

ST. MARY'S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MARKETING MANAGEMENT

THE IMPACT OF SALES SKILL ON PERSONAL SELLING
PERFORMANCE
(THE CASE OF ETHIO TELECOM ENTERPRISE B2B SALES
PERSONNEL)

BY
HANA KASSA

JUNE 2014
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**BY
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**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT
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ACRONYMS

LIST OF ABBREVIATIONS AND ACRONYMS

BA	Bachelor of Art
B2B	Business to Business
BC	Before Christ
ET	Ethio Telecom
ETC	Ethiopian Telecommunication Corporation
SPSS	Statistical package for social scientist

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

In this competitive and dynamic world we live in, the role of personal selling is immense and fundamental. The growing complexity of products, Coupled with the expensiveness of advertising, induced company to rely more on personal selling. Personal selling is defined by Meredith (2009) as an interpersonal process whereby a seller tries to uncover and satisfy a buyer's needs in a mutually, long-term beneficial manner suitable for both parties. Even more it is important in Business to Business marketing. Churchill stated that personal selling dominates the business marketer's promotion mix. Because the organizational buyer requires the help of the supplier in solving technical problems and because the buyer negotiated with the supplier the business marketer's promotion mix emphasizes personal selling.

One of the key issues relating to managing sales force is how to improve a B2B sale personal's performance. They further forwarded that the answer is to identify and measure factors that determine B2B salespersons' performance. In one of the most cited authors in the area Churchill et al., (1985) sales skill is recognized as one of the most important variable in explaining personal selling performance. In their own words Churchill et al., (1985) have noted that while differing sales situation, markets conditions, product types, etc all likely affect which factors contribute to sales success, one of the most striking and important commonalties across differing explanations of salesperson job performance is the importance each ascribes to selling skilll.

Ethio telecom is one of the biggest governmental infrastructures in Ethiopia. Few years back the Ethiopian government has decided to transform the telecommunication infrastructure and services to world class standard, considering them as a main focus to the development of Ethiopia. Thus, ethio telecom is born from this ambition in order to bring about a paradigm shift in the development of the telecom sector to support the steady growth of our country. Currently ethio telecom has over 17 million subscribers of its services (fixed telephone, Mobile, Data and Internet Service) throughout the nation.

The significance of sales persons 'skill in any service giving industry is in general of a paramount importance in helping them to deliver their service in line with customers expectation. In the telecommunication industry too, sales person skill is critical, though the company have been giving less emphasis to it. Lack of competition in the industry may be among one of the reasons for this. However after the reborn of Ethiopian Telecommunication Corporation (ETC) as ethio Telecom with a management contract with French Telecom (Orange Telecom), a paradigm shift is being observed towards marketing and sales management. This study was intended to assess the impact of sales skill on personal selling performance.

1.2. STATEMENT OF THE PROBLEM

Many researchers have emphasized the importance of sales person's skill levels in relation to their performance (Churchill et al., 1985) as cited in Ahmad et al., (2010). Healso argued that beside aptitude, role perception, motivation, personality and organizational factors, sales skills also affect a sales person's performance. The dimension of sales skills are adopted from Ahmed et al., (2010) who intern adopted it from different studies. The three dimensions; interpersonal, salesmanship and technical from Rentz et al., (2002); which are found to be useful predictors of sales performance. And the fourth dimension marketing skills is adopted from Aherne and Schilleweart (2000).

The importance of personal selling is greater in the business to business marketing. ethio telecom even if it has been having a monopoly power in the country, after the management contract with France Telecom, is putting a great effort on marketing particularly selling and sales management. This is mainly because of the excess capacity in the company, dynamic technological changes in the industry, the need to become world Class Company and the treat of new entrant in the near future with the pressure coming from world trade organization (WTO).

Although these sales skills dimensions have long been recognized as predictors of sales performance, the majority of the previous studies had been conducted in advanced countries(in a

sales oriented company selling products and service is very important). Even Though it is more important in highly complex and high-tech industry like telecommunication because by nature in this industry customer knowledge and confidence on the product and services is very low that sales people role in this regard is critical to the success of the company.

Moreover, the need to undertake this study is justified by the recent shift the company has taken towards personal selling. The company has totally shifted to heavily relaying on personal selling from no personal selling. It is therefore critical to clearly identify what skills its sales people should acquire, what are the determinants of these skills, what type of training is needed and what kind of personal selling strategy to follow to enhance sales performance.

Therefore, the study tried to assess the impact of sales skills; which is explained by variables; technical skills, interpersonal skills, marketing skills and salesmanship skills; on personal selling performance of Ethio Telecom business to business sales force. It also investigated the moderating impact of organizational commitment on the relationship between sales person's skills and sales performance.

1.3. BASIC RESEARCH QUESTIONS

1. What does sales skill looks like in ethio telecom?
2. What is the impact of sales skill on the personal sales performances of ethio telecom business?
3. How does organizational commitment moderate the relationship between sales person's skills?

1.4. OBJECTIVE OF THE STUDY

1.4.1 General Objective:

The general objective of the study was to assess the impact of sales skill on personal selling performance in ethio telecom.

1.4.2 Specific Objectives:

Specifically the study had the following objectives:

- To assess ethio telecom sales skill experience.
- To assess the relationship between sales skill and sales person's performance,
- To investigate if organizational commitment moderates the impact of sales skills on sales person's performance.

1.5. SIGNIFICANCE OF THE STUDY

The study is important for ethio Telecom (ET), for Academicians and for student researcher.

❖ For ethio Telecom it will Help:

- ✓ To identify sales skills that is highly relevant for the industry in general for the company in particular.
- ✓ To identify training need areas for the sales skills and sales management.
- ✓ To identify sales persons recruitment criteria for the company so that the recruits will have the needed skills.

❖ For the student researcher, the research paper is important for requirement of partial fulfillment of Bachelor of Art in Marketing Management. In addition it has given an opportunity for the student researcher to apply theoretical knowledge acquired through the courses.

1.6. SCOPE OF THE STUDY

The study was confined to ethio-telecom's enterprise B2B sales division and did not address other divisions of the company. This study only covers from the time of ethio telecom's establishment 2010 to 2013 G.C. Moreover, it was limited to assessing the impact of sales skills with sub-dimensions; interpersonal, technical, salesmanship and marketing on personal selling performance.

1.7 RESEARCH DESIGN AND METHODOLOGY

1.7.1 RESEARCH DESIGN

The research design used in this research in general is quantitative. Particularly it utilized cross-sectional research design as data was collected in only one round in investigating the relationship between sales skills (Technical, Interpersonal, Marketing and Salesmanship) and sales performance of personal selling.

