር ሰራተኞች ይሰጣል					
2	ድርጅቱ በቂ የሆነ በጀት ለ ስልጠና እና እድገት ይመድባል					
3	አስፈላጊ የሆኑ የስልጠና ክፍሎችና ቁሳቁሶች በድርጅቱ ይመላሉ					
4	አዳዲስ የሽያጭ መረጃዉችን ድርጅቱ ለሰራተኞቹ በተፃፈ መርጃ እና በ ስልጠና ያሳዉቃል					
5	የድርጅቱ ህጎች ደንቦች እና የሽያጭ አላማወች በግልፅ ይገለፃሉ/ይታወቃሉ					
1	*ሥለ ሽያጭ መጠን መለያየት* ድርጅቱ ከ ጊዜ ወደ ጊዜ የሽያጭ ልዩነቶች የጋጥሙታል					
2	የሽያጭልዩነት መኖር ስራወትን ይጎዳብወታል /ያስተጉጐልበወታል					
3	ወቅታዊ የሽያጭ ልዩነት የሚከሰተዉ በአየር ፀባይ ነዉ.					
4	የአቅርቦት እጥረት የሽያጭ መጠን ልዩነትን ያስከትላል					

ቅ.ማርያም ዩኒቨርስቲ

የድህረ ምረቃ ትምህርት ቤት
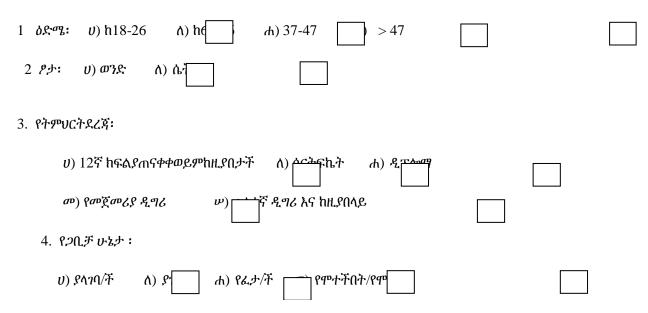
የጉብያ አመራር ትምህርት ክፍል

በድርጅቱ ወኪል አከፋፋዮች የሚሞላ መጠይቅ

¡ ቡⶈ መላሽ በቅትⶋᏗ ፅ²ᷙወን ሰዉተዉ ይህን መጠይቅ ለመሙላት ፈቃደኛ ስለሆኑ አመሰግናለሁ::

Ãህ መÖÃቅ ¾ᵗ²ÒË¨ ᐁ በ ቅድስተ ማርያም ዩንቨርስቲ በገበያ አመራር የድህሪ- ምረቃ ትምህርት ክፍል ተማሪ ሲሆን¦ አላግውም ናሮቄቂስቄቂቂስቃቄ ቄቃ ቆሻስ ሶሮስቄቄቬቂ ርሶሶስለቄሽቃሽ ቂሮቄስቄ ቅስቄሶቄቬቂሮቃሰስ ሮቄ ልሑየ ቂቄሰቄ ሳቄሽቃቀቂ ሽቃሳበቂቂቬᎼ መⶊ ቂበቂቂሽቄ ሮቃሳ ማ/ሃሮሽቂሮቃቄቂ ቅቄሮቃቄቂን ናየምγ ለስላሳ መጠጦች ኢኖዱስትሪ የ ሰሚት እና ተ/ህይማኖት ፋብሪካወችን ሽያጭ የሚያስተጉጉሰ ጉዳዮችን በተመለከተ ተማሪዉ ለሚÁ²ÒË¨ ᐁ የመመረቂያ ፅሁፍ ቦንድ ዋና ግብአትነት ለመጠቀም ነዉ::
ስለሆነም የሚያሰፍሩት ማንኛዉም መረጃ ለትምህርይዊ አገልግሎት ብቻ ቦንድሚዉል ቦየÑᎰፀኩ ሚስጥራዊነቱም የተጠበቀ ነዉⶊ¨::: ከዚህ በተጨማሪም ስም መፃፍ አስፈላጊ አይደለም¦ ሁሉንም ጥያቄወች በትክክል እንዲሞሉልኝ ስል በትህትና እጠይቃለሁ::
   ስላደረጋችሁልኝ ትብብር ከፍ ያለ ምስጋና አቀርባለሁ::

