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ST. MARY'S UNIVERSITY COLLEGE

SCHOOL OF GRADUATE STUDIES

DETERMINANTS OF SALES PEOPLE'S PERFORMANCE IN ETHIO-TELECOM

BY

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JUNE, 2018

ADDIS ABABA, ETHIOPIA

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ID No: SGS/0384/2009A

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

JUNE, 2018

ADDIS ABABA, ETHIOPIA

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

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Dedication

This work is solely dedicated to, God Almighty, for my MOM and Well-wishers.

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Advisor: Zemenu Aynadis (Assit Prof). 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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JUNE, 2018

ENDORSEMENT

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

Zemenu Aynadis(AssittantProf.).

Advisor

St. Mary's University College, Addis Ababa

Signature

JUNE, 2018

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Acknowledgements

First of all, I praise God, the almighty, merciful and passionate, for providing me this opportunity & granting me the capability to proceed successfully. The thesis appears in its current form due to the assistance and guidance of several people. I would like to offer my sincere thanks to all of them.

At the very outset, I express my deepest sense of gratitude to my advisor Zemenu Aynadis (Ass,prof) for his warm encouragement, thoughtful guidance, insightful decision, critical comments.

Secondly, I want to thank my brother, Tesfaye, sister Hiwot and ybe for their invaluable contribution in editing, friendly advising and moral support.

I also thank, Department of Marketing Management, to pursue my MS and encouraging me. I also appreciate the help and support from all Ethio-telecom staffs who were directly or indirectly involved in my paper work.

Last but not the least, my parents, my sister my brother and my friends, I thank them all for their utmost moral support, they are the ultimate role models, love and care in all the aspects of my life.

List of Abbreviations and Acronyms

ANOVA	Analysis of Variance
SPSS	Statistical Package for the Social Sciences
CAAZ	Central Addis Ababa Zone
NAAZ	North Addis Ababa Zone
SWAAZ	South West Addis Ababa Zone
SAAZ	South Addis Ababa Zone
WAAZ	West Addis Ababa Zone
EAAZ	East Addis Ababa Zone
RIW	Relative Importance Weight
RSD	Residential Sales Division
ETB	Ethiopian Birr
ET	Ethio-Telecom
YTD	Year to day
PSTN	Public Switched Telephone
M	Million
ETC	Ethiopian Telecommunication Corporation
B2B	Business to Business
ZTE	Zhong Xing Telecommunication

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Abstract

This study emphasizes the determinants of sales people's performance namely; job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment; on sales person performance in Ethio Telecom. Five research hypotheses were formulated and tested. For selecting sample of respondents' purposive sampling was used. The total sample size was 198 and 132 questionnaires were distributed within six zones. Out of which, 123 questionnaires were returned. The data analysis was processed by IBM SPSS statistical software version 23 and the data analysis was performed by inferential and descriptive statistics. A linear combination of all the independent variables considered under the study predicts that, the variance in the dependent variable of sales people's performance. Five major assumptions for multiple linear regression were tested: multi-collinearity, linearity, normality and independence of residuals and Homoscedasticity were found to be satisfactory. The ANOVA test result showed that, the value of R and R² (89%) obtained under the model summary part was statistically significant. The finding indicated that, job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment had significant and positive relationship with sales people's performance. The study finally concludes that; the residential division of Ethio-Telecom is significantly determined by these five factors of sales people's performance.

Key Words: sales people's performance, job satisfaction, intrinsic motivation, extrinsic motivation, compensation, organizational commitment.

CHAPTER ONE: INTRODUCTION

This chapter presents an overview of the entire study. It includes; Background of the study, statement of the problem, research questions, objectives of the study, definition of terms, significance of the study and delimitation/ scope of the study is comprehensively written.

1.1 Background of the study

The sales people's performance in marketing is to create a sustainable competitive advantage against competitor. Sales people performance is essential to perform the organizational task efficiently (Hossain, Sultana, & Mazmum, 2016). Tai, Huang and Chuang (2016) argued that sales representatives' impression of their manager part demonstrate conduct related emphatically to confide in the business director and related by implication, through trust, to both job satisfaction and overall performance of the sales people in the business organization.

Marks and Badovick (2015) contended that sales people adapt sales message to the individual consumer's need and this has long been acknowledged as the advantage of personal selling over other methods of communication. Salespersons are important resources for organizations and the overall investment in the sales force for large firms can be of the order of billions of dollars (Zoltners & Sinha, 2001).

Salespersons work at the boundary between the firm and its environment and are subjected to uncertainty and incompatible expectations from different groups outside and within the firm. The sales force is the link that personalizes each company for customers, functioning as a differentiating factor that creates more competitive advantages for companies.

Sale people are the most 'visible' representatives of companies, and sales teams are usually the first and often the only employees who are in direct contact with customers. Therefore, companies' sales force plays a key role in diagnosing customer needs, developing customer trust, and strengthening commercial relations.

In addition, sales teams are responsible for implementing their company's marketing strategies, as these teams not only represent the organizations to their customers but also keep companies informed about clients' unmet needs (Spiro, Rich & Stanton, 2009).

Enhancing sales people performance through sales force inspiration is a developing issue in telecommunication sector (Dutt, 2015). Besides, the telecommunication industry is growing rapidly despite of economic slowdown and competition worldwide (Uddin, 2013).

Since they deal with imperative finance, product or item and client information which could simply be exchanged starting with one organization and then the next. Along these lines, sales people's performance and responsibility to the association are basic variable in the long haul achievement of the organizations (Buciuniene & Skudiene, 2015).

Sales people's performance is important to the future growth and success of all industry (Magandini and Ngwenya, 2015). Zain and Jan (2014) explained the sales people's performance is a noteworthy subject for organizations. A continuous flow of sales people's performance in the telecommunication industry is the lifeblood for organizations (Rahman, 2015) that continue to be competitive in high-technology industries such as telecommunications (Uddin, 2013).

However, certain communication and interpersonal skills are needed by sales people to develop and improve relationships with customers. Personal selling is a function of strategic importance in marketing as the salesperson can engage in dialogue with the customer and solutions can immediately be prescribed matching the firm's capabilities (Blythe, 2006).

The ability to communicate face to face with customer makes this communication strategy more effective in business transactions. Moreover, high performing individuals get promoted, awarded and honored. Career opportunities for individuals who perform well are much better than those of moderate or low performing individuals (Van Scotter, 2000).

Therefore, sales people's higher performance in the telecommunication service company is very essential to generate more profit in the organizations.

This study will help in determining factors that affect the sales people's by using such variables; compensation, job satisfaction, intrinsic motivation, extrinsic motivation and organizational commitment contribute to develop an effective performance of the sales people in the Ethio-telecom.

1.2 Background and the Current Status of Ethio-telecom

Ethio-telecom, previously known as the Ethiopian Telecommunications Corporation (ETC), is an integrated telecommunications services provider in Ethiopia, the Ethiopian Telecommunication Corporation (ETC), provides PSTN, Mobile telephone, Internet and data communication services. Ethio-telecom is owned by the Ethiopian government and maintains a monopoly over all telecommunication services in Ethiopia. A paltry 2.5% of Ethiopians have access to the internet, compared with 40% in neighboring Kenya. the number of telecommunication service subscribers reached a total of 7.1 million of which 5.9 are for mobile and the remaining are for fixed. The penetration is 7.7% in mobile and 1.55% in fixed telephony.

Ethio-telecom was managed, on a management contract arrangement from 2010 to 2013 June, by France Telecom, and was required to comply with Ethiopian Government orders. In late 2006, the ETC signed an agreement worth US \$1.5 billion with three Chinese companies, ZTE Corporation, Huawei Technologies and the Chinese International Telecommunication Construction Corporation, to upgrade and expand Ethiopian telecommunications services. This agreement will increase the number of mobile services from 1.5 million to 7 million, land line telephone services from 1 million to 4 million, and expansion of the fiber optic network, from the present 4,000 kilometers to 10,000 by 2010.

It is part of a larger US\$ 2.4 billion plan by the Ethiopian government to improve the country's telecommunications infrastructure. Ethio- telecom shops located at six zones, which is; CAAZ, NAAZ, SAAZ, EAAZ, SWAAZ and WAAZ in Addis Ababa Ethiopia. The total number of sales representatives of residential divisions are 198 in numbers. The sales force's educational background was different; they were from marketing, some of them from accounting, some from economics.

Fulfilling first quarter (July 2017 – September 2017) plan, it has managed to achieve 99.7% and 94% of the customer base and revenue target respectively. Based on the result of the assessment improvement areas are identified to secure a better performance for annual target. However, according to Ethio-telecom annual report, 35% reduction of expected sales volume.

1.3 Statement of the Problem

Globally, the development of telecommunication industry is one of the most important indicators of social and economic development of a given country. The development of communication sector plays a vital role in overall development of all sectors related to social, political and economic affairs. This sector is very dynamic in its nature of innovation and dissemination. Hence, it needs proper regulation like other critical economic sectors. An effective and efficient performance of sales people in the telecommunication industry is a major aspect globally.

Ethio-telecom is always profitable and has excellent financial performance this is because, Ethio-telecom is the sole telecommunication service provider, it has 100% market share with the highly growing telecom service demand in Ethiopia. Ethio-telecom across different time offer different type of services for the better satisfaction and attainments of its customers' unmet.

The YTD performance; Total customer base has reached 62.2M with a target of 62.4M, Mobile Voice customer base has reached 60.60M with a target of 60.63M, Internet and Data customer base has reached 17.3M with a target of 18.0M, Fixed Line Service customer base has reached 1.17M with a target of 1.29 and Total revenue has reached 8.86BETB with a target of 9.40 BETB.

The researcher gathering information from Ethio-telecom employees, specifically who works in residential and performance areas. that the employees evaluated based on their performance, but the sales executives are not appreciating the higher performance. which is unavailability of incentive and reward systems, this hinders the company to achieve their target.

Since the marketing department is the key to the company revenue and business activities, and sales representatives are also important to the company that, selling the company product and service to the ultimate customers, but sales peoples are not satisfied by their job and are not compensated by the organizations as well and the organizations are not committed to sales peoples.

According to Ethio-telecom performance report of year (2017), residential division sales report, most of the product and service sales were below the target, which indicates that, there is 35% reduction in expected sales volume as shown on (*Annex-I*).

Hence, to improve sales people's performance and increase sales volume of the company to overlook issues on sales representative residential area, this study helps to resolve the encountered problems in sales people's performance and investigated the various determinants of the sales people's performance, provides managerial insights and policy implication on factors affecting the sales people's performances of the company in general.

1.4 Research Questions

1. Does job satisfaction have an impact on sales people's performance?
2. Is an intrinsic motivation have a positive relationship with sales people's performance?
3. Does an extrinsic motivation have a positive relationship with sales people's performance?
4. Does compensation have an effect on sales people's performance?
5. Is there any relationship between salespeople's performance and organizational commitment?

1.5 Objective of the study

1.5.1 General objective

The general objective of the study is to assess determinants of sales people's performance.

1.5.2 Specific objectives

The specific objectives of this research work are;

- ✓ To determine the relationship between sales people's performance and job satisfaction.
- ✓ To investigate the relationship between salespeople's performance and intrinsic motivation.
- ✓ To know the relationship between Sales people's performance and extrinsic motivation.
- ✓ To examine the relationship between Sales people's performance and compensation.
- ✓ To find out the relationship between sales peoples performance and organizational commitment.

1.7 Conceptual definition of terms

Motivation

Motivation is defined as the psychological process that gives behavior and direction (Kreitner, 2001). Motivation can be also being defined as those psychological processes that cause the arousal, direction and persistence of voluntary action that are goal directed (Reeve, 2014).

Sales force performance

Sales force performance is the measure of organizational procedures that influence the activities of an employee to generate a benefit for the organization and ultimately increase the prosperity of the organization (Scott & Davis, 2015).

Sales Force

Sales force refers to the number of salespersons employed and managed directly by an organization (www.Businessdictionary.com, sited at 24/05/2018).

Intrinsic motivation

Intrinsic motivation comes from rewards inherent to a task or activity itself - the enjoyment of a puzzle or the love of playing basketball, for example. One is said to be intrinsically motivated when engaging in an activity “with no apparent reward except for the activity itself” (Hennessey & Amabile, 2005).

Extrinsic Motivation

Extrinsic motivation is defined when a person is engaged in a task for instrumental reasons that is, for a reward, to avoid a punishment, to increase self-worth, or to achieve a meaningful goal. Examples of extrinsic factors are programs and inducements such as rewards, compensation, remuneration schemes, career systems, public and peers’ recognition (Galia, 2007). Moreover, extrinsic motivation comes from outside of the performer.

Organizational commitment

Organizational commitment: “a committed employee is the one who stays with the organization through thick and thin, attends work regularly, puts in a full day (and be more), protects company assets, shares company goals and others” (Meyer and Allen, 1997; as cited in Ahmad et al., 2010).

Job satisfaction

Job satisfaction is Contentment (or lack of it) arising out of interplay of employee’s positive and negative feeling towards his or her work (www.businessdictionary.com, sited at 24/05/2018).

1.8 Significance of the Study

For Ethio-telecom:

The result of the study could have multiple benefits. One of the most important is that the findings can be used to bring about improvements in the Ethio telecom sales people's performance. Studying the determinants of sales people's performance also have significant for the following bodies;

It has a greater benefit for ET top executive management to understand the sales people's performance in an empirical way. It also has a practical significance, so as to evaluate the sales people's performance in empirical ways whether; it is in the right track or not, suggests ways and means of tackling the problems on the decision makings.

For the company's marketing department (sales people's performance) in particular and for the residential sales division in general, it can be used as an indicator for further detail assessment and successively help to the company, so as to improve its own corporate performance by taking action plans on the drawbacks which affects the sales of the company.

The finding of the study could have some contribution to the already existing knowledge on the field of sales performance with a theoretical significance for further researchers, academician, and marketing researchers as an input to test a theory. Furthermore, it can be an initial to see sales people's performance, the cases of Ethiopia using these and other new dimensions, especially for manufacturing sectors.

For Ethio- telecom customers

Customers will benefit from improved and better service due to the recommendations of this study.

1.9 Scope / Delimitation of the Study

The study has limited itself on assessing determinants of sales peoples' performance are; limited to job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment, but sales people's performance is affected by many other variables including personality factors, role variables, motivation, aptitude and organizational factors. Thus, the research could have been more comprehensive if it had included variables other than job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment; like Personality, Role perception, Environmental factors and Aptitude sales experience, income. Lack of time to utilize maximum effort due to other work pressure, which is the only source of income for the research project work, even for the researcher to survive and Lack of availability of prior researches in Ethiopia.