1.7.2 POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUES

So as to gather appropriate information that is relevant to the study (the impact of sale's skill on personal selling performance in the case of ethiotelecom B2B sales personnel); the participants of this study were sales person & supervisor working in ethiotelecom Enterprise (B2B) division who are responsible for business customers. The study used the census approach because it took all the population in the division that can increase the generalizability of the finding to the company. Therefore, the subjects were 130 sales persons working under Enterprise division.

1.7.3. TYPES OF DATA COLLECTED

For this research, both qualitative and quantitative data were gathered from primary and secondary sources. Primary data was collected from sales person in ethio-telecom's enterprise B2B sales division.

The secondary data on the other hand, is obtained from company's profile and website, and published documents those are relevant to this study.

1.7.4 METHOD OF DATA COLLECTION

A questioner survey instrument was employed. The questioners used here were structured as it is the case in quantitative research design. The study used Likert Scale from (1) strongly disagree to (5) strongly agree. No need of translating the questioners from English to the local language Amharic because the participants are at least BA Degree holders. To measure all the variables the researcher adopted validated measurements from different researchers which are organized in

to one by Ahmed et al (2010). Very slight Modification was made on the questions to fit the existing condition in the Industry.

1.7.5 METHOD OF DATA ANALYSIS

Different quantitative data analysis methods were used in this study. Descriptive statistical tools like frequency distribution, percentages and mean were used to present and describe finding. In addition, inferential statistics like correlation and regression were put to use in order to examine the nature of relationship between the variables in the study.

1.8. LIMITATION OF THE STUDY

Some of the limitations that the student researched faced while conducting this research was some respondents were not willing to complete the questionnaires. Another limitation might be the researcher's limited knowledge on the data analysis software used.

1.9. ORGANIZATION OF THE STUDY

This paper is organized four chapters. The first chapter contains background of the study; which includes introduction on the subject matter, statement of the problem, research objective, scope, significance as well design and methodology to be used. The second chapter deals with review of related literature and the third chapter is concerned with data presentation, interpretation and analysis. Lastly, the fourth chapter is devoted to answering the initial questions for the study those were raised in the first chapter by summarizing, concluding and pointing out the possible recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. OVER VIEW OF PERSONAL SELLING

The basic parts of a firm's promotional effort are personal selling, advertising, publicity, and sales promotion (Futrell, 1992; as cited in Jaramillo & Marshall, 2003). 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. They also believe that personal selling messages have the potential to be more persuasive than advertising or publicity due to the face-to-face communication with customers. According Brooks bank (1995, p.63) suggests that personal selling is a critical component of marketing success. He defines 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 (Brooks bank, 1995, p. 61 as cited in Jaramillo & Marshall, 2003).

In today's highly competitive marketplace, personal selling is a critical element in the effort of modern firms to achieve organizational success based on customer satisfaction, loyalty and profitable sales volume (Paparoidamis & Paolo, 2009). Personal selling is defined by Weitz, Castleberry, and Tanner (2004) as an interpersonal process whereby a seller tries to uncover and satisfy a buyer's needs in a mutually, long-term beneficial manner suitable for both parties (as Cited in; Meredith, 2009). From a seller's standpoint, personal selling is an act in a persuasive episode involving persuasive communication (Meredith, 2009). Similarly, Marone and Lunsford (2005) describe personal selling as being characterized by a mutual, two-way flow of information between a buyer and seller about a good or service or a combination of both. Personal selling is differentiated from other sales and marketing channels like telemarketing, catalogs, and the internet because it involves face-to-face communication (Soldow & Thomas, 1984). When increasing numbers of companies are attempting to build deep, meaningful, and

long-term relationships with their customers, personal selling is the only communication vehicle that allows a marketing message to be adapted and tailored to the specific needs, wants, and beliefs of the individual (Weitz, 1978). Consultative selling, value-added selling, professional selling, needs satisfaction selling, customer-oriented selling, strategic selling, relationship selling, solution selling, and partnering are all terms commonly used in congruence, and often interchangeably, to describe the personal selling process (Marone & Lunsford, 2005).

Personal selling is a social situation involving two persons in a communication dyad (Evans, 1963) and success results in how well both parties achieve a common understanding that will enable mutual goal fulfillment through social interaction (Webster, 1968, as cited in Meredith, 2009). A sales representative's skill and efforts are especially important where by "good skills and effort" are more effective than "poor skill and effort" especially for complex, new products as well as presentations from sales representations from lesser-known organization (Levitt, 1967 as cited in Meredith, 2009) The ability to customize and tailor messaging, as well as developing relationship with customers is where the concept of "personal selling" is derived. The opportunity to tailor-make presentations for each selling situation and customer is an advantage unique to personal selling(Levitt, 1967 as cited in Meredith, 2009).

The firm's marketing success is largely dependent upon salespeople, who have the most immediate influence on customers (Paparoidamis & Paolo, 2009). The role of salespeople has expanded beyond sales generation and more towards relationship selling as a means of creating customer satisfaction and loyalty (Ingram, 1996; Weitz and Bradford, 1999; Wilson, 2000; Ingram et al., 2001, as cited in Paparoidamis & Paolo, 2009). This is consistent with the general evolution of the discipline of marketing, which is increasingly interpreted from a relational perspective. For example, the American Marketing Association recently modified the official definition of marketing, stating that marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (Paparoidamis & Paolo, 2009 p.1054).

Historically, the act of communicating for the purposes of exchanging goods and services has occurred since the early stages of the human race. Around 10,000 years B.C., the forging and gathering activities of men were set aside as less profitable by the discovery of agriculture and planned production created shortage and surplus / supply and demand (Powers et.al., 1987).

Lambert (2008) as cited in Meredith (2009), offers a useful depiction of the evolution of sales eras described as follows:

- *The era of sales process (1890-1920): focused on the transaction itself, defining sales systems, methods, and approaches; most learning about sales was informal.*
- *The era of sales process (1920-1945): focused on facilitating transactions one customer at a time and producing new methods to train sales representatives on repeatable sales processes; most learning for salespersons was done on the job.*
- *The sales relationship era (1945-1985): focused on the transaction decision and closing the sale; training focused on pre-closing activities and landing business deals.*
- *The sales technology era (1985-2005): focused on all transaction steps as technology helped speed up the salesperson's reaction times to market trends, awareness of industry news, and develop a better understanding of clients.*
- *The sales competency era (2003-present): focuses on the buying experience and is built on a salesperson's competence for building relationships, solving problems, and bringing true value to the client, not just winning the sale.*