ክፍልአንድ ፡ የተሳታፊዎችመረጃ

1 ዕድሜ፡   ሀ) ከ18-26   ለ) ከ⎕   ሐ) 37-47   ⎕   > 47   ⎕   ⎕

 2 ያታ፡   ሀ) ወንድ   ለ) ሴ⎕   ⎕

3. የትምህርትደረጃ፡

   ሀ) 12ኛ ክፍልያጠናቀወይምካዚያባታች   ለ) ⶅⶌⶍⶆ⎕   ሐ) ዲⶕⶐⶒ⎕   ⎕

   መ) የመጀመሪያ ዲግሪ   ሠ)⎕ ⶑⶒኛ ዲግሪ እና ከዚበላይ   ⎕

 4. የጋቢቻ ሁኔታ ፡

   ሀ) ያላገባ/ች   ለ) ያ⎕   ሐ) የፈታ/ች ⎕ የሞተችበት/የሞ⎕   ⎕

5. የስራ ልምድ

ሀ) 2-5 አመት ☐   ለ) 5-10 አመት ☐   ሐ) ከ 10 አመት በላይ ☐

ክፍል ሁልት: ዋና ዋና የጥናቱ ጥያቄዎች

መመሪያ : እባክዎን ከዚህ በታች ከቀረበዉ ስንጠረዥ ዉስጥ ካስት አማራጮች መካከል ከእርስዎ ሃሳብ ጋር የምስማማዉን ይምረጡ፡፡ በእያንዳዱ አረፍተ ነገር ላይ ከ5= ሙሉ በሙሉ እስማማለሁ እስከ 1= ሙሉ በሙሉ አልስማማም ካስት ምርጫዎች መካከል ይህንን ምልክት(√) በማድረግ አንዱን ብቻ ይምረጡ፡፡

5= ሙሉ በሙሉ እስማማለሁ 4= እስማማለሁ   3= መካከለኛ   2= አልስማማም   1=ሙሉበሙሉአልስማማም

ተቁ	ዝርዝር	የስምምነት ደረጃ				
		5	4	3	2	1
1	**የሽያጭ ስራን በ እቅድ ስለመስራት** የሽያጭ መሪወች የሽያጭ እቅዶቻን ከ ትክከለኛ ሽያጮች ጋር በ የጊዜዉ ያስተካክላሉ/ያስተያያሉ					
2	የ ዲጋ ሽያጭ ወኪሎች የስራ መመዘኛወችን በግልፅ ያውቁቻዋል					
3	ድርጅቱ የሽያጭ መመዘኛወቹን አስቀምጦ ውጤቶቻቸዉም በአግባቡ ይመረምራል					
4	ድርጅቱ ከ እቅድ በታች የስራትን ለማባረታታትና አቅማቸውን ለማሳደግ የማባረታቻ መንገድ አለው					
1	**ስለ ሽያጭ ማባረታቻ ያለ አመለካከት** በድርጅቱ የተቀመጠን አቅድ ካሳካህ ማባረታቻ አለ					
2	ድርጅቱ የ ዲጋ ሽያጭ ወኪሎችን ለማባረታታት እቅድ አለዉ					
3	የ ዲጋ ሽያጭ ወኪሎችን በማባረታታት ድርጅቱ የሽያጭ መጠናቸውን ማሳደግ ይችላል					
1	**በቁ አቅርቦት ስለማግኘት** የገብያዉን ፍላጎት ያማላ ምርት በ ድርጅቱ ይመረታል					
2	ድርጅቱ ምርቱን የሚያመርተዉ በ ገበያ ፍላጎት መሰረት ነው					
3	የጥሬ እቃ እጥረት ትልቁ የድርጅቱ ችግር ነው					
1	**በስልጠና እና እድገት ማተኮር** ድርጅቱ በስልጠና እና ዕድገት ያምናል እንዲሁም አስፈላጊውን ስልጠና ለ አዲስም ሆነ					

	ለነባር የሽያጭ ወኪሎች ይሰጣል					
2	ድርጅቱ በቂ የሆነ በጀት ለ ስልጠና እና እድገት ይመድባል					
3	አስፈላጊ የሆኑ የስልጠና ክፍሎችና ቁሳቁሶች በድርጅቱ ይመላሉ					
4	የድርጅቱ ህጎች ደንቦች እና የሽያጭ አላማዎች በግልፅ ይገለፃሉ/ይታወቃሉ					
5	አዳዲስ የሽያጭ መረጃዉችን ድርጅቱ ለ ሽያጭ ወኪሎች በተፃፈ መርጃ እና ስልጠና ያሳዉቃል					
	ሥለ ሽያጭ መጠን መለያየት					
26	ድርጅቱ ከ ጊዜ ወደ ጊዜ የሽያጭ ልዩነቶች የጋጥሙ.ታል					
27	የሽያጭልዩነት መኖር ስራዉትን ይነዳብወታል /ያስተጉጉልበወታል					
28	ወቅታዊ የሽያጭ ልዩነት የሚከሰተዉ በአየር ፀባይ ነዉ.					
29	የአቅርቦት እጥረት የሽያጭ መጠን ልዩነትን ያስከትላል					