Theoretically the study is delimited in assessing the determinants of sales peoples' performance of Ethio- telecom in Addis Ababa zones. The geographical coverage area delimited with in Addis Ababa residential shops, the capital city of Ethiopia

1.10 Organization of the paper

The study comprises five chapters. The first chapter presents introduction of the study whereby backgrounds of the study, statement of problem, objectives of the study, research questions, significance of the study, and definition of terms, scope and delimitations of the study were included. The second chapter devoted to reviewing related literatures followed by the third chapter that discusses the methodology used to undertake the study. While chapter four presents data analysis and results part of the paper. Finally, chapter five deals with conclusion and recommendation. The references and appendix are presented at the end of the paper.

CHAPTER TWO: REVIEW OF RELATED LITRATURE

2.1 Sales performance control theories

2.1.1 Agency theory

Agency Theory describes how goals and objectives are aligned between principals (organization) and agents (salespeople).

“In the context of sales, agency theory addresses the problem of how the sales manager (the principal) can measure, monitor, and evaluate the salesperson’s (the agents) activities to ensure that organizational goals are met”. The basis of this is the assumption that both parties have their own objectives and the focus of the theory is to establish a way for both parties to reach their goals and lessen the inherent conflict in order to reach a solution that satisfies both parties.

For instance, in a situation where the Sales manager is not certain how the sales person fulfills their set targets, Agency theory can be used to define sales goals that help sales managers minimize the difference in opinion on activities the two parties want the sales person to focus their time on. Here the authors refer to examples of using sales performance indicators, variable compensations and evaluation criteria. (Wahlberg-Järvenkylä, 2017).

2.2 Personal Selling

The basic parts of a firm’s promotional effort are personal selling, advertising, publicity, and sales promotion. Personal selling is defined as “the personal communication of information to persuade a prospective customer to buy something – a good, service, idea, or something else”.

personal selling messages have the potential to be more persuasive than advertising or publicity due to the face-to-face communication with customers. personal selling is a critical component of marketing success. the personal selling process as the “positioning of goods or services in the mind of a particular prospective customer”. With increasingly fragmented markets, the role of personal selling becomes extremely important.

The role of personal selling will continue to be of overwhelming importance in the case of those companies operating in markets characterized by high volume customized goods and services with relatively long and complex decision making processes (Brooksbank, 1995, as cited in Jaramillo & Marshall, 2003).

2.3 Sales People's Performance

Sales people performance constructs considers the results that can be attributed to the salesperson rather than factors (e.g. market potential, intensity of competition, brand image) affecting performance that are not controllable by salesperson (Churchill, Ford, & Jhonson, 2000).

Salesperson performance is undeniably the central variable of interest in the field of sales force management. For over 80 years, sales practitioners and researchers alike have attempted to understand salesperson performance and to identify the factors that influence it (Plank & Reid, 1994). The reason for salesperson performance's central role in the sales literature would appear to be rooted in the obvious link between sales performance and overall corporate performance. When salespersons do well, the organization is likely to do well, and contrary is normally true as well (Comer, 1999).

According to Churchill et al. (1985) and Rentz et al. (2002) that earlier assessment of the empirical research, however, had focused primarily on personal characteristics, organizational, and environmental variables, and role perception. Fewer had focused on individuals' characteristic related to skill level of salespersons. Moreover, research on sales performance frequently stresses the role of salesperson as the principal force behind the initiation, and success of a firms' performance, because of direct responsibility and involvement in sales activities (Churchill et al., 2000).

Objective performance is defined and measured in terms of unit sales volume, dollar sales volume, contribution to profit, number of new accounts, and the like. Subjective performance, on the other hand, is measured through evaluations by supervisors, customers, coworkers, or salespeople themselves on such aspects as communication effectiveness, sales volume, customer relations, controlling expenses, territory management, mastering selling skills, teamwork, providing information to management. It is imperative to recognize the factors that are connected with better sales people's performance to enhance the act of sales management or administration and build a company's competitiveness (Román and Rodríguez, 2015). Such endeavors are valuable in accomplishing benchmarks that could be utilized to assess the sales people's performance in an organization against industry-wide standards (Cheng and Jang, 2015).

While the significance of sales representative and sales organization adequacy in sales control scheme has been perceived in past studies (Longenecker, Ragland and Mallin, 2014). The earlier study has been to explore the effect of other hierarchical and administration related elements, other than sales people's performance, in providing a comprehension of the adequacy of the sales organization, in addition, sales people performance is one of the key factors influencing sales volume, productivity, customer loyalty and unpredicted expenses (Buciuniene and Skudiene, 2015).

According to Miao and Evans (2013), sales people performance in the business organization is vital since they deal with an essential money related, product and client data which could without much of a stretch be exchanged starting with one organization then onto the next. Therefore, business people inspiration and responsibility to the organizations are basic variable in the long-term achievement of organizations.

The study by Rodriguez, Peterson and Krishnan (2012) argued sales people performance must capture gritty data on potential customers so as to pick up a superior comprehension of their requirements find key purchase influences and get it their purchasing process. Once this data is acquired, the next and similarly difficult step is to qualify the prospect.

According to Panagopoulos and Nikolaos (2010), sales innovation can be defined as any information and communication technology utilized by the sales organization to lead its fundamental activities. For sales innovation to enhance performance, sales people must acknowledge and utilize the innovation within their occupation capacity (Rodriguez and Honeycutt, 2011).

Raza, Tariq and Manshoor (2015) postulated that the inspiration of working connections makes moral obligation and individual's administration aptitudes preeminent to more prominent coolness. This increases attitudes of organization and outcome on working connections. The past ideas of dubious connections are presently supplanted with the expanded working connections between sales people performance and the client.

Besides, sales people assume a critical part in molding the continuous relationship between firms (Krishnan, Peterson and Groza, 2015). The sales force makes social advantages that rise above the trade substance of a solitary exchange by giving arrangements that spare time and make more noteworthy convenience to the client. Business people likewise share their skill and learning which builds the competency of client choice making. a sales representative should be capable over an assortment of undertakings and circumstances.

They should fill in as the client's specialists in the offering firm, find workarounds, tackle issues and make smooth trade pathways between firms (Rodriguez, Peterson and Krishnan, 2012). Through these value-added activities, sales person makes client satisfaction and loyalty for the firm (Schwepker and Schultz, 2015). It is proposed that organizations will encounter more prominent execution when administration connects with and attempts to build up its sales force.

Moreover, in a fast-paced, changing business market place or commercial center, access to convenient and precise information can have the effect between a changed over and a missed open door for a skilled sales people (Krishnan, Robert, and mark, 2015).

According to Rodriguez et al. (2012), wise, particular and valid information on clients is the best backing for supported firm performance when one considers that procedures can be effectively imitated and skilled salespersons effortlessly poached by the competition. This proposes the technological procurements gave to the business compel likely assumes a key part in the general population performance relationship.

In this way, Krishnan et al. (2015) proposed that technological procurements will absolutely direct the impact individuals have on performance such that individuals will impact execution to a more prominent degree in firms with high levels of mechanical procurements.

However, this study identified five independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, organizational commitment and sales people compensation) have a positive impact on sales people performance (dependent variable) in Ethio-telecom. Recent empirical studies have found that the antecedents or perceptions of sales people performance about the job satisfaction, intrinsic motivation, extrinsic motivation, organizational commitment and sales people compensations have major impact on sales people performance in the business organizations (Zain and Jan, 2014; as cite in Talukder & Jan, 2017).

2.4 Determinants of Sales Performance

2.4.1 Job Satisfaction

Though, experiential validation about job satisfaction of sales people performance is stun in the overall style. A sensible examination on diverse aspects of job satisfaction has been conceived in Bangladesh. According to Mittal, Gera and Singhvi (2012) the empirical study concentrate exactly concentrates the measurements of sales people performance advantages as perceived by sales experts in India and observationally tests the forerunner relationship of salespersons' recognitions with their general satisfaction with sales force automation devices.

Advantages of sales force automation devices as perceived by sales experts were observed to be a three-dimensional constructs comprising of the elements (measurements) of 'selling effectiveness', 'expense of offering' and 'client connections'. All the three variables were observed to be huge precursors of overall satisfaction of sales people performance in the organizations (Mittal et al., 2012).

Several antecedents of job satisfaction have been identified in the organization behavior literature. These can be broadly classified as job characteristics, role variables, work schedules and personal antecedents. Person-job fit and person-organization fit constructs belong to the personal antecedent category. Consequences of job satisfaction identified in the literature include life satisfaction, performance, organization citizenship behavior, organization commitment, withdrawal, burnout, health impacts, and counterproductive behavior (Spector, 1997).

Job satisfaction is an important determinant of work life because of its relevance to the physical and mental well-being of employees; i.e. job satisfaction has relevance for human health (Oshagbemi, 2000). Work is an important aspect of people's lives and most people spend a large part of their working lives at work. Thus, an understanding of the factors involved in job satisfaction is relevant to improving the well-being of a significant number of people.

Job satisfaction is the attitudinal variable which indicates the extent to which people like their jobs. This variable is important both for people and for organizations in which they work in. It affects the quality of work-life and may also influence important work related behaviors and attitudes. Job satisfaction can be conceptualized as a global feeling about a job, or as a set of attitudes about various facets of a job.

Global measurements of job satisfaction are used when we want to understand the impact of job satisfaction on other work related attitudes or behaviors. Facet measurements are used when we want to understand which aspects of a job produce good feelings and which aspects produce bad feelings. The facets of job satisfaction explored in the literature include satisfaction with benefits, coworkers, nature of the work itself, pay, promotion, recognition, security, supervision etc. (Spector, 1997).

Job satisfaction is an employee's emotional state resulting from the appraisal of his/her job and his/her attitude towards it. Weiss (2004) suggests that people form their attitudes towards their jobs by taking into account feelings, beliefs and behaviors. Job satisfaction also refers to one's positive attitude about his/her assigned tasks (Choi & Lee, 2011).

2.4.2 Intrinsic Motivation

Intrinsic motivation is identified with sales people performance and this relationship is mediated by occupational commitment. Many trial and field considers have recognized between intrinsically and extrinsically arranged people and analyzed the relationship and results of self-sufficient intrinsic motivation and controlled extrinsic motivation. In addition, according to Yousaf, Yang and Sanders (2015), intrinsic motivation identifies with perceived pleasure and satisfaction derived from completing the conduct.

2.4.2.1 Intrinsic Motivational Strategies

i. Recognition and Acknowledgement

Njanja, Maina, Kibet and Njagi (2013) analyzed the effect of rewards on employee performance. The study implied that recognition and appreciation are an integral component of a strategic reward system. The reward systems that are put in place by companies are not perfect because motivation is personal and what motivates an employee could be different from what motivated the next.

Matsson and Dahlgvist (2013) investigated the impact of extrinsic and intrinsic rewards on employee's motivation. The study implied that organizations should to a greater extent put effort on personal development and recognition for a well done work through the use of promotion, which is more intrinsic motivational aspect that to a greater extent should be emphasized on. Ford (2008) observed that lack of recognition is a common trend among disenchanting employees. It creates the feeling that one's contribution does not matter.

ii. Job Enrichment and Performance

Job enrichment can be viewed as job-design strategy that aims at enhancing job content by building into it more motivating contents to the employee. This is directed at improving the essential nature of the work performed by the employee.

The main reason for job enrichment is to enhance motivation by making the job so interesting and the worker so responsible that he or she is motivated simply by performing the job. Specifically, job enrichment gives employees tasks requiring higher levels of skill and responsibility and greater control over how to perform their jobs (Lunenburg, 2011).

Oldham and Baer (2015) opine that job enrichment involves expanding a job's content to provide increased opportunities for employees to experience personal responsibility and meaning at work, and to obtain more information about the results of their work efforts. Several studies have been conducted on the effect of job enrichment and employee performance.

iii. Purpose and Performance

In today's organizations, the workers are asked to self-manage their activities, actions, duties and work assignments to a certain level. This requires them to use their knowledge, intelligence and experience to direct their work activities in an effort to meet the important organizational purposes.

The said employees must find purpose internally so as to add value through innovation, problem solving at the work place and improvising so as to meet the conditions they encounter and realize organizational goal and the customers' needs (Simintiras, 2011).

Chong (2013) further mentions that to build a culture of engagement it is important to incorporate training on intrinsic motivation and employee engagement into management development programs. And again managers that understand their own intrinsic motivators and able to coach, train and model junior staff to ape their character resulting in increased work performance at the organizational level.

2.4.3 Extrinsic Motivation

Extrinsic motivation is connected both to sales people performance and contextual performance and these connections are interceded by organizational commitment (Yousaf et al., 2015). The study by Haines, Tania & Evelyne (2008), extrinsic motivation concerns the drive to perform certain conduct with the reason for acknowledging particular objectives or prizes.

Extrinsic motivation can be defined as the observation that clients will need to perform a movement since it is seen to be instrumental in accomplishing esteemed results that are particular from the action itself, for example, enhanced job performance and promotions (San Martín and Herrero, 2012).

Venkatesh, Michael and Fred (2003) defined performance expectancy as the degree to which an individual trust that utilizing the system will help him or her enhance the performance of an assignment or work. Along these lines, this variable is similar to concepts such as extrinsic motivation and performance expectancy. However, the vision of a helpful must be grounded in community aspirations, extrinsic motivations of the local people, followed by continuous capacity building programs. Prior studies discussing motivation theory have point out that a certain human behavior is determined by extrinsic motivation (Van der Heijden, 2003). Likewise, practices driven by extrinsic motivation are prone to be brought on by support results (Nelson Hodges and Kim, 2010).

They also argued that while extrinsic motivation impacts conduct due to compensates and advantages, people who are inherently determined have a tendency to perform a movement in light of a longing to perform the action that originates from inside of themselves, not in view of clear outside support.

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2.4.3.1 Extrinsic Motivational Strategies

A. Rewards and Benefits

Kimiru, (2012) analyzed the motivation and satisfaction as functions of perception of reward. The study employed a descriptive research design. The study showed that there is a significant relationship between the sub-dimensions of work motivation and satisfaction that include work content, payment, and promotion, recognition, working conditions, benefits and personal leadership. Rewards perceived as equitable can foster job satisfaction and performance while perceived as inequitable can inhibit key work results.

Muogbo (2013) looked at the influence of motivation on employee performance. The study findings indicated that remuneration packages tend to produce higher performing workers. The study also showed that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity. The study concludes that increase in employee motivation of any sort improves organizational performance.

Accor Mahmood (2013) established that rewards play a vital role on increasing employee rewards and change the behavior of the dissatisfied employee. A fair reward system could build job satisfaction and productive behavior in employees. Reward system also helps to improve organizational performance. Reward systems can also facilitate fulfillment of other objectives such as legal compliance, labor cost control, perceived fairness towards employees and enhancement of employee performance to achieve high level of productivity and customer satisfaction.

Musyoki (2012) determine the relationship between rewards and job satisfaction at the National cereals and produce board. The study identified that rewards should be linked to organizational success as a result of employee satisfaction.

The most common types rewards of include basic pay incentives and benefits, performance based pay, development opportunities and job design. The rewards used by national cereals and produce board were basic pay, housing and medical allowances, life insurance and retirement benefits.