2.2 THE PERSONAL SELLING PROCESS

Personal selling is not one time process; rather it is process taking several steps. As revised by Marshal & Moncrieff (2005), there are seven steps of selling and some of the topical discussion of each selling step that one might find in most sales textbook. Fill (2002) as cited in Tsalidis (2010) argues that the alignment and the rigidity of the sequence should not be overstated, as the actual activities undertaken within each of these stages will vary not only from organization to organization but also between the salespersons. The Seven Steps are reviewed by Marshal & Moncrieff (2005) as follows:

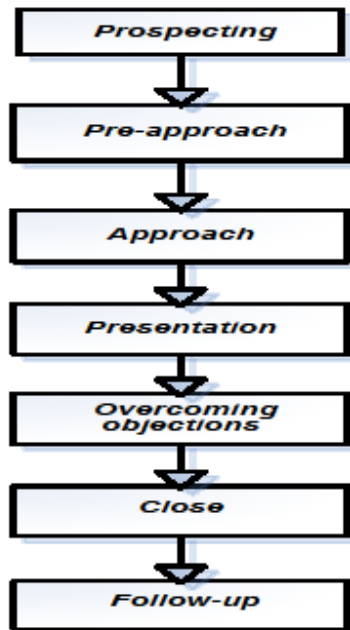


Figure 1: The personal selling process- Adopted form MarshalandMoncrieff (2005) p.15.

Prospecting

Prospecting is the method by which salespeople search for new customers and potential customers. One obvious reason for prospecting is to expand the customer base, which is important because most sales organizations lose customers every year (Jolson & Wotruba, 1992 as cited in Marshal and Moncrief, 2005). Sales textbooks typically discuss methods of prospecting, such as referrals, networking, bird-dogging, cold canvassing, and numerous others. Prospecting usually includes a discussion of qualifying the prospect and thus developing some type of screening procedure. Traditionally, salespeople were expected to find their own prospects. Prospecting was an essential and large part of the selling job, and for many salespeople, this was the most difficult and tedious part of the job-in fact, it is an aspect of sales jobs that has chased off many would be salespeople.

Pre-approach

The pre-approach step includes all post prospecting activities prior to the actual visit with a prospect or customer. The pre-approach step occurs on virtually every sales call. Sellers are

doing their research on the prospect or customer, familiarizing themselves with the customer's needs, reviewing previous correspondence, and pulling together any other new and relevant material that might be appropriate for bringing to the sales call itself. Pre-approach activities also include talking with gatekeepers, doing homework on the customer (individual and organization), mentally preparing for the approach and presentation (rehearsal), and breaching the customer's office on entry.

Approach

The approach usually takes the first minute or minutes of a sale. It consists of the strategies and tactics employed by salespeople when gaining an audience and establishing initial rapport with the customer. The approach includes opening small talk, the handshake, eye contact, and generally making a good initial impression. Most sales textbooks include a variety of different approaches that can be used, including the introductory approach, the assessment approach, the product approach, the consumer-benefit approach, the referral approach, the consultative approach, and many others.

Presentation

The presentation is the main body of the sales call and should occur after the salesperson has predetermined the needs of the customer. This step can be one presentation or multiple presentations over a period of time. Goals for the sales presentation will vary. First-time buyers must get sufficient information to adequately understand the product's benefits, which may be facilitated by building the presentation around a product demonstration. Selling points and attributes are visualized and built around a call agenda or sales proposal. This step can be complex, and a preparation is essential.

Overcoming objections

Objections can be broadly defined as customer questions and hesitations about the product or company. Salespeople should expect that objections will be encountered in every sales

presentation. A number of reasons exist for objections, and despite the fact that objections can delay the sales process, for the most part they should be perceived in a positive sense as useful. This is because by revealing objections, true buyer needs can be uncovered. In the early days of selling, sales objections were viewed mostly as a hurdle that salespeople had to overcome to get to the ultimate sale. In more modern times, a true objection might be viewed as a sign not to pursue the sale further because a need may not be met with a given product.

Close

The close is defined as the successful completion of the sales presentation culminating in a commitment to buy the good or service. Once any objections have been successfully overcome, the salesperson must actually ask for the business and thus begin the process of closing the sale. This step traditionally has been trumpeted as difficult for many salespeople (especially new salespeople) because many simply do not ask for the order.

Follow-up

The follow-up step is a relatively newer addition to the steps of selling in which the salesperson does not assume the sale is over with the acceptance of an order. Rather, much work begins after the sale to make sure the customer is happy with the product/ service and that everything that was promised is being delivered. Examples that are frequently given include a thank-you letter to the customer or a follow-up phone call to ensure the customer is happy.

2.3 BUSINESS TO BUSINESS PERSONAL SELLING

For many firms, especially in business-to-business markets, personal selling is the dominant element in the marketing communications mix and the key to implementing marketing strategy successfully. Sales expenditure may be as much as 15 per cent of sales, and higher than advertising costs (Barker, 1999 as cited in Sweet, 2007). Therefore the factors that enhance the performance of the sales function are of critical interest.

One important advantage of personal selling is that the selling pitch can be adjusted and individualized to the prospect. Once you determine the prospect's needs, you tailor the sales pitch. Unfortunately, personal selling is extremely expensive. As noted previously, door-to-door selling is disappearing in the area of consumer marketing (Friedman, 2011). This is, however, not true in the area of business-to-business (B2B) marketing. Companies selling complex products such as printing presses, buses, jets, computer systems, power plants, and other expensive "installations" usually use salespeople to sell their products (Friedman, 2011). These salespeople are compensated quite well and a large number of them are college graduates. When selling complex, costly products B2B (business-to-business), personal selling is extremely important. You need to develop a relationship with customers and may have to answer technical questions. A customer with a question can get an immediate response. Personal selling is also important where prices have to be negotiated and the sale involves a great deal of money (Friedman, 2011). A key disadvantage of personal selling is that it is costly and you have to deal with customers one at a time (Friedman, 2011).

2.4 SALES PERFORMANCE

There are immediate difficulties in defining sales performance, which has meant different things to different researchers and practitioners. Performance, which in a literal sense means the way that something functions, or the results of activity over time, is measured differently in different organization (Sweet et al., 2007). It is important to discuss defining characteristics of sales performance. Anderson and Oliver (1987) as cited in Zallocco et al., (2009) conceptualized sales performance as the evaluation of salespeople based on what they produce (i.e. sales outcomes) as well as what they do (i.e. sales behaviors). Example of the former include generations of sales units, revenue, market share, new accounts, profitability, etc., while sales behaviors include selling skills (e.g. adaptive selling, teamwork, effective communication, etc.) and selling activities (e.g. making sales calls, managing time territory, etc.)

