



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTEMENT OF MBA GENERAL**

**INTERNAL FACTORS AFFECTING SALES
PERFORMANCE OF BGI ETHIOPIA ST.GEORGE BREWERY
ADDIS ABABA PLANT**

BY

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DECEMBER, 2019

ADDIS ABABA, ETHIOPIA

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ADVISOR: TESFAYE WOLDE (PHD)

DECEMBER, 2019

ADDIS ABABA

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

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of TESFAYE WOLDE (PHD). 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.

Name

Signature

St. Mary's University, Addis Ababa December, 2019

ENDORSEMENT

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

Advisor

Signature

St. Mary's University, Addis Ababa December, 2019

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Acronyms/ Abbreviations

BGI	Societe Des Brasseries Et Glaciers Internationale
SIP	Sales Incentive Plan
SPSS	Statistical Package For Social Science
SAM	Strategic Account Method

Abstract

The wellbeing of one company may depend up on its performance of selling. The purpose of this Research was to assess internal factors that affect sales performance of BGI Ethiopia plc. Addis Ababa plant. For this study since the number of sales employees are small, the researcher decided to take 100% of the population to be more confident and reduce sampling errors. In this cases the sample size of the study was a total of 102 sales persons and sales supervisors of the company. Primary data were used. Primary data was collected by using a questionnaire. Quantitative research approach were used for data collection, 102 questionnaire were distributed and among those 95 of them were collected. Descriptive statistical analysis were used to analyze the data such as frequency, percentage and mean, correlation and regression analysis also was used in order to analyze the data, and the researcher also use the software called statistical package for the social science (SPSS) version 23.0. The findings show that major internal factors that affects sales performance of the company is sales person performance, sales incentive, training and development, sales forecasting and product quality and correlation results shows all independent variables have positive correlation with the dependent variable. At the end of the study recommendations were forwarded by the Researcher, such as the company should recruiting appropriate sales person, provide attractive sales incentive, providing periodic and continuous training, establish research and development department, hiring marketing expert who have ability and skill to make effective sales forecast and continuous improvement of product quality according to customer need to satisfy both existing and new potential customers.

Key words: Sales performance, Sales person Performance, Sales incentive, Training and development, sales forecasting and product quality.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Marketing is the performance of business activities that directs the flow of goods and services from producer to the customer. Modern marketing is more than just producing good products, suitable pricing and easy access to them Kotler & Armstrong, (2000).

Sales person is an individual who sales good and services to other entities. Sales person is able to impress the customers favorably, as a result the customer are attracted towards the product or service and ultimately purchase it. Sales personality is the sum total of certain positive qualities and traits of a sales person Campbell (2008). The successfulness of sales person is usually measured by the amount of sales of he/she is able to make during a given period, how good that person is in persuading individual to make purchase and additional duties where sales consultation and customers service to this client companies. Sales person performance evaluation is practice of monitoring and guiding personnel to improve their ability to sell products and services. It is the outcome of work because it provides strongest linkage to the goals of the organization, customer satisfaction and economic contribution Campbell (2008).

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

Generally, for the buying and the selling process sales persons play a big role especially in the brewery industry because the achievement of an organization usually measure by the highest profit generated by the company. Most company usually including BGI Ethiopia, the management focus or spent their time on how should they cope up with the external environment like government policy, competitors, suppliers, customers in another way the manager will not give the same attention for the internal environment, especially for the employee because of this the study was conducted and will provide suggestions or appropriate information for the manager of the organization how they can focus the same time in the internal environment and also achieve the highest profit with the highest sales performance respectively.

1.2 Background of the organization

It all started in 1922. Mussie Hal, a German national with Ethiopian descent established St. George Brewery after concluding an agreement with the monarchy Mr. Hal bought 20,000 Square Meters of land near the present day Mexico Square in Addis Ababa. Soon after, with archaic machinery, 137 workers and raw materials imported from abroad, the factory started brewing St. George Beer. Production capacity did not exceed 200-300 bottles per day during that period. In 1936, after the occupation of Addis Ababa, the Italians took over St. George Brewery. After the installment of new machineries and the expansion of production facilities & work force, the brewery was able to expand production and started to meet the increasing demand for “modern” beer. With the Italians at the helm, production reached three to four thousand bottles of beer per day and the first draft beer was introduced packaged in wooden casks.

St. George Brewery’s ownership was assigned to the private domain of Emperor Haile Sellassie I and four other individuals after the expulsion of the Italian occupying forces 1941. During the 40’s and 50’s, beer drinking became popular among locals and St. George Beer became the undisputed champion in Ethiopia. This led to a major overhaul and expansion of the brewery to meet the growing demand. Throughout the 60’s and 70’s St. George Beer’s popularity grew steadily along with the brewery’s product portfolio with the additions of new brands like St. George Stout Beer; which was the first dark or Stout beer produced in Ethiopia and Pilsner Beer which was a blond Lager variety. St. George Brewery was nationalized and handed over to The Ministry of Finance in 1974 when the military junta “Dergue” came to power. In 1975, St. George Brewery’s old maltery was revived to

process locally sourced malt. Its expansion and modernization was completed in 1977, enabling it to satisfy its own malt needs and supply the surplus malt to other breweries. As well as improving and modernizing its brewing methods, preparation of fresh yeast also started, greatly improving the taste of St. George Beer. In the late 70's the iconic brand name St. George Beer and the St. George emblem logo was replaced with "Addis Beer", until it was revived again in the late 90's when BGI Ethiopia took over ownership.