B. Staff Training and Development

The adequacy of training employees in insurance agencies was assembled that the association takes part in employment and refresher preparing projects and coaches are chosen as the circumstance requests. Preparing offered to the staff at whatever time there is an adjustment in innovation to help workers have the information, aptitudes and capacities expected to handle the new procedure furthermore there is a need to fill the crevice via preparing more deals specialists (onyango, 2017).

Regardless of how computerized an association might be high profitability relies on upon the level of inspiration and adequacy of the workforce. The staff preparing is vital system for rousing specialists. A superb business relationship is of incredible significance for both specialists and firms. Consequently, both have a motivating force to put resources into the match, putting resources in the process of childbirth preparing is a critical instrument for expanding profitability of the specialists henceforth the nature of the match (Manzoor, 2012).

C. Working Environment and Performance

The work environment can be described as the environment in which people are working. It is so comprehensive with physical, psychological and social aspects. A Work environment may either have a positive or negative effect on the psychological and welfare of employees (Ruchi & Surinder, 2014).

Furthermore, today's working environment differs from the past because workers today are working with technology advancement. Workers, especially in government sector also play variety of roles to full fill their working needs (Hamid & Hassan, 2010) studies have been conducted on effect of work environment on employee performance.

2.4.4 Compensation

The study Lopez, (2006) examined that sale people performance is most encouraged by increasing sales compensation. The discovering appears to demonstrate that a lot of offers pay could be more ideal than a little measure of sales compensation.

Compensation is made up of several elements - a fixed amount, a variable amount, expenses, and fringe benefits. The fixed amount, usually salary, gives the sales person some stable income. The variable amount, which might be commissions or bonuses on sales performance, rewards the salesperson for greater effort and success. Expense allowances which repay salespeople for job related expenses, let salespeople undertake needed and desirable selling efforts. Fringe benefits provide job security and satisfaction (Kotler & Armstrong, 2006).

High performance requires much more than motivation. Ability, adequate equipment, good physical working conditions, effective leadership management, health, safety and other conditions all help raise performance levels. But employees' motivation to work harder and better is obviously an important factor. A number of studies indicated that if pay is tied to performance, the employee produces a higher quality and quantity of work (Lawler, 2000).

Standard base- pay techniques provides for minimum compensation for a particular job. It does not reward above-average performance nor penalize below-average performance. Pay-for- performance plans correct this problem. In fact, in many cases, such as those in which pay is tied directly to measured performance, pay-for- performance plans not only reward high performance but also punish low performance.

Sometimes these plans are unfair in the sense that some jobs may be easy to do or carry very high incentives thus allowing employees to easily earn high rates of pay; whereas in other case the reverse is true. Similarly, in a group incentive arrangement in which all members are highly productive, the personnel will maximize their earnings but in groups where some individuals are poor performers, everyone in the group ends up being punished (Luthans, 2005).

According to Johnston and Marshall (2010) three basic factors drive successful compensations initiatives and these are related to specific selling situations and activities, level of incentives in relation to basic pay and finally the mix of financial, non-financial compensation and incentives.

2.4.4.1 Compensation and sales force performance

Several scholars view compensation as a reward individuals receive in exchange for performance. Employees can be paid for the time they work, skills and knowledge, the output they produce and competencies or a combination of these competencies.

According to Johnston and Marshall (2010) three basic factors drive successful compensations initiatives and these are related to specific selling situations and activities, level of incentives in relation to basic pay and finally the mix of financial, non-financial compensation and incentives.

Johnston and Marshall (2010) notes that the relationship between performance and rewards is very complex and a firm can use a variety of rewards. Of the two types of rewards, extrinsic rewards comprising of salary, financial incentives, security, recognition and promotion are said to have powerful and immediate effect. Intrinsic motivation which is derived from within and this result in feelings of accomplishment.

Previous research studies which have been carried out note that there are no significant decrements in intrinsic motivation when tangible rewards (extrinsic) are tied to outcomes or to performance (Oliver & Anderson, 1995).

In a recent meta-analysis a positive link between financial incentives and performance was supported in the paper which largely focused on incentives related to outcomes (Bonner, 2000).

2.4.5 Organizational Commitment

Sikorska, (2005) examined the role of organizational commitment, work fulfilment and socio-demographic qualities as indicators of organizational commitment among staff in helped living. It is especially imperative to investigate organizational commitment, due to its inter-relationship with staff turnover.

They also argued that organizational commitment is measured by the degree of staff distinguishing proof, involvement and steadfastness to the business organization. Few studies have examined organizational commitment among sales people in long-term services. The finding of Buciuniene and Skudiene (2015) study examined that organizational commitment has positive impact on sales people performance in the organization.

Cogliser, (2009) there is numerous an impressive written works about sale peoples' commitment to business organizations. Indeed, organizational commitment is the sales people's capacity to predict organizational outcomes like turnover, performance, organizational objectives, organizational viability and truancy. Zain and Jan (2014) stated that higher level of sales people organizational performance has been connected to higher efficiency.

On the other hand, lower levels of authoritative responsibility have been connected to larger amounts of non-attendance, turnover and anxiety related issues. According literature, some researchers found that sales people's performance has negative relationship between organizational commitments and intended to leave organization (Buciuniene & Skudiene, 2015).

2.5 Empirical Review

Umar, (2010) conduct a research on The Influence of Compensation on Performance of Sales Representatives of Pharmaceutical Companies, the research design is descriptive survey, which employed questionnaire to elicit information from respondents. The data for the research were primary data.

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

Amue and Igwe (2014) to explore ways of developing sales force compensation mechanisms for sustainable competitiveness in the financial markets. Data were drawn from one hundred and twenty sales managers and three hundred and eighty salesperson making a total of five hundred respondents, selected from money deposit banks in Nigeria. The results of the study show a strong influence of compensation mechanisms on sales force performance and also, that amongst the measures of compensation mechanisms, that salary plus commission and bonus, impacts significantly on sales performance.

Based on the findings, the study concludes that sales force compensation mechanisms enhances sales, build salesperson long enduring relationships with employers and provide adequate and sustainable competitiveness. We recommend that money deposit banks in Nigeria financial market should develop good sales force compensation mechanisms that will enhance sustainable competitive strategy in the market place.

Marumbwa, Makore and Mudondo (2013), note that the impact of compensation initiatives on sales designing sales forces compensation. The links between monetary and non-monetary compensation initiatives are further investigated to establish their impact on sales performance and sales force turnover. A structured questionnaire was personally administered to collect primary data from a force performance using a descriptive research design to conceptualize recommendations to use in sample of 50 respondents purposefully selected.

It was concluded that both monetary based compensation incentives and non-monetary incentives do not necessarily influence sale force performance. However, monetary based compensation incentives directly influence sales force turnover whilst non-monetary incentives do not necessarily influence sales force turnover.

Multiple regression analysis was used Four major assumptions for multiple linear regressions were tested: linearity, normality, multi-collinearity and independence of residuals and the results showed that the level of perceived accountability to the supervisor was the most significant predictor of organizational commitment of sales persons.

On the other hand, job satisfaction was best predicted by perceived performance on the job and level of perceived accountability to the supervisor.

Ilona and Vida (2009) to evaluate the influence of motivational factors on the salespeople' organizational commitment and psychological contract. The measured salespeople motivation dimensions were personal growth and ability, recognition of effort and results, financial compensation and incentives, supervisory feedback, employee.

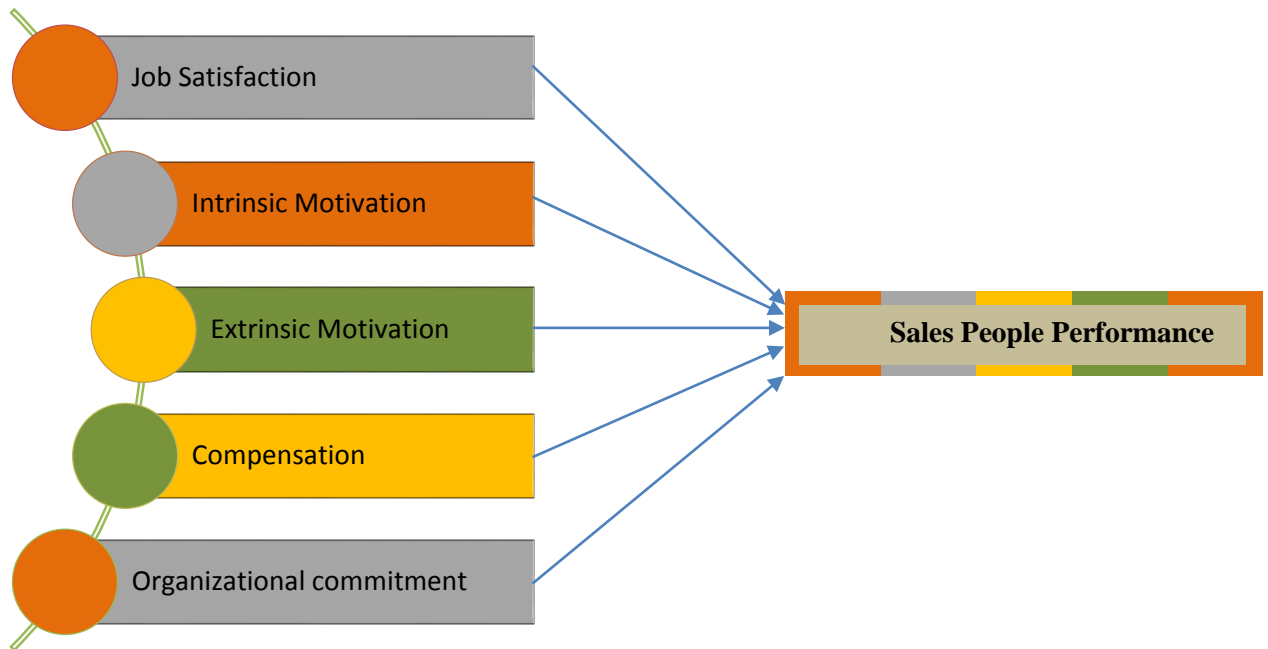
The purpose of the study was to explore what factors influence salespeople motivation and relationship with the organization the research paper contributes to the exploration of the understanding of the relationship between sales people motivation dimensions and their relationship with the organization in B2B sector.

The study was accomplished in two telecommunication companies and one financial company working in B2B market in Lithuania. The quantitative research was conducted involving 105 Lithuanian salespeople working in B2B sector at telecommunication and financial companies. Multiple regression analysis was applied to investigate the impact of salespeople motivation dimensions on the organizational commitment and psychological contract. 105 filed questionnaires were received.

The response rate was 70 per cent. Research findings indicate that salespeople relationship with the organization is determined mainly by two motivations dimensions' positive feedback from the immediate supervisor about salespeople behavior and decision making autonomy.

2.6 Conceptual framework of research variables

As indicated on the review of related literature many researchers have indicated that the independent variables, (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment) have positive relationship with sales peoples Performance. The entire hypothesizes is derived from the review of related literature and summarized in the following figure.



Source Adopted from Talukder and Jan, (2017)

2.7 Hypothesis

H1: *There is a significant and positive relationship between job satisfaction and salespeople's performance.*

H2: *There is a significant and positive relationship between intrinsic motivation and salespeople's performance.*

H3: *There is a significant and positive relationship between extrinsic motivation and salespeople's performance.*

H4: *There is a significant and positive relationship between compensation and salespeople's performance.*

H5: *There is a significant and positive relationship between organizational commitment and salespeople's performance.*

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter explains the research methodologies used and it covers, research design, population and sampling techniques, types of data and tools/Instruments of data collection, data collection procedure, method of data analysis. Additionally, the research validity and reliabilities as well as the Ethical considerations are included.

3.1 Research design

There is a tendency to divide research into qualitative and quantitative, when approach to research has been considered as the criteria of classification. Qualitative research involves studies that do not attempt to quantify the results through statistical summary or analysis. Quantitative research is the systematic and scientific investigation of quantitative properties, phenomena and their relationship. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. Thus, in general quantitative research design is used in the study.

Throughout the research report, the researcher used to explanatory research design, to allow the determinants of sales people performance. To determine the relationship between the independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment) and sales people performance (dependent variable), the explanatory studies are used, because it establishes causal relationship between variables.

3.2 Population and sampling technique

Ethio-telecom salesperson's located within six zones in Addis Ababa Ethiopia, which was (CAAZ, NAAZ, SAAZ, EAAZ, SWAAZ and WAAZ) were 198 in numbers. From the selected respondents and experienced sales representatives were as a relevant or the best fitted respondents throughout the survey. Therefore, the sampling frame was focused on the sales peoples with a minimum six and above experience on the position of sales, those who have been operating in Addis Ababa.

The researcher used purposive sampling technique, that attempts to obtain a sample of Purposive elements, due to fast, inexpensive, easy to collect. Respondents were selected based on with a specific purpose in mind, as they have more work experience.

3.2.1 Sample of the study

The total numbers of salesperson employees from Addis Ababa zones' (CAAZ, NAAZ, SAAZ, EAAZ, NAAZ, SWAAZ and WAAZ) were 198. Those who selected to respond to the instrument were 132 in numbers. The sample size was selected based on the table for sample size determination, which is based on a 5% error margin and 95% confidence level.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{N}{1 + N(e)^2}$$

Where, n is the sample size

N is the population size,

e is the level of precision or sampling error = (0.05)

$$n = \frac{198}{1+198(0.05)^2} = \frac{198}{1.495} = 132.4 \approx \underline{\underline{132}}$$

3.3 Types of Data and Tools

The primary data was gathered through structured questionnaires from sales representatives, who are being working at least 6 months and above.

3.3.1 Sources of Data

Both the data sources (i.e., Primary and Secondary) were utilized, so as to get valuable information regarding to the determinants of sales people performance.

3.3.1.1 Primary Sources

Since the study was performed in quantitative and qualitative ways, structured close-ended questionnaires, primary sources of data collection so as to address the research objectives using statistical based methods.

3.3.1.2 Secondary Sources

The secondary sources of data were gathered mainly from Ethio-telecom marketing department, (residential sales division annual report), website of the company, published and unpublished ways.

3.3.2 Source and Instruments of Data Collection

Since the study was employed structured questionnaire, it includes content with general information and Likert scale. The general information includes; age, gender, years of sales experience, educational background, educational level and income of the respondents. The questionnaire used structured as it is the case in quantitative research design.

The study used a five point Likert Scale from (1) strongly disagree to (5) strongly agree. No need of translating the questionnaires from English to the local language Amharic, because the sales representatives were diploma, BA and MA holders. To measure all the variables, the researcher directly took up highly validated measurements from different researchers which are organized into one by (Rahman, 2014).

3.4 Procedures of Data Collection

3.4.1 Questionnaire Survey

The researcher distributed close-ended questions to the individuals who have at least above six-month experience on the sales position in Ethio-telecom. The questionnaires' was prepared with one languages i.e., English. Because, the respondents made to be able to describe their attitudes, behaviors, and experiences beside the questionnaire, while they have been engaged in sales position in Ethio-telecom.