Based on this view, salesperson performance has been studied relative to both salesperson outcome and behavior performance (Anderson and Oliver, 1987; as cited in Zallocco et al., 2009; Cravens et al., 1993). Regardless of how performance is defined, sales managers play a key role

in ensuring that salesperson performance goals are met and a major problem that sales managers face in doing this is the inability to accurately measure performance (Zallocco et al., 2009). As described by Zallocco et al, (2009) to address this, two theoretical frameworks – i.e. agency theory and organizational theory – are useful in describing how managers can effectively deal with the issue of performance measurability.

Agency theory (Eisenhardt, 1985, 1989 as cited in Zallocco et al., 2009) emphasizes the alignment of goals and objectives between principals and agents. 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 agent's) activities to ensure that organizational goals are met. The central premise here is that both have divergent goals and frequently do not share the same information.

2.5 DETERMINATES OF SALES PERFORMANCE

Due to its vital importance to both the firm and to individual sales people, improving sales performance is a great interest of both managers and researchers. A large number of researchers have forwarded different factors that do have an influence on sales person's performance (Churchill et., 1988; Ahmad et al., 2010).

Sweet et al., (2007) in their work “Developing a Benchmarking for company –wide Sales capability” identified five drivers of sales performance:

- **Leadership** including strategy, decision making, attitudes toward learning, improving, coaching.
- **Motivation**, including goal orientation and discipline, enthusiasm, planning, attitudes.
- **Skills** including communication, negotiation, customer relationships, presentation.
- **Process** including company's sales systems, information, records, preparation, follow through and delivery.
- **Marketplace** including understanding of the needs of customers, the market, their own products and those of their competitors.

Early traditional research into sales success was viewed as a function of the sales representative's job satisfaction, motivation, ability, role clarity, and other attributes particular to the sales representative's biographical or psychological profile (Riordan, Oliver, & Donnelly, 1977 as cited in Meredith, 2009). The most frequently studied theme pertaining to personal selling is process and technique studies examine individual level approaches to improving the effectiveness of customer and prospect interactions and sales outcomes, respectively.

Understanding how and why some individuals are more effective in sales interactions than others has obvious value to theorists, practitioners, and managers involved in personal selling (Meredith, 2009). Research examining and explaining the effectiveness of personal selling has since found mixed results and published research in peer reviewed journals examining personal selling success has been broken up into a range of topics (Meredith, 2009). Sales research has investigated variables relating to sales success that include influence strategies, personality traits / behavioral dispositions, and sales representative resources and capabilities. Walker, Churchill, and Ford (1977) as cited in Meredith (2009) identified a sales representative's performance as being a function of his or her a) level of motivation, b) sales aptitude, and c) perception of how his or her role should be performed. However, as Weitz (1981) as cited in Meredith (2009) notes, much research in selling has remained inconsistent and at times has yielded contradictory results, even for variables that can be assessed with high reliability such as age, education, and sales experience. (Meredith,et al., 2009).

In one of the most cited authors in sales performance area Churchill et al, (1985) expressed that: *In terms of the average size of their association with sales person performance, the determinants were ordered as follows: role variables, selling skills, motivation, personal factors, attitude and organizational factors; but when ordered according to real variation, the determinant were ranked as personal factors, selling skills, role variables, aptitude, motivation and organizational environment factors.* (p. 184).

As can be indicated in quotation above from Churchill et al., (1985) selling skills were the second most important of six variables, both in terms of average size association with performance and in terms of real variation. But as observed by Churchill et al., (1985) only few

studies are made relating to selling skills dimensions. Still many researchers have focused upon specific aspects of selling skills. (Rentz et al., 2002 as cited in Ahmad et al., 2010). The majority of the researchers focused on individual sales skills (Ahmad et al., 2010).

These individual sales skills can be categorized in to three dimensions: - Interpersonal, salesmanship and technical skills (Ahmad et al., 2010). The fourth dimension, which is divided from Ahearne and Schillewaert (2000), is marketing skills. The following paragraphs will discuss synthesis of empirical studies made on each of the four dimensions of sales skills and organizational commitment.

2.6 SALES SKILLS AND SALES PERSONS PERFORMANCE

2.6.1 Technical Skill

Technical knowledge refers to salesperson's skill in providing information about design and specification of products and the applications and functions of both products and services" (Ahmad et al., 2010, p.188). Many researchers have found a significant and positive relationship between technical skills and salespersons performance (e.g. Baldauf et al., 2001; Grants and Cravens, 1999; Baldauf and Cravens, 1999; Kati Keck and Skermeas, 2003,). However there are some researchers who come up with the contrary result (Ahmad et al., 2010; and Schillewaert, 2000,). This researchers finding is that technical skills levels possessed by salespersons do not necessarily lead to positive effects in terms of salespersons performance.

2.6.2 Interpersonal Skill

Interpersonal skills refer to mental and communication algorithms applied during social, communication and interaction to achieve certain effects and results (Ahmad et al., 2010, p.186). Different researches on the area have found that interpersonal skills significantly predict salespersons performance (E.g. Ahmad et al., 2010; Ford et al., 1988; Pilling and Eroglu, 1994 ;). Furthermore it is found that interpersonal skills play a significant role in predicting salesperson

success (Lockemon and Hallag, 1982). As the finding from Hill and Petty (1995) indicate interpersonal skill can also predict employability.

Interpersonal skills are expressed by listening, empathy, optimism and perceived observation skills. As confirmed by Ahmad et al., (2010) this dimensions are likely to collectively realized effective interpersonal skills that will in turn explain sales person performance.

2.6.3 Marketing skill

Salespersons' marketing skill refers to knowledge about the industry and trends in general such as customers, markets and products; Competitor's products, Services, sales policies; knowledge of competitor's product lines, and knowledge of customer operation (Behrman and Perrault, 1982, as cited in Ahmad et al., 2010 p.188). Found positive and a significant relationship between marketing skills and sales performance. As expressed by Ahmad et al., (2010) extensive knowledge base is importance for a sales person since it allows them to cope with the complex market environment.

2.6.4 Salesmanship Skill

Salesmanship can be explained by five dimensions which are adoptability, consultative selling, negotiation, questioning and salesperson cues and communication styles skills (Ahmad et al., 2010). Generally most of the studies on the area have found a positive relationship between salesmanship skills and salespersons' performance (Ford et al., 1988; Baldaf et al., 2001; Baldouf and Cravers, 1999). However still there are other researchers who have found the opposite of the above one's (Ahmad et al., 2010 and Schillewaert, 2000). Most of the previous studies have tried to relate each dimension of the salesmanship with salesperson's performance (Kentz et al., 2002 assisted in Ahmad et al, 2010). "Adaptive selling is defined as the sales person's ability to alter her/his sales behavior when interacting with customers and is important because it shows the amount of customization a salesperson is utilized (Ahmad et al., 2010 p. 186). Many researchers have found a positive relationship between adoptive selling and sales performance.

According to Morgan and Stoltman (1990) salespersons ability of asking questions, listening and detecting verbal and nonverbal cues, provide the basis for adaptive selling. There are also some findings that salespersons communication style plays on sales person's success (Stafford, 1996; Futrell, 2006). Researchers have found that not only the verbal skills could influence salespersons performance but salesperson's nonverbal cues could influence a person's behavior (Cho, 2001; Leigh and Summors, 2002; Stafford, 1996 ;). The final skill under salesmanship is consultative skills can also influence salespersons performance (De Cormier and Jobber, 1993; Goolsby et al., 1992). The majority of the researches reviewed lead to salesmanship to be as positive influencer.

2.7 ORGANIZATIONAL COMMITMENT AND SALES PERSONS PERFORMANCE

A committed employee is the one who stays with the organization through thick and thin, attained work regularly, puts in a full day (and maybe more), protects company assets, and shares company goals. According to Ahmad et al., (2010) few studies were undertaken on job performance by considering it as a moderator. As explained by Dutto et al., (1994) as cited in Ahmad et al.,(2010) activities take place within the organizational contexts, the effects of affective organizational commitment on sales skills dimensions can be expected and anticipated.

Irving and Coleman (2003) as cited in Ahmad et al., (2010) examined the moderating effect of organizational commitment on the relationships between role ambiguity and job tension in an organization undergoing significant change. It is found in this research that organizational commitments have a moderating effect on the relationship between role ambiguity and job tension. In addition it is argued that organizational commitment has some influence on employee turnover intention (Chang et al., 1999). Another more related research is conducted by Thanker and Joshi (2002), studied the relationship between customer oriented selling and long term performance, with organizational commitment as a moderator. It appeared that organizational commitments do really moderate the relationship between the two variables. In contrary to the above results, Ahmad et al., (2010) in their work on the relationship between sales skills and performance, found that organizational commitment does not have a significant moderator effect.

As can be seen from the reviewed literature, only one research investigated the moderator impact of organizational commitment on the relationship between sales skills and organizational

commitment. Organizational commitment has been only seen from the moderating impact. Its impact as direct influence of sales performance is not researched.

Therefore, in addition to testing the relationship between sales skills (technical, interpersonal, marketing and salesmanship) and salespersons performance and moderating role of organizational commitment is ethio telecom business to business selling, the present research will also try to fill the research gap by adding organizational commitment not only as moderator but also as determinant of sales person performance.

CHAPTER THREE

DATA RESENTATION, ANALYSIS AND INTERPRETATION

This section of the paper presents the data analyzed and entails discussions on the results obtained. Out of the distributed 130 questionnaires, 96 were collected back and found useful for the study giving a response rate of 74% and a reliability of 88.4%. After collection, the questionnaires were diligently checked for errors and omissions and entered into SPSS version 16.0 (statistical package for social sciences) to generate descriptive statistical reports. Inferential analyses were performed to indicate the possible nature of relationships that exist among the dependent and independent variables in the study.

3.1. GENERAL INFORMATION OF RESPONDENTS

This section gives background information on the respondents of the study taking four variables; sex, age, educational qualification and length of experience expressed in percentages.

Sex

Sex	Frequency
Male	61
Female	35
Total	96

Table 3.1 Respondents' sex composition (source: own survey)

The table above describes the composition of the respondents on the variable sex. As it can be observed, 63.5% of the respondents are male and the remaining 36.5% female. Based on this it can be said that the gender composition in the division is fairly dominated by male workers as well over half of the population was found to be male. In the table that follows, the age, educational qualification and the length of experience of respondents is displayed.

Age

Age	Frequency
18-25	19
25-35	63
35-45	11
>45	3
Total	96

Table 3.2 Respondents age composition (source: own survey)

From the above table, it can be observed that more than half of the respondents were between the age of 25 to 35 years old. Looking at a cumulative percent, one can understand that 85.4% of the respondents fall below the age of 35 which means the work force is largely composed of the young population. This age composition can be taken as good advantage for the company as many of the workers fall within the productive age and this can be used to the best advantage of the company. Having many young workers could imply good potential for the organization. Those above the age of 45 accounted for only 3% of the respondents.

Educational Qualification

Educational Qualification	Frequency
Diploma	4
Bachelor	82
Master	10
Total	96

Table 3.3 Educational qualification of Respondents (source: own survey)

As one observes the educational qualification of the respondents, all of them hold an educational qualification of diploma and above. A very significant portion of the respondents, that is 85.4% were first degree holders. Having a relatively educated composition of workforce in their respective fields can benefit the organization in terms of decreasing the cost incurred for training

Diploma holders accounted for only 4.2% of the respondents and the rest 10% were master's degree holders.

Years of Experience

Years of Experience	Frequency
<5 years	22
5-10years	40
10-20years	34
Total	96

Table 3.4 Length of experience of respondents (source: own survey)

The length of experience of most respondents, that is 41.7%, fell between 5 to 10 years which shows that the respondents have stayed in the organization for a relatively longer period of time. Those holding a length of service between 10 to 20 years accounted for 35.4% of the respondents. This can imply that the organization has good retention as 77.1% (taking the cumulative percentage for the length of service from 5 up to 20 years), have stayed in the organization for a long period of time. This would mean that the employees have well accumulated experience and are very familiar with many aspects of the work. The least number of respondents, that is only 22% of the respondents held an experience of less than five years. Among the respondents, none of them held an experience of more than twenty years.

3.2. DESCRIPTIVE STATISTICAL ANALYSIS

This section of the paper is devoted to presenting descriptive analysis which will summarize the data in terms of frequencies and mean scores. First the mean scores on all of the items in the questionnaire will be presented to get the general picture and for ease of detecting differences. Then a separate analysis of mean scores will be made for each of the dimensions; technical skill, marketing skill, interpersonal skill, salesmanship skill, sales person performance and organizational commitment.