After preparation of questionnaire, by adopting and adapting from related studies; formats, sequences and instruments was evaluated by academic advisor prior to the data collection so as to maintain the validity of the instruments. Then after, before the distribution and collection of the survey questions to the total sample populations, reliability test was performed with the standard reliability test instrument.

On the data collection time, questionnaire was delivered by hand to each respondent in a convenient and available ways. Some late respondents were reminded by the researcher and delegated persons via walk-in and on the phone call. And all the hand it back questionnaires was checked by the researcher for incompetency, missed values and other types of errors. Therefore, the proper ones were used in the analysis of the study.

3.5 Method of Data Analysis

As the data collection method was quantitative and qualitative, the data analysis was performed by inferential and descriptive statistics. The data analysis was processed by IBM SPSS statistics (statistical Package for social scientists) software version 23, which is purposefully prepared for helping the finding using statistical analysis.

3.5.1 Descriptive Statistical Analysis

After validity test and the data collection, the collected data was analyzed and the final report was produced through central tendency measurements (frequency and frequency distribution, valid & cumulative percentage and mean). In addition to this, with the help of SPSS, figures and tabular explanations are used to present the result.

3.5.2 Inferential Statistical Analysis

In inferential statistical analysis; ANOVA, correlation and multiple linear regression method were utilized using statistical package for social sciences (SPSS) software. These statistical tools usage and methods of presentation are described as follows.

1. ANOVA

Analysis of Variance (ANOVA) is used to see if there exists a difference between those five independent variables (determinants of sales people performance).

2. Correlation

Correlation (r) is used to describe the degree of relationship among two variables. Since all variables are measured as an interval level, Pearson product moment correlation was used. Correlation “ r ” outputs are always lies between -1.0 and +1.0 and if “ r ” is negative, there exists a negative relationship between the variables; if it's positive, the relationship is positive. While computing a correlation, the significance level shall be set at 95% with alpha value of < 0.05 .

3. Multiple Regression Analysis

Multiple regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of two or more variables. And it is about finding a relationship between variables and forming a model. The Model was developed using five independent variables, which have influences on a sales people performance.

$$Y_{(x)} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where Y is the response and the independent variables are those which explain the response ranges from X_1 to X_5 .

table3. 1 Multiple regression equation parameters

No.	Predictor Variables(X)	Beta Coefficient (β)	Predictor X-Value Assigned
1	Job satisfaction	β_1	X_1
2	Intrinsic motivation	β_2	X_2
3	Extrinsic motivation	β_3	X_3
4	Compensation	β_4	X_4
5	Organizational commitment	β_5	X_5
6	Sales People Performance	Constant	Y

3.6 Validity and Reliability Test

3.6.1 Validity

Since validity of a research study is a conceptual and scientific soundness, the test focused on eliminating or minimizing the effect of extraneous influences, variables and explanations that might detract the accuracy of the ultimate findings. After the researcher has constructed the questionnaire, pre-testing was done with persons who have knowledge of the area by allowing them to read it. Then the instrument was evaluated by academic advisor prior to the data collection so as to maintain its validity and to increase the accuracy and usefulness of the findings, in which it allows greater confidences of the study.

3.6.2 Reliability Test

Reliability refers to the consistent of measurements throughout the entire finding of the study and it is a determination of obtaining the same result with in the sample of respondents. Therefore, the reliability check for internal consistency of variables was done on 30 sample questionnaire using Cronbach's Alpha coefficient before distributing the entire 102 sample population as shown on table.

3.6.2.1 Cronbach's alpha Reliability

The variables were tested for reliability by Using Cronbach's Coefficient Alpha which results that all factors have a Cronbach's Coefficient Alpha greater than 0.80, which indicates all the constructs are reliable. The study used Cronbach alpha to assess the internal consistency of the research instrument. Cronbach's α (alpha) is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. The reliability in this study as assessed by coefficient Alpha was found to be .826, as indication of acceptability of the scale for further analysis.

According to Joseph and Rosemary (2003), Cronbach's alpha reliability coefficient (α) normally ranges between 0 and 1. And they further stated that, there is a greater internal consistency of the items, if the Cronbach's alpha coefficient closes to 1.0. Based on the following rule of thumb of (George and Mallery, 2003, p. 231), if " $\alpha > 0.9$ – „Excellent“, >0.8 – „Good“, >0.7 – „Acceptable“, >0.6 – „Questionable“, >0.5 – „Poor“, and <0.5 – „Unacceptable“.

“Since performing internal consistency test makes a greater confidence on the reliability of the entire findings of the research, the survey result indicates in the below table that there an “acceptable” “good” internal consistency of each independent variable's parameters used. And the study has the sum of the independent variables average Cronbach's alpha value of ($\alpha = .826$) and the reliability test of the study is located on “Acceptable” range.

table3. 2 Reliability statistics

Cronbach's Alpha	N of Items
.826	6

table3. 3 Reliability test of variable using Cronbach's Alpha

No.	Cronbach's Alpha	Cronbach's Alpha based on Standardized Item	No. of Item	Reliability of range(α)
1	Job Satisfaction	0.834	4	Good
2	Intrinsic Motivation	0.813	6	Good
3	Extrinsic Motivation	0.796	5	Good
4	Compensation	0.807	5	Good
5	Organizational Commitment	0.794	5	Good
6	Sales People Performance	0.742	4	Good

Respondents Survey Test, 2018

The lowest Alpha registered is .742 (sales people performance) and the highest is .834 (job satisfaction). Therefore, it can be inferred that all measures are internally consistent.

3.7 Ethical considerations

In order to keep the confidentiality of the data given by respondents, the respondents were not required to write their name and assured that their responses were treated in strict confidentiality. On reviewing related literatures and on writing findings, analysis and interpretation, the confidentiality of the prior findings, publications and other written or non-written material which are helpful throughout the study was remained confidential, cited well and the data was kept for a reasonable period of time.

Moreover, some problems related to the participation in the study were predicted to occur as well. Due to the fact that sales peoples are usually limited in time and bound to perform their organizational tasks it might be problematic for them to be involved in the survey, to overcome this issue the questionnaires were relatively time saving, effective, easy to answer and precise. The time estimated to complete the questionnaire was about 15 minutes.

CHAPTER FOUR: RESULT AND DISCUSSION

4.1 Introduction

The major objective of this chapter is to analyze and interpret the data collected from the questionnaire; the data obtained from the questionnaire that distributed to respondents were analyzed by using Statistical Package of the Social Sciences (SPSS) version 23. Under this chapter interpretation & analysis of results, were used. The main research areas called “determinants of sales people’s performance with the cases of Ethio-telecom residential sales peoples. Therefore, throughout the discussion and analysis, descriptive and inferential statistics are used.

Descriptive analysis consists of central tendency measurements (frequency and frequency distribution, percentage, valid & cumulative percentages and comparison of mean). In addition to this, with the help of SPSS, figures and tabular explanations are used.

Inferential statistical tools like; ANOVA, correlation and multiple linear regression also used, so as to present the findings and analysis of this particular study with the help of statistical package for social sciences (SPSS) software. For analyzing the data collected from the respondents, each six variables were summed individually and converted into the average response of each variable. This is due to the fact that, originally the data collected using a five point Likert scale was measured at an ordinal level as a non- parametric nature, and in order to convert the data into continuous and for making it as a parametric nature.

Thus, a hypothesis test has been conducted, to find out the relationship between each of the variable, that the result was evaluated based on the proposed hypothesis that was formed in the previous chapter. Finally, this section concludes with the summary of findings related to the hypothesis concerning sales people performance.

4.2 Descriptive Analysis

4.2.1 Sales Peoples' Profile

The profile of sales peoples' working in Ethio-Telecom Residential Division are summarized by the following table.

table 4. 1 Background of Respondents

Variables	Description	Frequency	Percentage
Gender	Male	70	56.9
	Female	53	43.1
Age	18-25 years	12	9.8
	26-35 years	97	78.9
	36-45years	9	7.3
	Above 45 years	5	4.1
Education	Diploma	24	19.5
	Bachelor degree	87	70.7
	Master's degree	12	9.8
Work Experience	6month-2years	12	9.8
	3-5years	63	51.2
	6-10years	42	34.1
	>10years	6	4.9
Income Per Month ETB	2000-4000	5	4.1
	4001-6000	14	11.4
	6001-10000	92	74.8
	>10000	12	9.8
Field Of Study	Marketing	44	35.8
	Management	15	12.2
	Accounting	35	28.5
	Others	29	23.6

Source: Survey data, 2018

4.2.1.1 Gender and age of respondents

In terms of gender as showed in the above table 4.1, 70 (56.9%) of respondents were male and 53(43.1 %) were female. In terms of age variability as showed in table 12 (9.8%) were 18-25years old, 97(78.9%) were 26-35 years old, 9 (7.3%) were 36-45 years old and 5(4.1%) were above 45 years old. This shows that the majority of respondents were 26-35 years old. we can understand that, most of sales representatives are male than female and in a youth and middle ages.

Gender of Respondant

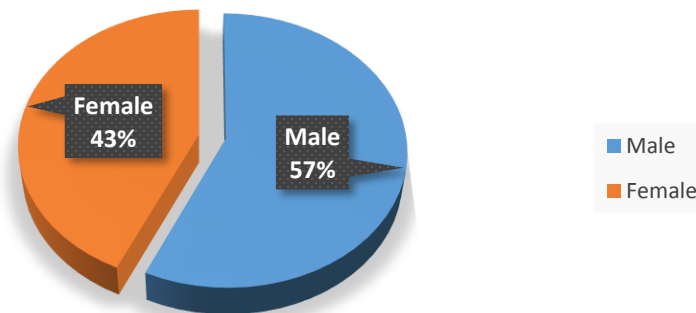


figure 4.1 Frequency and percentage distribution of respondents based on Gender

Age of Respondent

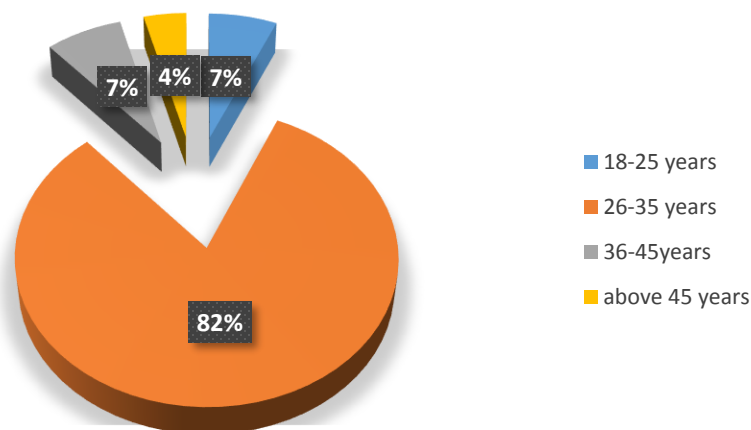


figure 4. 2 Frequency and percentage distribution of Respondents based on Age

4.2.1.2 Level of education

In terms of education qualification as showed in table 4.1, 24 (19.5%) were Diploma, 87 (70.7 %) were bachelor degree, 12 (9.8%) were master's degree. This shows that majority of respondents are degree holders. Thus, most of the sales representative are highly educated.

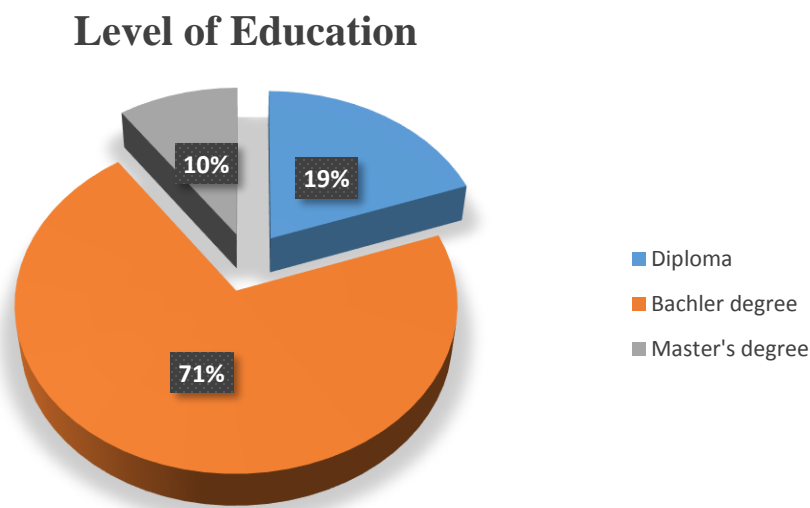


figure 4. 3 Frequency and percentage of respondent's level of Education

4.2.1.3 Sales experience

According to Ethio-telecom sales experience as showed in table 4.1, 12 (9.8%) were from 6 months to 2 years, 63 (51.2 %) were 3-5 years, 42 (34.1 %) were 6-10 years, and 6 (4.9 %) were above 10 years. This shows that majority of respondents of working experience is from 3-5 years. From this we can understand that most sales representatives have sales experience.

Work Expreince

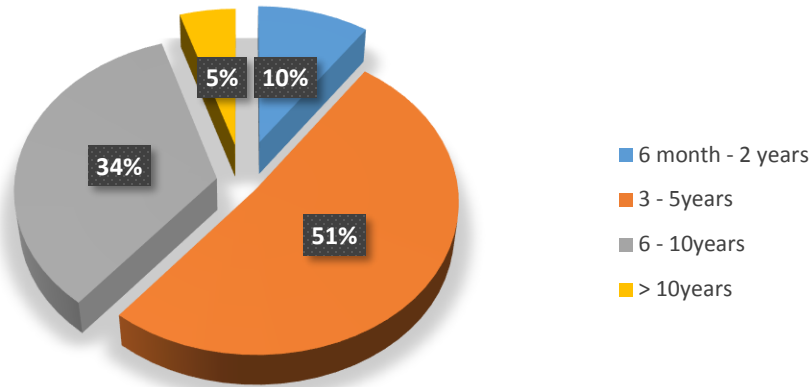


figure 4. 4 Frequency and Percentage of respondents' work experience

4.2.1.4 Income level

When come to income level of respondents as showed in table 4.1, 5 (4.1%) were get Br. 2000-4000 monthly income, 14 (11.4%) were get Br. 4001-6000, 92(74.8%) were get Br. 6001-1000 monthly income, 12 (9.8%) were get above Br. 1000 monthly income. This shows that the monthly income of majorities' is ranged from 6001 to 1000. Most of sales representatives get an average income.

Income per Month

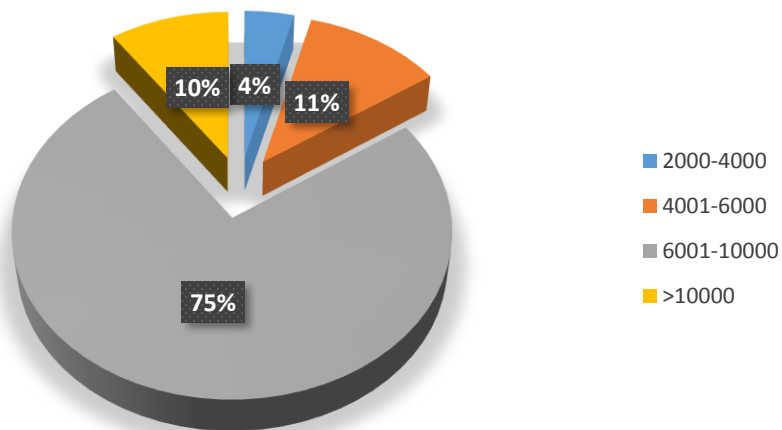


figure 4. 5 Frequency and percentage of respondents' income level

4.2.1.5 Educational background

In terms of educational background as showed in table 4.1, 44 (35.8%) were marketing, 12 (12.2%) were management 35 (28.5%) were accounting, 29 (23.6%) were with in others category. This shows that the majorities are marketing. From this we can understand that sales representatives come from different educational background however, sales representatives come from marketing than management, accounting, and in other category.

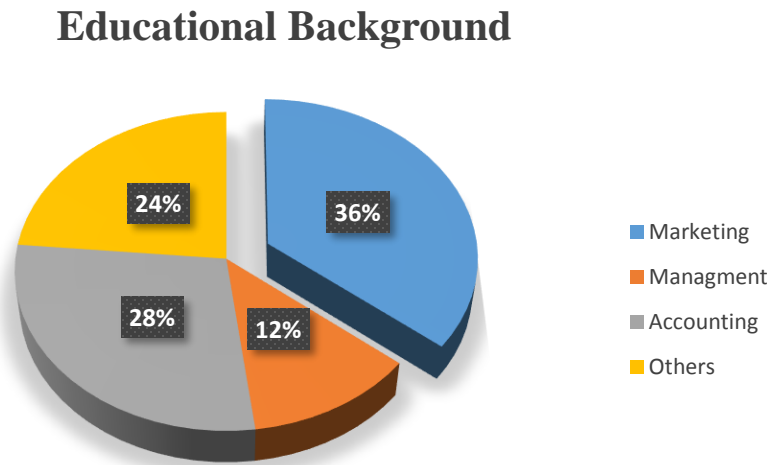


figure 4. 6 Frequency and percentage of Respondents' Educational Background

4.3 Factors Affecting sales people’s performance

Under this sub-section the expected variables that may affect sales people’s performance would be discussed. Here, the response of respondents towards each variable would be discussed in detail; the variables are. job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment.

4.3.1 mean of mean of Job satisfaction

table 4.2 Response from respondents about Job satisfaction

Variable	Strongly Disagree		Disagree		Neither agree Nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
JOB SATISFACTION														
I am happy with my manager	31	25.2	58	42.2	28	22.8	6	4.9	0	0	123	100	2.0732	2.01625
I like the management in my actual job	34	27.6	60	48.8	27	22	1	8	1	8	123	100	1.9837	
My job makes me feel good about myself	40	32.5	55	44.7	23	18.7	4	3	1	8	123	100	1.9512	
I have the materials and equipment that I need in order to do my work right.	27	22	64	52	30	24.4	2	1.6	0	0	123	100	2.0569	

Source: Own Survey (2018)

In order to measure to what extent sales people’s performance of Ethio-Telecom is affected by job satisfaction, four questions were employed; The mean value shows that the average of all customers’ response on a certain dimensions accordingly, the above table shows that the mean of mean is 2.01625 which means almost half of the respondents of sales representatives are not happy with their manager, do not like the management in their actual job, the job feels not good about themselves and they don’t have the material and equipment in order to do their work right. Thus sales peoples are not satisfied with their job.

4.3.2 mean of mean of Intrinsic motivation

table 4. 3 Response from respondents about Intrinsic Motivation

Variable	Strongly Disagree		Disagree		Neither agree Nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
INTRINSIC MOTIVATION														
I get a sense of accomplishment at my present job.	53	43.1	51	41.5	17	13.8	2	1.6	0	0	123	100	1.740	1.87535
I feel great with the freedom I have in my job	45	36.6	57	46.3	19	15.4	2	1.6	0	0	123	100	1.8211	
My job gives me high feeling of self esteem	35	28.5	77	62.6	9	7.3	2	1.6	0	0	123	100	1.8211	
Through my job I feel I am giving a big contribution to my society	44	35.8	49	39.8	27	22	3	2.4	0	0	123	100	1.9106	
My extra selling efforts in tough times is recognized by the management	37	30.1	61	49.6	25	20.3	0	0	0	0	123	100	1.9024	
Doing my job well gives me a good feeling	27	22	63	51.2	32	26	1	8	0	0	123	100	2.0569	

Source: Own Survey (2018)

The other important variable was intrinsic motivation, regarding this, six items were employed, in order to measure the sales peoples' performance of Ethio-Telecom; accordingly, The above table shows that the mean of mean is **1.87535**, which mean most of the respondents of sales representatives do not get a sense of accomplishment at their present job, they do not feel freedom about the job ,not gives high feeling of self-esteem, do not give a big contribution to their society, not recognized by the management by their extra selling efforts and they do not give a good feeling by doing their job well. Hence, the result shows that, most of sale peoples are not intrinsically motivated and the company not motive sales peoples with internal benefit.

4.3.3 mean of mean of Extrinsic motivation

table 4. 4 Response from respondents about Extrinsic motivation

Variable	Strongly Disagree		Disagree		Neither agree Nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
EXTRINSIC MOTIVATION														
Taking part in sales position makes me feel better about myself.	40	32.5	67	54.5	16	13	0	0	0	0	123	100	1.8049	1.85854
I think the pay here is better than in other companies.	55	44.7	44	35.8	22	17.9	2	1.6	0	0	123	100	1.7642	
My income is sufficient for my expenses.	33	26.8	66	53.7	18	14.6	5	4.1	1	8	123	100	1.9837	
I only stay in this company because I make more money rather than in other companies	29	23.6	80	65	10	8.1	4	3.3	0	0	123	100	1.9106	
Our company offers training programs to sales personnel to improve sales performance	42	34.1	61	49.6	19	15.4	1	8	0	0	0	100	1.8293	

Source: Own Survey (2018)

In order to find out how much sales people's performance of Ethio-Telecom is affected by extrinsic motivation, according to the above five items, the table shows that the mean of mean is **1.85854** which means most of the respondents are Taking part in sales position makes them feel bad about themselves, they think that the pay is not better than in other companies, the income is not sufficient for their expenses, they do not make more money rather than in other companies and the company do not offers training programs to sales personnel to improve sales performance. thus, above half of respondents are disagree, the company are not motive sales peoples with external benefit.

4.3.4 mean of mean of Compensation

table 4. 5 Response from respondents about Compensation

Variable	Strongly Disagree		Disagree		Neither agree Nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
COMPENSATION	F	%	F	%	F	%	F	%	F	%	F	%		
I like the payment I get in my job.	64	52	36	29.3	23	18.7	0	0	0	0	123	100	1.6667	1.826
My salary and other compensation packages are good in comparison with others.	42	34.1	54	43.9	25	20.3	1	8	1	8	123	100	1.9024	
There is a clear link between my performance and my compensation	28	22.8	77	62.6	14	14.4	3	2.4	1	8	123	100	1.9593	
Reward structure in my company	44	35.3	43	35	35	28.5	1	8	0	0	123	100	1.9431	
The criteria for reward in my company is interesting	53	43.1	59	48	11	8.9	0	0	0	0	123	100	1.6585	

Source: Own Survey (2018)

Respondents were also asked towards their perception and feeling about compensation. Accordingly; The table shows that the mean of mean is **1.826** which means most of the respondents are not like the payment, salary and other compensation packages; are not good in comparison with others, there is no clear link between the performance and their compensation, no reward structure in their company and thus the criteria of the compensation in the company is uninteresting.

4.3.5 mean of mean of Organizational commitment

table 4. 6 Response from respondents about Organizational commitment

Variable	Strongly Disagree		Disagree		Neither agree Nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
ORGANAZATIONAL COMMITMENT														
My organization cares about the development of employees	26	21.1	67	54.5	30	24.4	0	0	0	0	123	100	2.0325	1.89594
My organization has high degree of support to its employees	35	28.5	64	52	22	17.9	1	8	1	8	123	100	1.9350	
I like the leadership and management style of my organization	30	44.4	66	53.7	26	21.1	1	8	0	0	123	100	1.9837	
I feel very little loyalty to this organization.	43	35	58	47.2	22	17.9	0	0	0	0	123	100	1.8293	
Deciding to work for this organization was a definite mistake on my Part.	50	40.7	61	49.6	11	8.9	1	8	0	0	123	100	1.6992	

Source: Own Survey (2018)

The perception of respondents towards Organizational commitment, according to five items of questionnaire; The result of the table shows that the mean of mean is **1.89594** which means most of the respondents disagree that the organization do not cares about the development of employees, do not have high degree of support to its employees, do not like the leadership and management style of their organization, feel very little loyalty to the organization and deciding to work for the organization was a definite mistake on their Part. Thus, the company's commitment towards the organization is low.

4.3.6 mean of mean of Sales people performance

table 4. 7 Response from respondent about Sales people performance

Variable	Strongly Disagree		Disagree		neither agree nor disagree		Agree		Strongly Agree		Total		Mean	Mean of Mean
	F	%	F	%	F	%	F	%	F	%	F	%		
SALES PEOPLE PERFORMANCE														
I quickly sale high volume of new products	25	20.3	92	74.8	6	4.9	0	0	0	0	123	100	3.8455	3.98775
I have the ability to reach the sales target set by my manager	13	10.6	94	76.4	16	13	0	0	0	0	123	100	4.0894	
I am one of the highest achiever in my department	15	12.2	82	66.7	26	21.1	0	0	0	0	123	100	4.0894	
I am one of the highest performers in terms of planning and time management in my team	28	22.8	76	61.8	19	15.4	0	0	0	0	123	100	3.9268	

Source: Own Survey (2018)

The last variable stated is sales people’s performance and the respondents also asked four questionnaires accordingly; the table above shows that the mean of mean is **3.98775**, which means almost all respondents have high sales volume of new products quickly, they have the ability to reach the sales target set by the managers, they are one of the highest achiever in the department and highest performers in terms of planning and time management in a team. The result shows that most of sale peoples are satisfied by their performance.

4.4 Inferential Analysis

4.4.1 Correlation

Correlation shows how the strength or the magnitude and direction of the variable relationship with each other. The linear relationship between variables can be measured by correlation coefficient (R), which is commonly called as Pearson product moment correlation. Person's "R" mainly measures the data from the interval or ratio level and used to measure based on the deviation from the mean (Muluadam, 2015).

table 4. 8 Scale for measure of association and respective description

Measure of Association	Descriptive Adjective
> 0.00 to 0.20 ; < -0.00 to - 0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to - 0.40	Weak or low
> 0.40 to 0.60; < -0.40 to - 0.60	Moderate
> 0.60 to 0.80; < -0.60 to - 0.80	Strong or high
> 0.80 to 1.0; < -0.80 to - 1.0	Very high or very strong

Source: (MacEachron, 1982)

table 4. 9 Predictive Validity – Correlation Matrix

Variable	Sales people performance	Jobsatis	Intrinsic	Extrinsi	Compe	Org
Sales People Perform	1					
Job Satisfaction	.608**	1				
Intrinsic Motivation	.625**	.199*	1			
Extrinsic Motivation	.752**	.268**	.466**	1		
Compensation	.618**	.191*	.413**	.429**	1	
Organizational Commitment	.670**	.436**	.344**	.424**	.478**	1
** Correlation is significant at the 0.01 level (2-tailed)						
*Correlation is significant at the 0.05 level (2-tailed)						
c. List wise N=123						

Source: SPSS output of Survey 2018

The above table shows that, the measures of association and descriptive adjectives between the predictors variables, which was originally developed by MacEachron (1982).

4.4.1.1 Job satisfaction and sales people performance

The correlation between sales performance and job satisfaction was founded (**R=.608****), ($P<0.01$) as statistically significant with a positive relationship. With respect to the magnitude of the relationship, as MacEachron (1982) stated, there is strong and high level of association.

4.4.1.2 Intrinsic motivation and sales people performance

According to the outputs of survey, the correlation between sales performance and intrinsic motivation is positive and they are significantly correlated at (**R=.625****), ($P< 0.01$). Based on the MacEachron (1982) measure of association the magnitude of relationship between the two variables was strong and high.

4.4.1.3 Extrinsic motivation and sales people performance

The correlation between sales performance and extrinsic motivation was founded as (**R=.752****), ($P<0.01$) with a positive significant relationship between the two variables. According to MacEachron (1982) magnitude of relationship between the two variables it is found to be “strong and high”.

4.4.1.4 Compensation and sales people performance

The correlation between sales performance and compensation was founded as (**R= .618****), ($P<0.01$). According to the MacEachron (1982) scale of correlation, the relationship between the two variables is strong and high with a positive significance.

4.4.1.5 Organizational commitment sales people performance

The correlation between sales performance and organizational commitment was founded as (**R=.670****), ($P<0.01$) and it has a positive statistical significance. And according to MacEachron (1982) and the outputs of the survey, the relationship between the two variables has again strong and high magnitude of correlation.

4.5 Multiple Regression Assumption Test

Five major assumptions for multiple linear regressions were tested: linearity, normality, multi-collinearity and independence of residuals (Hair et al. 1998: 69).

4.5.1 Assumption 1- Multi-collinearity of the independent Variables

table 4. 10 Multi-collinearity of the Regress or Variables

Coefficients ^a			
S. No	Model	Collinearity Statistics	
		Tolerance	VIF
1	Constant		
2	Job Satisfaction	.799	1.252
3	Intrinsic Motivation	.720	1.389
4	Extrinsic Motivation	.671	1.490
5	Compensation	.673	1.486
6	Organizational Commitment	.615	1.626

Collinearity diagnostics was performed on the variables as part of the multiple regression procedure. This can pick up on problems with multi-collinearity that may not be evident in the correlation matrix. The results are presented in the above table of Collinearity Statistics. Two values are given: Tolerance and VIF. Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model and is calculated using the formula $1-R^2$ for each variable.

If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi-collinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). The multi-collinearity statistics revealed the Tolerance value greater than 0.1 and VIF value significantly below 10. This shows that there was no multi-collinearity problem with in the model.

4.5.2 Assumption 2 - Independence of Residuals

table 4. 11 Model Summary-Durbin Watson

Change Statistics					Durbin-Watson
R Square Change	F Change	df1	df2	Sig. F Change	
.890	188.974	5	117	.000	1.830

A. Predictors: (Constant),(job satisfaction, intrinsic motivation, extrinsic motivation compensation and organizational commitment) total.

B. Dependent Variable: sales people performance

The one assumption for multiple regressions is the independence of residuals. The independence of the residuals can be measured by Durbin-Watson statistics. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated from one observation to the other one) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Muluadam, 2015). For this study the above Table, the output value of Durbin-Watson is **1.830.**, indicating that there is no correlation among the residuals.