Descriptive Statistics

	N	Minimum	Maximum	Mean
Knowledge of Product development	96	1	3	1.25
knowledge about performance	96	1	3	1.36
knowledge of delivery process	96	1	4	1.47
knowlledge of product features	96	1	5	1.77
real time information	96	1	5	2.51
information on industry trade	96	1	4	2.3
informed about imp events in industry	96	1	4	2.2
ability to express oneself	96	1	3	1.66
ability in general speaking	96	1	3	1.8
awareness and understanding	96	1	3	1.75
controlling and regulating emotion	96	1	3	1.93
ability to influence	96	1	4	1.95
ability to get buy in	96	1	5	2.05
ability in sales presentation	96	1	5	2.29
ability to service account	96	1	5	2.41
generating high level of sales	96	1	5	1.49
effective in exceeding sales targets	96	1	4	1.87
puts great deal of effort	96	1	5	2.61
accepts any type of assignment	96	1	5	2.54
similar values to company	96	1	5	2.43
proud of association with company	96	1	5	2.47
glad to be employed by company	96	1	5	2.48
care about fate of company	96	1	5	2.3
Valid N (listwise)	96			

Table 3.5 Mean scores of study items (source: own survey)

The items on the questionnaire were given response sets on a Likert scale of 1 up to 5, from 1-denoting (strongly agree) to 5-denoting (strongly disagree). Accordingly mean scores closer to 1 are interpreted as strong or high scores and mean scores closer to five are interpreted as weak or low mean scores. The above table displays the mean scores on each of the items in the questionnaire for the 96 respondents. Accordingly the highest mean scores were observed on the technical skills dimension. The next highest mean score was reported for the Interpersonal skills dimension. The rest of the dimensions of sales skills were found to have relatively similar scores on their means. These figures are merely mean scores for each of the items in the questionnaire. For a better and in-depth understanding, the researcher has computed separate mean scores for each of the dimensions; technical, marketing, interpersonal, and salesmanship skills. This is done so because it gives us a greater insight into understanding the differences and similarities among the mean scores of each sub dimension. As a result, it is expected to ease in determining or indicating which of these sub-dimensions predict sales person’s performance. The following tables present the mean scores on each of the sub-dimensions.

Descriptive Statistics

Technical Skills	N	Minimum	Maximum	Mean
Valid N (listwise)	96	1.00	2.50	1.4635
	96			

Table 3.6 Mean Score on the dimension technical skills (source: own survey)

Reading from the table, the mean score computed for the sub-dimension technical skill is reported to be 1.4. On the Likert scale of 1(strongly agree) to 5(strongly disagree), a mean score of 1.4 is considered to be high. This score was computed by averaging the reported scores on the first four items of the questionnaire which were supposed to measure the sales person on technical skills.

Descriptive Statistics

Marketing skills	N	Minimum	Maximum	Mean
Valid N (listwise)	96	1.00	4.33	2.3368
	96			

Table 3.7 Mean Score on the dimension marketing skills (source: own survey)

As can be observed from the table above, the mean score of the respondents on the sub-dimension of marketing skills is computed as 2.3. Comparing this statistic with the previous, that is the technical skills, it is relatively lower. This means that the respondents had highest mean scores on technical skills than on marketing skills. In the remainder of this section the remaining mean scores on each of the dimensions are presented which makes it favorable to compare between the sub-dimensions and observe their relationship with that of sales person's performance.

Descriptive Statistics

interpersonal skills	N	Minimum	Maximum	Mean
Valid N (listwise)	96	1.00	2.80	1.8167
	96			

Table 3.8 Mean Score on the dimension interpersonal skills (source: own survey)

The table above presents the mean score computed for the sub-dimension interpersonal skills. Compared to the mean scores computed for the technical and marketing skills sub-dimensions, the mean score for interpersonal skills falls in between the two with a computed value of 1.8. This means, if one has to rank the respondents average score on each of the above sub-

dimensions, it would be reported that the respondents are best at technical skills, better on interpersonal skills and good on marketing skills.

Descriptive Statistics

Salesmanship Skills	N	Minimum	Maximum	Mean
Valid N (listwise)	96	1.00	5.00	2.2500
	96			

Table 3.9 Mean Score on the sub-dimension salesmanship skills (source: own survey)

The fourth sub-dimension of sales skill on the sales person skill factor was salesmanship skill. The mean score of this sub-dimension was computed as 2.2 which appear lower than the mean scores reported on technical and interpersonal skills but higher than the mean score reported for marketing skills.

Taking the mean score of each of the dimensions from the tables presented above (i.e. Table 3.6 up to table 3.9) the respondents are ranked in the following summarized manner in descending order.

Sub-dimensions	Mean Scores
Technical Skills	1.4
Interpersonal Skills	1.8
Salesmanship Skills	2.2
Marketing Skills	2.3

Table 3.10 Summary mean Scores (source: own survey)

As summarized in the table, the respondents reported the highest scores on the sub-dimension technical skills and the least on marketing skills. As it is observed from the computed means, the respondents were scored relatively higher on the skills technical and interpersonal. This section has provided a picture on what sales skills look like in Ethio-telecom through descriptive analysis by computing the mean scores on each of the sub-dimensions of sales skill. The following section will in detail try to make sense of these figures by comparing them with the mean scores obtained for sales performance and organizational commitment.

Descriptive Statistics

	N	Minimum	Maximum	Mean
Organizational commitment	96	1.00	5.00	2.4722
Valid N (listwise)	96			

Table 3.11 Mean score for organizational commitment

The above table shows the mean scores for the level of organizational commitment which is found to be low. Compared to the other means reported on other variables, the respondents have very low mean on the variable, organizational commitment. This implies minimum level of attachment and association with the company which in turn can harm the overall performance of the company.

3.3 INFERENCE STATISTICS

The previous discussions have yielded some useful statistics in terms of indicating where respondents stand on the sub-dimensions of technical, marketing, interpersonal and salesmanship skill. This section will try to investigate if these different mean scores have any bearing on the sales person's performance. In an effort to do so, inferential statistics has been put to use. Consequently correlation analysis was undertaken to identify the nature of relationship that exists among each of the sub-dimension with that of the sales person's performance.

Correlation

		Technical Skills	Marketing skills	Interpersonal skills	Salesmanship skills	Sales performance
Technical Skills	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	96				
Marketing Skills	Pearson Correlation	.413**	1			
	Sig. (2-tailed)	0				
	N	96	96			
Interpersonal skills	Pearson Correlation	.236*	.315**	1		
	Sig. (2-tailed)	0.021	0.002			
	N	96	96	96		
Salesmanship skills	Pearson Correlation	.258*	.400**	0.188	1	
	Sig. (2-tailed)	0.011	0	0.067		
	N	96	96	96	96	
Sales performance	Pearson Correlation	.258*	.400**	0.188	0.106	1
	Sig. (2-tailed)	0.011	0	0.067	0	
	N	96	96	96	96	96

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

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

Table 3.11 Correlation Analysis (source: own survey)

The table above presents the correlation matrix where each of the sale person skills dimensions was tested for possible correlation with sales performance. From among the sub-dimensions, the highest correlation was reported for that of marketing skills. This means that one's marketing skill is highly correlated to his/her sales performance. This result suggests that salespersons that possess excellent marketing skills can significantly boost sales performance. This was proved with a significant correlation coefficient of 0.400**. Market knowledge reflects a salesperson's knowledge about the industry in general (e.g., competition, trends). An extensive knowledge base is important for salespersons, because it allows them to cope with complex market

environments. However, from the descriptive analysis presented in table 3.10, the respondents reported the least mean score on marketing skills. This can be a point of intervention because the correlation analysis indicates that marketing skills are positively and significantly related to sales performance.