4.5.3 Assumption 3-Linearity Relationship

The second assumption for computing multiple regressions is testing of the linear relationships between dependent and the independent variables. The assumption of the linearity is that there is a straight-line relationship between two variables. The linearity of the relationship between dependent and independent variables represent the degree to which the change in the dependent variable is associated with the independent variable

As depicted in the below scatter plot, figure, the visual inspections of the scatter plot show that there exists a linear relationship between the predictors (Determinants of sales people performance) and the predicted variable (Sales people performance). So in this study, normality probability was used to meet the assumption.

Normality probability plot showed that a linear relationship exists for each dependent variable and their independent variables in the study. So, linearity of the relationship assumption was met. This means that, a unit increase of the one or all predictors causes respective increments for the sales people performance.

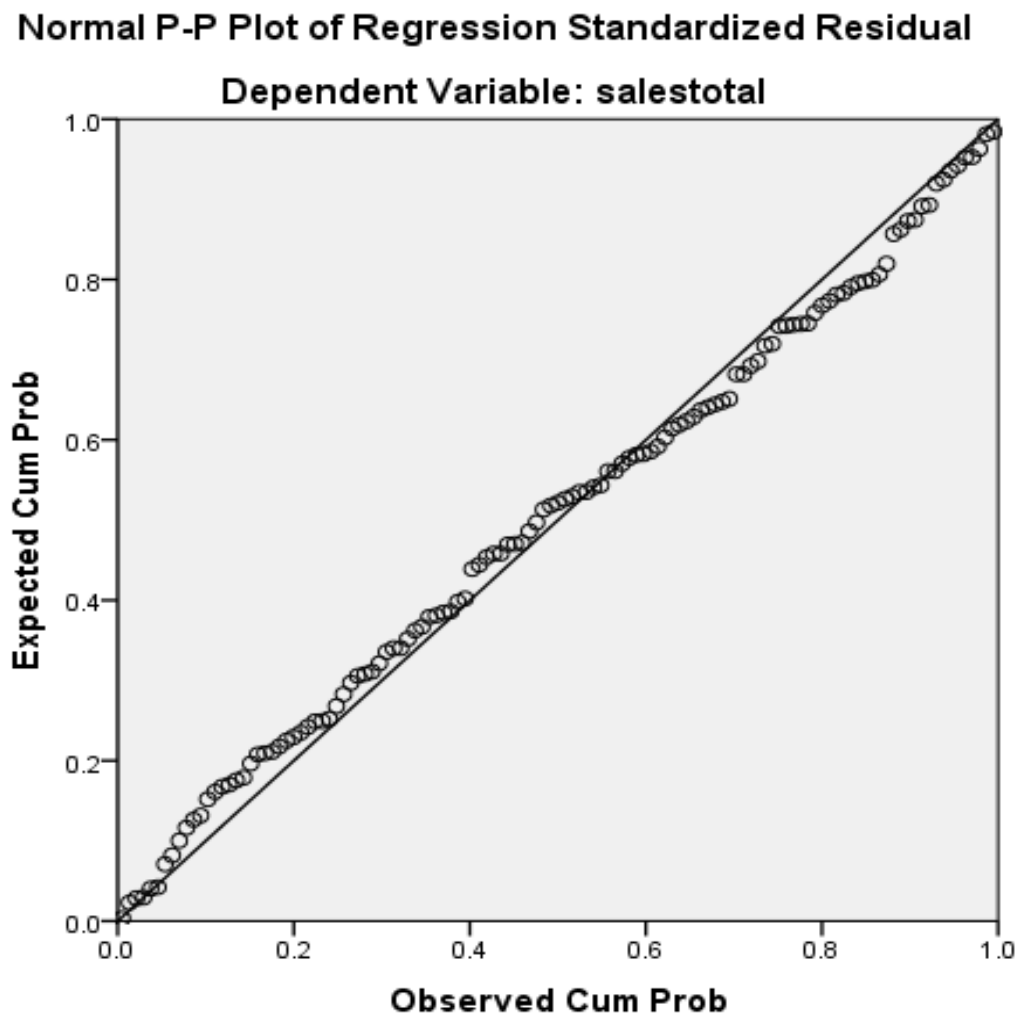


figure 4. 7 Linearity test

4.5.4 Assumption 4- Homoscedasticity (Equal Variance)

The homogeneity of the variance (equal variance) is an assumption for computing multiple regressions in which the model errors are generally assumed to have an unknown but finite variance that is constant across all levels of the predictor variables. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regressions standardized predicted value. From the below scatter plot (figure -) the visual inspection of the average results of the dependent variable sales performance and its determinants is constructed. Homoscedasticity is not really a pressing problem of this particular study.

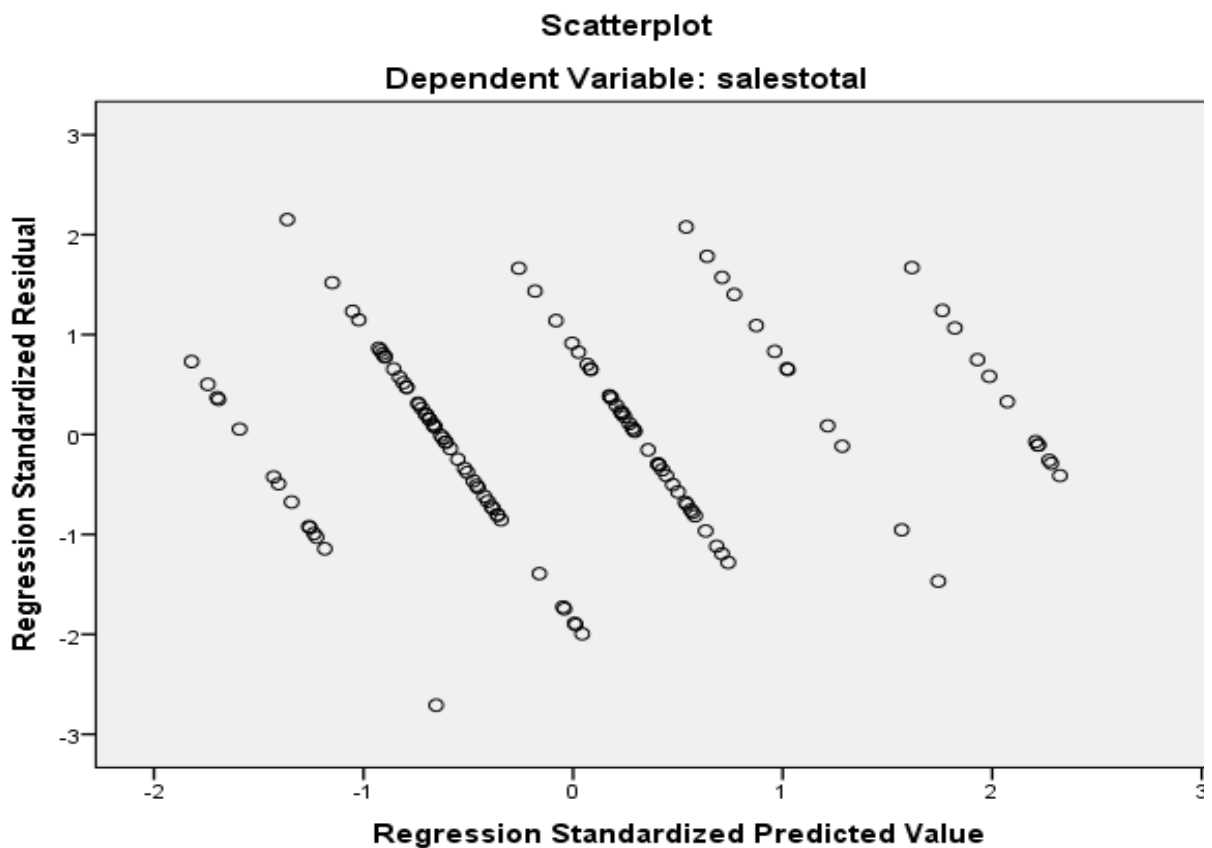


figure 4. 8 Scatter plot for dependent variable (sales people performance)

4.5.5 Assumption5- Normality Distribution

Screening continuous variables for normality is an important early step in almost every multivariate analysis, particularly when the inference is goal. This assumption shows in the below table Multiple regressions require the independent variables to be normally distributed. As showed The below histogram table 4.2 the independent variables are normally distributed.

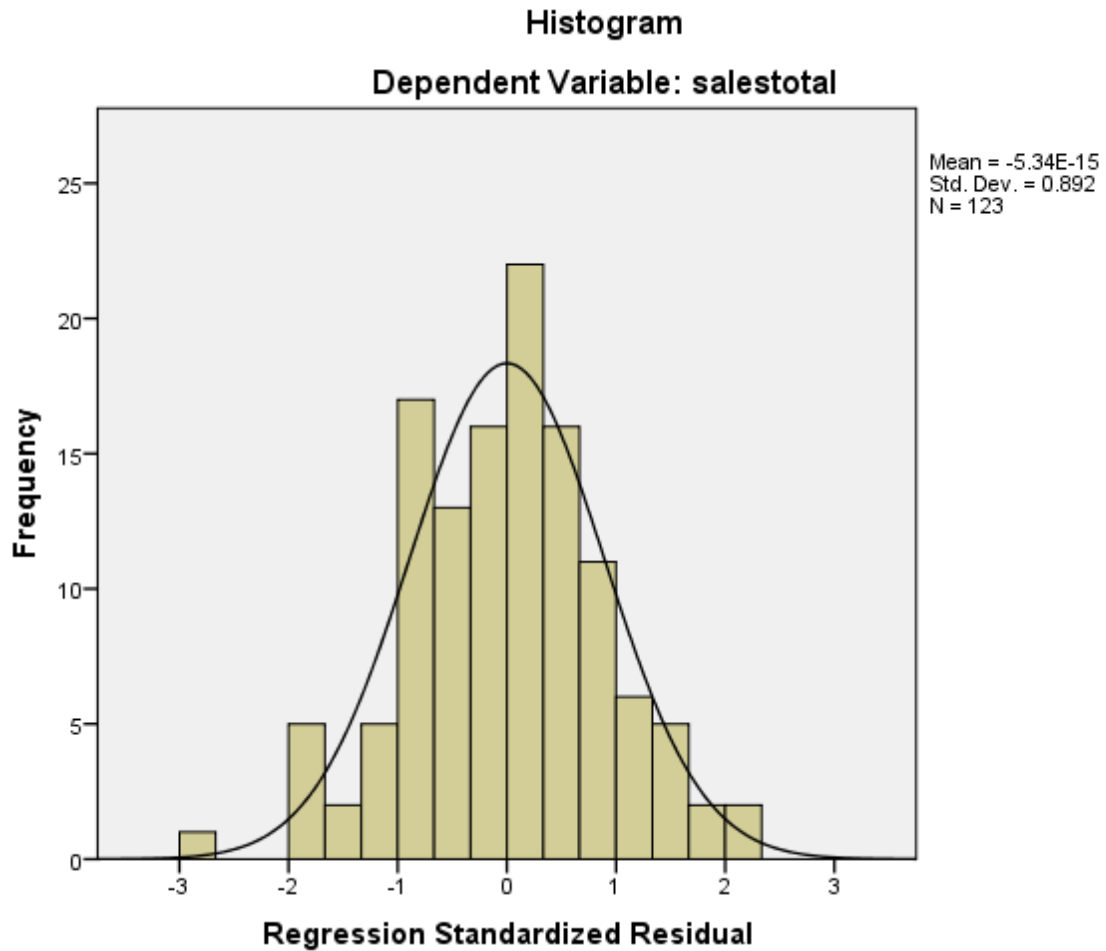


figure 4. 9 Normality test using bell sharpness of frequency distribution

Summary: As it is clearly stated in the above, the five step-by-step pre-model fitting assumption tests were found to be satisfactory. Since those five assumptions of multiple regressions were met, the next step is to process the output of multiple regression. Those outputs are; the model summary (R and R²), the model fit (ANOVA), and the beta coefficient (standardized and unstandardized beta).

4.6 Multiple Linear Regression Analysis

Under multiple regression analysis, the following methods of analysis are used. The first task of multiple regressions was performed above with the help of the assumptions and the next was producing output relating to Model Summary, ANOVA and Beta coefficient. So that the model can be developed and the relative importance of the determinants of sales performance can be identified, the student researcher relied on unstandardized and standardized beta coefficients respectively.

4.6.1 Model Summary

In the below model summary table

- The multiple correlation coefficients, R, indicate a very strong correlation of .943 between sales performance and the 5 independent variables, by recalling the rule of thumb of the strength of relationship.
- From the R square ($R^2 = .890$, $F = 188.974$) value (*coefficient of determination*) the model fits accounts 89.0% of the variation in the sales performance explained by the fitted model linear combination of all the (predictors) determinants of sales performance.

table 4. 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.890	.885	.37709

- a. Predictors: (Constant), organizational commitment, intrinsic motivation, extrinsic motivation, compensation, job satisfaction, salespeople performance.

4.6.2 ANOVA model fit

the ANOVA table determined the relationship between the independent variable and the dependent variable. As shown in the table below, the value of **R** and **R²** obtained under the model summary part was statistically significant at (F=188.974), (P<0.001) and it can be said that there is a relationship between sales performance (dependent variable) and independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment).

table 4. 13 Anova analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.355	5	26.871	188.974	.000 ^b
	Residual	16.637	117	.142		
	Total	150.992	122			

a. Dependent Variable: sales people performance

b. Predictors: (Constant), organization total, intrinsic motivation, job satisfaction, extrinsic motivation, compensation

Source: SPSS output of the questionnaire survey, 2018

4.6.3 Beta Coefficient

A. Standardized Beta Coefficient

The standardized coefficients are the coefficients which explained the relative importance (RIW) of variables. These coefficients are obtained from regression after the variables are all standardized. The idea is that the coefficients of variables can be more easily compared with each other as they are then on the same scale.

In the table below that the extrinsic motivational factors standardized coefficient is larger than the other four determinants of sales people performance.

The second is organizational commitment and from third to fifth factors are; job satisfaction, intrinsic motivation and compensation respectively.

table 4. 14 Beta values for research variables

Coefficients ^a						
S. No	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	7.054	.331		21.295	.000
2	Job Satisfaction	.273	.027	.340	9.912	.000
3	Intrinsic Motivation	.176	.028	.230	6.347	.000
4	Extrinsic Motivation	.278	.027	.390	10.40	.000
5	Compensation	.168	.031	.205	5.479	.000
6	Organizational Commitment	.141	.031	.179	4.580	.000

By recalling the model specifications of the variables from the unstandardized coefficients (β_1 up to β_5) are the coefficients of the estimated regression model.

As shown in the above table 4.14, Determinants of sales peoples performance, separately have different significant levels. That is, there is a positive and statistically significant ($p < 0.01$, $\beta = .273$) relationship between job satisfaction and sales people’s performance Hence, hypothesis one (H1): There is a significant and positive relationship between job satisfaction and salespeople’s performance is supported.