The next strong correlation was detected for technical skills with a correlation coefficient of 0.258**. This finding is consistent with previous evidence supporting the fact that technical skills influence salesperson performance (for instance, Baldauf, Cravens & Piercy, 2001; Katiskea&karmas, 2003). It was also found out in the descriptive analysis that the respondents had the highest mean scores on this skill dimension which meant they were scored high on technical skills (see table 3.10). This is favorable because this high score, according to the correlation analysis, can predict a boost in sales performance (see table 3.11).

The rest of the sub-dimensions, interpersonal skills and salesmanship skills, surprisingly didn't show any significant correlation with sales performance. Therefore, from the above correlation matrix, we can infer that marketing skills and technical skills have a strong positive relationship with sales performance which is the same as saying the better a sales person gets at these two skill dimensions, the better is he/she expected to be on their sales performance. This could be explained by the nature of industry and the level of customer knowledge where technical skill is more favored than interpersonal or salesmanship skill. For the management of Ethio-telecom, this would mean, an increase in sales performance can be achieved by increasing the technical and marketing skills of its sales persons through various training programs. However, this should not mean that interpersonal skills and salesmanship have got no bearing on one's sales performance. There still remains to be a relationship but was not significant as displayed in the correlation matrix.

The above correlation matrix tells that relationships exist among the variables tested; however it does not depict the direction and magnitude of relationships among the variables. This will be achieved by undertaking regression analysis.

Before conducting regression analysis, the researcher has undertaken a test for multi-co linearity among the independent variables (the four sub skill dimensions). Multi co-linearity is a statistical phenomenon where two or more of the independent variables in the analysis are found to be highly correlated and this may overstate the explained variations in the dependent variable. Therefore, it is important to check for any significant relationships between the independent variables themselves. This is done to obtain a true picture of the nature of relationships that exist among dependent and independent variables through regression analysis.

The multi co-linearity test run yielded a variance inflation factor (VIF) of less than 3 for all subsequent tests run (see table below, table 3.12). This means, there is no concern for multi co-linearity and we can proceed with regression analysis and a test of moderation.

Model	Co-linearity Statistics	
	Tolerance	VIF
1 Mean (mktg)	.829	1.206
Mean (tech)	.829	1.206
2 Mean (mktg)	.721	1.386
Mean (tech)	.823	1.215
Org.Commitment	.818	1.222

a. Dependent Variable: mean sales performance

Table 3.12 Co linearity Statistics (source: own survey)

Consequently the last step in this analysis was performed to examine the magnitude of relationship among the dependent and independent variables and examine for any moderation effects through hierarchical regression.

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.635	2	7.817	9.548	.000 ^a
	Residual	76.143	93	0.819		
	Total	91.778	95			
2	Regression	39.045	3	13.015	22.707	.000 ^b
	Residual	52.733	92	0.573		
	Total	91.778	95			

Table 3.13 Analysis of Variance (source: own survey)

- a. Predictors: (Constant), Technical Skill, Marketing skill,
- b. Predictors: (Constant)Technical Skill, Marketing skill, organizational commitment

The *F* statistic tests in the above table can tell us whether the R square proportion of variance in the dependent variable (i.e. Sales performance) is accounted for by the predictors. These predictors are put into two blocks. The first block consists of predictors marketing skills and technical skills. The second blocks consist of these two variables along with the interaction effect, i.e. organizational commitment. The difference in the value of *F* statistic in the above table in the first and second block will then tell us whether or not there is an explained increase sales performance as a result of the introduction of organizational commitment as a moderator variable. Accordingly, looking at the *F* statistics in the above table in the two blocks, it is observed that the value increases from 9.5 to 22.7 which indicates that in the second block the introduction of the interaction variable, that is organizational commitment, results in explained variations on the magnitude of predictive power that marketing skills and technical skills have on sales performance. This is the same as saying, marketing and technical skills predict the sales performance of a sales person but this predictive power varies depending on whether or not the

person has organizational commitment. This is more explained in the regression model presented in the following table.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.413 ^a	0.17	0.153	0.90484
2	.652 ^b	0.425	0.407	0.75709

Table 3.14 Model Summary Regression Analysis (source: own survey)

- a. Predictors: (Constant), Technical Skill, Marketing Skill
- b. Predictors: (Constant), Technical Skill, Marketing skill, organizational commitment

The above table depicts a summary of the regression model. Hierarchical regression was done where in the first block, only the independent variables were regressed on the dependent variable. This mean, the first blocks consist of the regression equation only taking marketing and technical skills as independent variables and sales performance as the dependent one. The next block then incorporated organizational commitment as an interacting/moderating variable along with the independent variables. As can be observed from the change in the value of the R² the first block and the second block are significantly different. This means, organizational commitment has a bearing on the predictive power of marketing and technical skills on sales performance. From the table above, without the introduction of the variable organizational commitment, the R2 value is 0.170. This is interpreted as 17% of the variation or change in sales performance is explained by the change in marketing and technical skills. In the next block, after introducing the moderator, organizational commitment into the model, this value for R2 has been observed to change significantly. This is observed in the second block of the regression model were the value of R2 is 0.425. This means 42% of the variation or the change in sales persons' performance is explained by the change in the level of marketing and technical skills given that the person has organizational commitment. Therefore, the above model proves that organizational commitment moderates the relationship between the salesperson skill and his/her sales performance.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This section of the paper presents the summary of major findings based on which conclusions are drawn and recommendations are forwarded.

4.1. SUMMARY OF FINDINGS

- The response rate obtained from the distributed questionnaires was 74% (130 were distributed and 96 were collected) with a reliability of 88.4%.
- Looking at the general/background information of the respondents, the population is male dominated with a predominantly young population with average length of experience mainly falling between 5 to 10 years.
- High mean scores were reported for technical skills sub dimension with a mean score of 1.4 followed by interpersonal skills with mean score of 1.8. The least mean was reported for marketing skills which was 2.3.
- The respondents have very low level of organizational commitment which was computed as 2.4 and compared to the other variables measures; this was found to be the minimum.
- Correlation analysis was undertaken to determine the nature of relationship that exists between the sales skill dimensions and sales person performance. Accordingly, marketing skills was found to be significantly correlated with sales performance. In addition, technical skills also have shown significant correlation with sales person performance.
- Regression analysis was performed to further examine these relationships and check for organizational commitment as a moderator between the relationships of sales person skill to sales person performance. Consequently, the analysis has shown that organizational commitment moderates the relationship between a sales person skill and his/her performance.