The above table 4.14 also shows that there is also a positive and statistically significant ($p < 0.01$, $\beta = .176$) relationship between intrinsic motivation and sales peoples performance. Thus, hypothesis two (H2): There is a significant and positive relationship between intrinsic motivation and salespeople’s performance is supported.

The multiple regression result in the above table 4.14 also demonstrates that there is a positive and statistically significant ($p < 0.01$, $\beta = 0.278$) relationship between extrinsic motivation and sales people's performance. Therefore, hypothesis three (H3): There is a significant and positive relationship between extrinsic motivation and salespeople's performance is supported.

The above table 4.14 also shows that there is also a positive and statistically significant ($p < 0.01$, $\beta = .168$) relationship between compensation and sales people's performance. Thus, hypothesis four (H4): There is a significant and positive relationship between compensation and salespeople's performance is supported.

The results of table 4.14 shows that there is a positive and statistically significant $p < 0.01$, $\beta = .141$) relationship between organizational commitment and sales people's performance. Thus, hypothesis five (H5): There is a significant and positive relationship between organizational commitment and salespeople's performance is supported.

Model equation that estimates the value of sales people's performance based on observed values of independent variables is,

$$Y_{(x)} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

$$Y_{(x)} = 7.054 + 0.273X_1 + 0.176X_2 + 0.278X_3 + 0.168X_4 + 0.141X_5 + 0.05$$

table 4. 15 Statements of hypothesis

Statement of Hypothesis	Accepted/rejected
H1: There is a significant and positive relationship between job satisfaction and salesperson performance.	Accepted
H2: There is a significant and positive relationship between intrinsic motivation and salesperson performance.	Accepted
H3: There is a significant and positive relationship between extrinsic motivation and salesperson performance.	Accepted
H4: There is a significant and positive relationship between compensation and salesperson performance.	Accepted
H5: There is a significant and positive relationship between organizational commitment and salesperson performance.	Accepted

4.7 Discussion of the Study

All the above analysis showed that the statistical and quantitative explanations of the unknown and the known variables with a specific emphasis on the title called “assessments of determinants of sales people’s performance in Ethio-telecom Addis Ababa Ethiopia” Here under, the major discussion part is going to incorporate existing theories and empirical literatures of scholars, the frequencies and means of each variables and questions, the statistical significances.

4.7.1 Job satisfaction

According to Zain and Jan (2014) where by job satisfaction is positively related to tenure but there is no significant relationship between job satisfaction and tenure. However, the result identified job satisfaction is positively related to sales people performance and significant relationship between job satisfaction and sales people performance in Ethio-telecom. This result is similar to the study by Zain and Jan (2014) in the automobile salesperson's career tenure in Malaysian context. Moreover, as job satisfaction of this study is significantly relationship with sales people performance in Ethio-telecom.

Accordingly, as it was stated earlier, the linear combination of the five predictors value is significantly related with sales people's performance at ($R^2=.890$, $F=188.974$ and $P<0.001$). On this particular study, for the companies 'sales people performance, job satisfaction showed that the first relative importance ($RIW = 34\%$) with a statistically significance level of ($P<.05$).

From the frequency table of responses, it is shown that, job satisfaction (the job feels good about themselves =77.2% levels of disagreement) has a higher negative variance to the dependent variable of sales peoples' performance. To the eyes of the respondents, the 1st question related to the job feels good about themselves (77.2%) is relatively an important job satisfaction than the 2nd, the 3rd, and the 4th i.e., like the management in their actual job (76.4%), the material and equipment in order to do their work right (74.) and happy with the manager (72.4%).

Therefore, based on the results obtained from the respondents, it can be said that, working to the best that the respondents' disagreement on job satisfaction, will have a positive impact on the RIW of the job satisfaction, since it is the first determinant of sales people's performance.

4.7.2 Intrinsic motivation

According to Talukder and Jan (2017) in the context of mobile service company in Bangladesh examined that intrinsic motivation and extrinsic motivation has a positive and significant relationship with outcome of salespeople's performance ($P < 0.05$).

Moreover, as intrinsic and extrinsic motivation of this study has a positive and significant relationship with the outcome of sales people's performance ($P < 0.01$).

By relating to the intrinsic motivation, six questionnaires are adapted which mean most of the respondents of sales representatives; get a sense of accomplishment at their present job, (84.6), they feel freedom about the job (82.9), gives high feeling of self-esteem 91.2, give a big contribution to their society (75.6), recognized by the management by their extra selling efforts (79.7) and give a good feeling by doing their job well (73.2), levels of disagreement has a higher negative variance to the dependent variable of sales peoples' performance.

4.7.3 Extrinsic motivation

Extrinsic motivation on "sales position makes them feel good", "the pay is better", "income is sufficient" and "make more money", "offer training programs", have 87 %, 80.5%, 80.5%, 88.6% & 83.7 % level of disagreement to the negative variance of sales people's performance. Therefore, these negative variances of intrinsic and extrinsic motivation should be minimized and hence the RIW of these two variables can have an increment to the positive variance on the dependent variable of sales people's performance.

4.7.4 Compensation

Moreover, the result also shows that the compensation has a significant and positive relationship with sales people performance in Ethio-telecom. According to John et al. (2013) note that moderate positive relationship between monetary compensation initiatives and sales force turnover as indicated by the Pearson correlation coefficient value of 0.504 and a correlation significant value of 0.000, which denotes a strong relationship ($P > 0.05$),

and also according to salary plus commission and Bonus influence sales people and Business Performance Variables.

Consistent with the hypothesis, results show that salary plus commission and Bonus influence performance such that salary plus commission and bonus increases the performance of sales people and the entire business (Hypothesis 1; $b = .28$, $P < .05$).

Most of the respondents have negative response, salary and other compensation is good, clear link between the performance and the compensation, reward structure in the company and criteria of the compensation in the company is interesting. Which level of disagreement is; 81.3%, 78%, 85.4%, 70.7%, 91.1% respectively.

4.7.5 Organizational commitment

Zabid (2003) found that influence of sales skills dimensions on salesperson performance is higher, when organizational commitment is high. Although the idea of interaction makes sense conceptually, contrary to the hypothesis, the expected moderating role of organizational commitment on the independent variables could not be empirically substantiated.

However, organizational commitment has a significant independent impact on salesperson performance ($\beta = .25$, $p < .01$, $\Delta R^2 = .05$), and concluded that organizational commitment and sales performance were positively correlated. Sales people performance in Ethio-Telecom Company has an organizational commitment in their job.

A finding of this study organizational commitment has significant and positive relationship on sales people's performance. Most of the respondent's levels of disagreements explaining the variation in the response variable. This factors are the following; the organization cares about the development of employees (75.6), high degree of support to its employees (80.5%), like the leadership and management (78%), little loyalty to the organization (82.1%) and deciding to work for the organization is a mistake (90.2%).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter, summaries and conclusions are drawn, recommendations are forwarded, researcher's gaps are identified and further research directions are indicated.

5.1 Summary of the Findings

The total sample size was 132 questionnaires were distributed within 7 zones. Out of which, 123 questionnaires were returned. The sum of the independent variables average Cronbach's alpha value is ($\alpha = .826$) and the reliability test of the study is located on "Acceptable and Good" range.

The correlation between sales people performance and job satisfaction is positive and significantly correlated at ($R = .608^{**}$), ($P < 0.01$) with strong magnitude of correlation. The correlation between sales people performance and intrinsic motivation is positive and significantly correlated at ($R = .625^{**}$), ($P < 0.01$) with strong magnitude of correlation. The correlation between sales people performance and extrinsic motivation is positive and significantly correlated at ($R = .752^{**}$), ($P < 0.01$) with strong magnitude of correlation.

The model summary results showed that, a linear combination of all the independent variables considered under the study predicts ($R^2=89\%$), of the variance in the dependent variable of sales people's performance and the ANOVA test result showed that, the value of **R** and **R²** obtained under the model summary part was statistically significant at ($F=188.974$), ($P < 0.001$).

The unstandardized beta coefficient of each independent variables is; job satisfaction ($\beta = .273$), intrinsic motivation ($\beta = .176$), extrinsic motivation ($\beta = .278$), compensation ($\beta = .168$) organizational commitment ($\beta = .141$), each independent variables Beta value is significant and positive relationship with sales people's performance.

5.2 Conclusion

This Chapter provides summary of the research findings, and provides several conclusions based on the result. This study emphasizes on the determinants of sales people performance in the cases of Ethio-telecom enterprise and residential sales representatives in Addis Ababa by considering five independent variables. Those determining factors with their relative importance contribution for the sales people performances of the company's enterprise and residential sales representatives are; job satisfaction, intrinsic motivation, extrinsic motivation, compensation, and organizational commitment.

All determinant factors of sales peoples' performance have a positive correlation with sales people performance. The correlation between the dependent variable (sales people performance) and the independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment) was with magnitude ranges of "strong" (4) and "moderate" (1) level of correlations.

The multiple regression assumptions (Multi-collinearity and Independence of Residuals) of multiple regressions are met accordingly. The model summary results showed that, a linear combination of all the independent variables considered under the study predicts 89.0% of the variance in the dependent variable sales performance. The ANOVA test result showed that, the value of R and R² obtained under the model summary part was statistically significant.

The multiple linear regression analysis of the independent variables and dependent variables shows that, all five variables (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment) have a statistically significant relationship for sales people performance.

From the above result the researcher conclude that, job satisfaction, Intrinsic Motivation, Extrinsic Motivation, Compensation and Organizational Commitment are the key factors that affect sales people performance.

5.2 Recommendation

This research has showed that Assessments of determinants of sales person performance, the case of Ethio-telecom in Addis Ababa seven zones. The results obtained confirm that all the independent variables (job satisfaction, intrinsic motivation, extrinsic motivation, compensation and organizational commitment) have a positive and significant correlation with dependent variable (sales people performance). Based on the finding and conclusion of the study, the following recommendations were forwarded to Ethio-telecom marketing managers, supervisors as well as the company chief executive officers.

5.2.1 Intrinsic motivation

The sales force is a very integral part in telecom companies thus, the company should put strategies in place to ensure they are using the right ways to motivate the sales people to perform. These include using more incentives like bonuses, contests and prizes, as they are important to the sales people. The companies also need to increase the recognition programs offered, as sales people are motivated when recognized by the company. They need to offer opportunities for promotions and advancement than they are currently. Sales managers should also put programs in place to accompany sales people in the field more often and finally provide more responsibility to sales people to make decisions.

5.2.2 Extrinsic Motivational

This study recommends that the sales force should undertake adequate training to make them more viable to efficiently and effectively distribute the company products and services and recommends that the management should evaluate employee suggestion scheme and use the feedback from the sales force to improve the organizational environment and fulfill their needs and skills. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. Thus, focusing on sales peoples at every level and analyzing each department of the organization will provide detailed accurate information regarding the needs of employees.

Moreover, in this study sales persons were not well motivated at work thus, to assess determinants of sales peoples' performance which is intrinsic and extrinsic motivation is one of the factors that affect the performances of sales people Therefore, it is better that Ethio-telecom managers and supervisors should consider the factors and improve the motivation systems to motive sales representatives with external benefits (pay increase, performance based-cash bonuses etc.).

5.2.3 Compensation

There are several issues that the top management in the company, regarding to compensation initiatives of sales people performance. there is the need to balance up monetary based incentives with supportive non-monetary essentials, it is fundamentally important to highlight that in order for firms to achieve the set goals, there is need for an integrated approach to compensation plans, tactics and management approach in order to have a holistic perspective on the role, effect and significance of the relationship between compensation initiatives and sales performance.

5.2.4 Organizational commitment

Commitment of the sales person towards the organization is the key success factor in Ethio-Telecom, high levels of affective commitment will be useful to leaders who want positively impact the performance of their organizations. However, the organization commitment to employees (sales representatives) is not good therefore, Ethio-telecom needs to invest different activities that increase sales person commitment towards the organization such as, the company focusing management attention (fairness, support for difficult working conditions, work or family balance) on issue common concern among employees, designing reward programs to recognize personal accomplishment lead to high level of commitment.

5.2.5 Job satisfaction

The company should support and fulfill the materials and equipment, that all needed at the work place for the sales peoples (the systems like Ecaf-terminal to support sales people to increase sales volume).

5.3 Future Research Implication

Since, the current research was conducted in Ethio-telecom, Addis Ababa zones because of time and financial resources; therefore, it is difficult to generalize sales people performance. Therefore, future researcher can replicate insights of the current study into overall Ethio-telecom sectors in Ethiopia.

Moreover; Other researcher might use independent sample T-test to compare the determinants of sales people performance and compare the respondents' demography (age, gender income, education level, educational background) with sales people's performance. Furthermore, it will be better if additional variables other than job satisfactions, intrinsic motivation, extrinsic motivation, organizational commitment and compensation like; Role perception, and Aptitude, Training & Skills development, Work Personal Life Balance, Customers relations and experience included in the model.

This study was confined to determinants of sales people performance in Ethio-telecom therefore further research can be conducted to determine factors affecting sales peoples' performance in other industries for comparison and generalization of findings.

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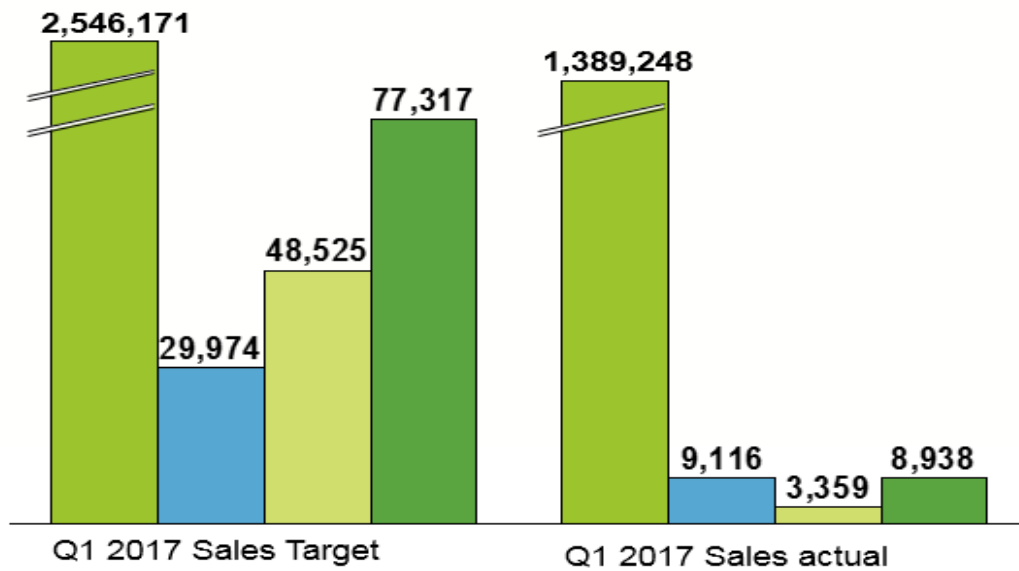
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APPENDIX

APPENDIX I; Ethio-telecom annual report

በፊደራል ሽያጭ ዲቪዥን ከየካቲት 17 -የካቲት 30/2010 ዓ.ም የተከናወኑ ሥራዎች		
ተ.ቁ	የኮሚቴ ፖሊሲ ክትትል ነጥቦች	በ2 ዓመታት የተከናወኑ ሥራዎች
1	ማከፊያዎችና አፈታታቸው	
1.1	በየደረጃው የታዩ የአመለካከት ማከፊያዎችና አፈታታቸው	
1.2	በየደረጃው የታዩ የክህሎት ማከፊያዎችና አፈታታቸው	
1.3	የአቅርቦት ማከፊያዎችና አፈታታቸው	
	የአቅርቦት ማከፊያዎችና አፈታታቸው	ከ35% በላይ የሆኑት የሽያጭ ስራተኞች የሽያጭ አገልግሎት ለመስጠት የሚያስችላቸውን የኢኮኖሚ ተርጉሞች ለማግኘት በሽያጭ ስራው ላይ ከፍተኛ አሉታዊ ተፅዕኖ አየደጠረ ይገኛል። ይህ ችግር በተደጋጋሚ ህዜ መፍትሄ አንዲያንኝ ሪፖርት በደረጃም አስከፊ ማን አልተፈታም።

SALES PERFORMANCE



APPENDEX II; Questionnaire items



St. Mary's University ቅዱስ ማርያም ዩኒቨርሲቲ
Committed to Excellence

I am Tigist Ergetie, a graduate student at ST. Mary's University.