4.2 CONCLUSIONS

The following conclusions are drawn based on the major findings of the study.

- According to the result from the descriptive analysis on the four sub-dimensions of sales skill, the workers in ethio telecom have high level of technical skill followed by interpersonal skill. This can describe what sales skill looks like in ethio telecom where sales persons possess greater level of technical and interpersonal skills but minimum salesmanship and marketing skills. This shows a gap which might present itself as a challenge in meeting ethio telecoms sales targets. Even though one possesses the technical and interpersonal skills, lacking salesmanship and marketing skills will be a challenge in successfully closing a deal with a customer.
- Another finding of this research is that the respondents have low organizational commitment. This is very harmful to the organization not only of the singular effect it has on the company as a single variable but because it also moderates the relationship between sales skill and sales person's performance. If not managed properly, the consequences of such low commitment of employees could become rampant.
- Based on the findings from correlation analysis, two of the four sub dimensions of sales skill were found to be significantly correlated with sales performance. These were marketing skill and technical skill. However, the respondents were reported with lowest scores on marketing skills. This is a disadvantage for the company because marketing skills are significantly and positively related with sales performance. This shows a gap for ethio telecom. On the other hand, ethio telecom has an advantage according to this result as the respondents recorded highest mean scores on technical skills and these skills were found to be significantly and positively related with sales performance.
- Organizational commitment was found to be a moderator in the relationship between sales person skills and sales person's performance. These mean that sales people who have high organizational commitment are more likely to produce better sales performance than those who are not committed.

4.3. RECOMMENDATIONS

Based on the findings of the study and the conclusions drawn from them, the student researcher forwards the following recommendations.

- The findings of the study indicate that technical and marketing skills are significantly and positively related with salesperson performance. However, the respondents reported very low level of marketing skills. This is shown in the result where the lowest mean score among the four sub skill dimensions was reported for marketing skills. It is therefore recommended that ethio telecom should try to upgrade the marketing skills of its employees through trainings by identifying areas on which employees need the skills most.
- On the other hand, the respondents had high level of technical skill which is strong side and can be used to solve other weakness areas. Technical skills were reported with high mean scores and at the same time the correlation analysis has revealed that these skills are significantly and positively related with sales person performance. Therefore it is a need for the company to keep its competence of high technical skill of its employees and try to exploit these skills to further improve sales performance by keeping track of new technological advances and provide timely trainings to keep the company up to date with the market.
- Through regression analysis in this study, organizational commitment was found to be a moderator in the relationship between salesperson skill and salesperson performance. However, the mean score reported on organizational commitment is very minimum meaning that the respondents have very little commitment towards their organization. This is both a challenge and an opportunity for ethio telecom to solve because through increasing or improving organizational commitment, the impact of sales skills in boosting sales performance can be increased. But if not, it will have the negative consequence meaning even though people have skills, performance may not still improve due to lack of commitment. Therefore, ethio telecom can use this relationship to its advantage by increasing or improving the commitment of its employees through different benefits

packages and reward structures by further studying the demands of employees on these particular areas.

- Finally, the student researcher would like to suggest for further studies in other branches of the company to increase the generalizability and applicability of findings in this study.

APPENDIX

St. Mary's University

Faculty of Business

Department of marketing management

The Impact of Sales Skills on Personal Selling Performance:

The Case of ethio Telecom Enterprise (B2B) Sales Personnel.

A Questionnaire to be filled by Enterprise (Business to Business) Sales person's.

This questioner is to be conducted as part of a research project which shall be submitted in partial fulfillment of bachelor of Art in Marketing Management. The overall purpose of this study is to examine the relationship between sales skills and sales person's performance. All information provided through this is used only for academic purpose and to be considered with top confidentiality. I would like to thank you in advance for your participation, given your busy schedule.

General Instructions

It is not necessary to write your name on this questionnaire. Please put mark for the close ended questions and use the space provided for the open ended questions.

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

- | | | |
|---------------|--|--|
| 1. Sex | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age | <input type="checkbox"/> 18-25 years old | <input type="checkbox"/> 25-35 years old |
| | <input type="checkbox"/> 35-45 years old | <input type="checkbox"/> Above 45 years old |
| | <input type="checkbox"/> High school completed | <input type="checkbox"/> Diploma |
| 3. Education | <input type="checkbox"/> Bachelor degree | <input type="checkbox"/> Master's Degree |
| | <input type="checkbox"/> Less than 5 years | <input type="checkbox"/> 5-10 years |
| 4. Experience | <input type="checkbox"/> 10-20 years | <input type="checkbox"/> Greater than 20 years |

Part II: Scale Questions

Please Score the skill and performance of your subordinate sales person on each statement: - 1- strongly Disagree to 5- strongly Agree as follow

Strongly agree (1), Agree (2), Neutral (3), Disagree (4), strongly disagree (5).

Strongly Agree

Strongly disagree

1

2

3

4

5

Statement	Score
Technical skill	
1. She/he has adequate knowledge about produce development.	
2. She/he has adequate knowledge about performance.	
3. She/he has adequate t knowledge of delivery process.	
4. She/he has adequate knowledge of product features.	
Marketing skills	
5. She/he always have a real time information	
6. She/he has a lot information on industry trends	
7. She/he is well informed about important events in our industry	
Interpersonal skills	
8. She/he has adequate ability to express oneself	
9. She/he has adequate ability in general speaking	
10. She/he has adequate awareness and understanding	
11. She/he is adequate in controlling and regulating emotion	
12. She/he has adequate ability to influence	
Salesmanship skills	
13. She/he has adequate ability of get buy-in	
14. She/he has adequate ability in sales presentation	
15. She/he has adequate ability to service account	
Sales person performance	
16. She/he is adequate in generating high level of sales	
17. She/he is effective in exceeding sales targets	
Organizational commitments	
18. She/he puts a great deal of effort	
19. She/he accept any type of assignment	
20. She/he has values similar to company	
21. She/he is proud to be associated with Organization	
22. She/he is glad that employed by the company	
23. She/he care about the fate of the company	

PART III. Open-ended items

For the following open ended items, please provide your explanation on the spaces provided.

24. Please list and discuss any other sales skills you think were not included in the above question items.

25. Please indicate areas which you recommend ethio-telecom should provide training on to improve your sales skills.

DECLARATION

I the undersigned student researcher declare that this senior essay is my original work; prepared under the guidance of Mr. AberaYilma and the source of materials used for the manuscript preparation have been duly acknowledged.

Name: Hana Kassa

Signature: _____

Place of submission: St. Mary's University

Date; June, 2014

Advisor's Approval

This paper has been submitted for examination with my approval as St. Mary's University Advisor.

Name: AberaYilma

Signature: _____

Date: _____

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