Dear Respondent,

I am conducting research on studying **determinants of sales people's performance in Ethio-telecom.** in partial fulfillment of Master of Arts in marketing management. I kindly request you to spend some minutes of your time in filling the questionnaire honestly. This information you would provide me is highly essential for successful completion of this study. Please answer all items objectively. The research assures you that information provided will be kept confidential and be used only for an academic purpose.

Note: kindly **put** a (√) mark with the option that reflects your level of agreement with the given statement and comment as appropriate.

Part I: Demographic Data of the sales person (To be enumerated by the Researcher).

Sex	Male	Female
Age	18-25 Years	36-45 Years
	26-35 Years	>45 Years
Education	High school completed	Bachelor degree
	Diploma	Master's degree
Sales Experience	6month-2years	6-10years
	3-5years	>10years
Income per Month, ETB	2000-4000	6001-10000
	4001-6000	>10000
Educational Background	Marketing	Management
	Accounting	Others

Part II: Scale Questions (DIRECTION)

There are scales (1: Strongly Disagree, 2: Disagree, 3: Neither Agree or Disagree, 4: Agree, 5: Strongly agree). The higher the number means the more I agree with the statement. The lower the number means the more I disagree with the statement. If you feel your agreement is between these two extremes, please pick any answer from within the scale.

1= strongly disagree

2= Disagree

3= neither agree nor disagree

4= Agree

5= strongly agree

No.	JOB SATISFACTION	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
1	I am happy with my manager					
2	I like the management in my actual job.					
3	My job makes me feel good about myself.					
4	I have the materials and equipment that I need in order to do my work right.					
	INTRINSIC MOTIVATION					
1	I get a sense of accomplishment at my present job.					
2	I feel great with the freedom I have in my job					
3	My job gives me high feeling of self esteem					
4	Through my job I feel I am giving a big contribution to my society					
5	My extra selling efforts in tough times is recognized by the management					
6	Doing my job well gives me a good feeling					
	EXTRINSIC MOTIVATION					
1	Taking part in sales position makes me feel better about myself.					
2	I think the pay here is better than in other companies.					
3	My income is sufficient for my expenses.					
4	I only stay in this company because I make more money rather than in other companies					
5	Our company offers training programs to sales personnel to improve sales performance					
	COMPENSATION					
1	I like the payment I get in my job.					
2	My salary and other compensation packages are good in comparison with others.					
3	There is a clear link between my performance and my compensation					
4	reward structure in my company					
5	The criteria for reward in my company is interesting					
	ORGANAZATIONAL COMMITMENT					
1	My organization cares about the development of employees					
2	My organization has high degree of support to its employees					
3	I like the leadership and management style of my organization					
4	I feel very little loyalty to this organization.					
5	Deciding to work for this organization was a definite mistake on my Part.					

No.	SALES PERSON PERFORMANCE	Strongly Disagree	Disagree	Partially Agree	Agree	Strongly Agree
	I quickly sale high volume of new products					
2	I have the ability to reach the sales target set by my manager					
3	I am one of the highest achiever in my department					
4	I am one of the highest performers in terms of planning and time management in my team					

If you have comments or suggestion regarding to this study or the questions asked in this survey, please use the space provided below to express your own comments and opinions.

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If you would like to receive the findings of this study, please write your email address below:

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Thank you in advance for your cooperation.

APPENDIX; III SPSS output

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.943 ^a	.890	.885	.37709	.890	188.974	5	117	.000	1.830

a. Predictors: (Constant), orgtotal, motivotal, jobtotal, compenstotal, exmotivotal
b. Dependent Variable: salestotal

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	14.8619	19.1870	16.6748	1.04941	123
Residual	-1.24884	.97533	.00000	.36928	123
Std. Predicted Value	-1.728	2.394	.000	1.000	123
Std. Residual	-3.312	2.586	.000	.979	123

a. Dependent Variable: salestotal

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am happy with my manager	123	1.00	4.00	2.0732	.82154
I like the management in my actual job.	123	1.00	5.00	1.9837	.77865
My job makes me feel good about myself.	123	1.00	5.00	1.9512	.84789
I have the materials and equipment that I need in order to do my work right.	123	1.00	4.00	2.0569	.72768
I get a sense of accomplishment at my present job.	123	1.0	4.0	1.740	.7557

I feel great with the freedom I have in my job	123	1.00	4.00	1.8211	.74693
My job gives me high feeling of self esteem	123	1.00	4.00	1.8211	.62767
Through my job I feel I am giving a big contribution to my society	123	1.00	4.00	1.9106	.81992
My extra selling efforts in tough times is recognized by the management	123	1.00	3.00	1.9024	.70612
Doing my job well gives me a good feeling	123	1.00	4.00	2.0569	.71633
Taking part in sales position makes me feel better about myself.	123	1.00	3.00	1.8049	.64856
I think the pay here is better than in other companies.	123	1.00	4.00	1.7642	.80042
My income is sufficient for my expenses.	123	1.00	5.00	1.9837	.80961
I only stay in this company because I make more money rather than in other companies	123	1.00	4.00	1.9106	.66540
Our company offers training programs to sales personnel to improve sales performance	123	1.00	4.00	1.8293	.70951
I like the payment I get in my job.	123	1.00	3.00	1.6667	.77530
My salary and other compensation packages are good in comparison with others.	123	1.00	5.00	1.9024	.80383

There is a clear link between my performance and my compensation	123	1.00	5.00	1.9593	.71745
reward structure in my company	123	1.00	4.00	1.9431	.82284
The criteria for reward in my company is interesting	123	1.00	3.00	1.6585	.63799
My organization cares about the development of employees	123	1.00	3.00	2.0325	.67672
My organization has high degree of support to its employees	123	1.00	5.00	1.9350	.75466
I like the leadership and management style of my organization	123	1.00	4.00	1.9837	.70110
I feel very little loyalty to this organization.	123	1.00	3.00	1.8293	.70951
Deciding to work for this organization was a definite mistake on my Part.	123	1.00	4.00	1.6992	.66450
I quickly sale high volume of new products	123	3.00	5.00	3.8455	.47963
I have the ability to reach the sales target set by my manager	123	3.00	5.00	4.0244	.48693
I am one of the highest achiever in my department	123	3.00	5.00	4.0894	.57271
I am one of the highest performers in terms of planning and time management in my team	123	3.00	5.00	3.9268	.61632
Valid N (listwise)	123				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
jobtotal	123	5.00	13.00	8.0650	1.38930
motivtotal	123	7.00	15.00	11.2358	1.45468
exmotivtotal	123	6.00	12.00	9.2764	1.55922
compenstotal	123	6.00	12.00	9.1220	1.35855
orgtotal	123	6.00	12.00	9.4797	1.41044
salestotal	123	15.00	19.00	16.6748	1.11249
Valid N (listwise)	123				

Frequency Table

I am happy with my manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	31	25.2	25.2	25.2
	disagree	58	47.2	47.2	72.4
	neither agree nor disagree	28	22.8	22.8	95.1
	agree	6	4.9	4.9	100.0
	Total	123	100.0	100.0	

I like the management in my actual job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	34	27.6	27.6	27.6
	disagree	60	48.8	48.8	76.4
	neither agree nor disagree	27	22.0	22.0	98.4
	agree	1	.8	.8	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

My job makes me feel good about myself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	40	32.5	32.5	32.5
	disagree	55	44.7	44.7	77.2
	neither agree nor disagree	23	18.7	18.7	95.9
	agree	4	3.3	3.3	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I have the materials and equipment that I need in order to do my work right.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	27	22.0	22.0	22.0
	disagree	64	52.0	52.0	74.0
	neither agree nor disagree	30	24.4	24.4	98.4
	agree	2	1.6	1.6	100.0
	Total	123	100.0	100.0	

I get a sense of accomplishment at my present job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	53	43.1	43.1	43.1
	Disagree	51	41.5	41.5	84.6
	neither agree nor disagree	17	13.8	13.8	98.4
	Agree	2	1.6	1.6	100.0
	Total	123	100.0	100.0	

I feel great with the freedom I have in my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	45	36.6	36.6	36.6
	Disagree	57	46.3	46.3	82.9
	neither agree nor disagree	19	15.4	15.4	98.4
	Agree	2	1.6	1.6	100.0
	Total	123	100.0	100.0	

My job gives me high feeling of self esteem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	35	28.5	28.5	28.5
	Disagree	77	62.6	62.6	91.1
	neither agree nor disagree	9	7.3	7.3	98.4
	Agree	2	1.6	1.6	100.0
	Total	123	100.0	100.0	

Through my job I feel I am giving a big contribution to my society

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	44	35.8	35.8	35.8
	Disagree	49	39.8	39.8	75.6
	neither agree nor disagree	27	22.0	22.0	97.6
	Agree	3	2.4	2.4	100.0
	Total	123	100.0	100.0	

My extra selling efforts in tough times is recognized by the management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	37	30.1	30.1	30.1
	Disagree	61	49.6	49.6	79.7
	neither agree nor disagree	25	20.3	20.3	100.0
	Total	123	100.0	100.0	

Doing my job well gives me a good feeling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	27	22.0	22.0	22.0
	Disagree	63	51.2	51.2	73.2
	neither agree nor disagree	32	26.0	26.0	99.2
	Agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

Taking part in sales position makes me feel better about myself.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	40	32.5	32.5	32.5
	Disagree	67	54.5	54.5	87.0
	neither agree nor disagree	16	13.0	13.0	100.0
	Total	123	100.0	100.0	

I think the pay here is better than in other companies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	55	44.7	44.7	44.7
	Disagree	44	35.8	35.8	80.5
	neither agree nor disagree	22	17.9	17.9	98.4
	Agree	2	1.6	1.6	100.0
	Total	123	100.0	100.0	

My income is sufficient for my expenses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	33	26.8	26.8	26.8
	Disagree	66	53.7	53.7	80.5
	neither agree nor disagree	18	14.6	14.6	95.1
	Agree	5	4.1	4.1	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I only stay in this company because I make more money rather than in other companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	29	23.6	23.6	23.6
	Disagree	80	65.0	65.0	88.6
	neither agree nor disagree	10	8.1	8.1	96.7
	Agree	4	3.3	3.3	100.0
	Total	123	100.0	100.0	

Our company offers training programs to sales personnel to improve sales performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	42	34.1	34.1	34.1
	Disagree	61	49.6	49.6	83.7
	neither agree nor disagree	19	15.4	15.4	99.2
	Agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I like the payment I get in my job.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	64	52.0	52.0	52.0
	Disagree	36	29.3	29.3	81.3
	neither agree nor disagree	23	18.7	18.7	100.0
	Total	123	100.0	100.0	

My salary and other compensation packages are good in comparison with others.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	42	34.1	34.1	34.1
	Disagree	54	43.9	43.9	78.0
	neither agree nor disagree	25	20.3	20.3	98.4
	Agree	1	.8	.8	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

There is a clear link between my performance and my compensation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	28	22.8	22.8	22.8
	Disagree	77	62.6	62.6	85.4
	neither agree nor disagree	14	11.4	11.4	96.7
	Agree	3	2.4	2.4	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

reward structure in my company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	44	35.8	35.8	35.8
	Disagree	43	35.0	35.0	70.7
	neither agree nor disagree	35	28.5	28.5	99.2
	Agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

The criteria for reward in my company is interesting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	53	43.1	43.1	43.1
	Disagree	59	48.0	48.0	91.1
	neither agree nor disagree	11	8.9	8.9	100.0
	Total	123	100.0	100.0	

My organization cares about the development of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	26	21.1	21.1	21.1
	Disagree	67	54.5	54.5	75.6
	neither agree nor disagree	30	24.4	24.4	100.0
	Total	123	100.0	100.0	

My organization has high degree of support to its employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	35	28.5	28.5	28.5
	Disagree	64	52.0	52.0	80.5
	neither agree nor disagree	22	17.9	17.9	98.4
	Agree	1	.8	.8	99.2
	strongly agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I like the leadership and management style of my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	30	24.4	24.4	24.4
	Disagree	66	53.7	53.7	78.0
	neither agree nor disagree	26	21.1	21.1	99.2
	Agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I feel very little loyalty to this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	43	35.0	35.0	35.0
	Disagree	58	47.2	47.2	82.1
	neither agree nor disagree	22	17.9	17.9	100.0
	Total	123	100.0	100.0	

Deciding to work for this organization was a definite mistake on my Part.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	50	40.7	40.7	40.7
	Disagree	61	49.6	49.6	90.2
	neither agree nor disagree	11	8.9	8.9	99.2
	Agree	1	.8	.8	100.0
	Total	123	100.0	100.0	

I quickly sale high volume of new products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neither agree nor disagree	25	20.3	20.3	20.3
	agree	92	74.8	74.8	95.1
	strongly agree	6	4.9	4.9	100.0
	Total	123	100.0	100.0	

I have the ability to reach the sales target set by my manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neither agree nor disagree	13	10.6	10.6	10.6
	agree	94	76.4	76.4	87.0
	strongly agree	16	13.0	13.0	100.0
	Total	123	100.0	100.0	

I am one of the highest achiever in my department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	neither agree nor disagree	15	12.2	12.2	12.2
	agree	82	66.7	66.7	78.9
	strongly agree	26	21.1	21.1	100.0
	Total	123	100.0	100.0	