St. George Brewery resumed operation without much change except for few reshufflings and replacements to top management after the fall of The Dergue Regime in 1991. Towards the end of 1997; BGI (the brewery and beverage production wing of Castel Group) was established as BGI Ethiopia P.L.C. to facilitate private investments in the brewery sector; which was the first of its kind in Ethiopia. In the town of Kombolcha (Wollo), BGI Ethiopia established the first privately owned brewery by acquiring 47 Hectares of land and The Kombolcha brewery was officially, inaugurated, producing two brands; Bati Beer (which was a mainstream local brand) and Castel Beer (which is an international premium brand). In conjunction with operating its own brewery and producing its own beer brands, BGI Ethiopia purchased the historic St. George Brewery and the iconic St. George Beer brand in December of 98'. After privatizing the St. George Brewery, BGI Ethiopia invested heavily on several renovation, modernization, and expansion projects to bring the old brewery, the quality of its products and the competency of its workforce to international standards. BGI Ethiopia also invested considerably in conducting unique marketing campaigns and corporate social responsibility schemes, which were non-existent in the industry during that time. Several product innovations were also introduced, including the first pasteurized draft beer. Throughout the 2000's, several expansion and modernization projects continued on the two breweries (Addis and Kombolcha) increasing their combined production capacity from 500,000 Hl. to 1,400,000 Hl. In June 2011, BGI Ethiopia inaugurated its third and largest state of the art brewery in the town of Hawassa. BGI Ethiopia also continued to expand its products portfolio by introducing the Amber beer brand in 2012, which was the first of its kind in the country. By mid-2012, BGI Ethiopia has also ventured into the winemaking business, building and operating the first privately owned winery and vineyard in Zeway town with an initial investment of 22 Million USD. Source <https://asokoinsight.com/content/market-insights/ethiopia-breweries>

Raya brewery opened in 2014 and was bought out by BGI in 2018, and Zebidar started brewing in 2017 and is currently in the process of being acquired by BGI, which would add its 350,000 hectoliters capacity to its total.

Today, BGI Ethiopia operate with total of 1,232, permanent employees and 1,458 temporary employees total 2717 employees with the largest number of breweries, at four and has a production capacity of 4.3 million hectoliters a year. Source <https://asokoinsight.com/content/market-insights/ethiopia-breweries>

1.3 Statement of the Problem

Successful and profitable operation of business enterprise depends to a great extent on the creation of link between the seller and customer. The quality sales person shall possess a good sales personality which is the sum total of the impression made on people with whom one comes in contact besides possessing a good sales personality Donaldson, (2003)

The world economy mostly depends on those of the three sectors agriculture, service and manufacturing industry. The manufacturing industry in the world growth very fast because of the development of technologies, innovation, globalization and unsatisfied human need. However manufacturing industries growth highly in both developed and developing countries.

As we know the Ethiopian economy is dependent of the agriculture sectors, but now a days the manufacturing industries brings a good improvement. The major manufacturing industries in Ethiopia are participating in textile, building materials like metal and cement and food and beverage. Today the brewery industry is very attractive In Ethiopia.

The study was conduct on one of the most popular and pioneer factory in Ethiopian brewery history is St. George brewery which is owned by French company name BGI Ethiopia PLC previously St. George brewery was operating in one plant which is located around the area of Mexico in Addis Ababa. Now a day's St. George brewery have five different plants in five different geographical locations, and the company have achieved or gained a geographical advantage to increase the availability of the product. But the company could not achieved the sales volume as expected. The company is highly influenced by both internal and external factors.

Poor Sales Forecasting, Poor Individual Performance can adversely affect the sales performance of an organization. Not only these, factors such as, absence of training and development, and the absence of attractive sales incentives and commission also can adversely affect sales Performance of the business organization, Robert lee, (2017).

This study was conducted only on internal factors that affect sales performance which is

- ❖ Poor individual performance or sales person performance
- ❖ Lack of attractive sales incentives
- ❖ Lack of training and development programs
- ❖ Poor sales forecasting and
- ❖ Attitude toward product quality

This factors have a high influence on sales performance of the organization.

As low level of sales performance affects the company's selling activities and quality of sales man, and this have to be evaluated to the problems. From the above explanation the purpose of the research is to assess the internal factor that affect the sales performance of BGI Ethiopia plc. (St. George brewery Addis Ababa). St. George brewery factory is competing with both the existing brewery companies and new entrants. Having 50.01% market share in country beverage industry in 2015. (<http://WWW.addisfortune.net/article/ethiopia-beer-market/.com>)

But know a days the market share of the company were declining, according to the official of the company were estimated market share of the company in 2018 was 43.54%. Source; secondary data from company sales report.

1.4 Research questions

The research address the following basic research questions

1. How does sales persons affect sales performance of BGI Ethiopia PLC?
2. How attractive is sales incentives paid by the company and how it affect sales performance of the company?
3. What does the company do in terms of training and development program?
4. How does the company plan and manage the sales forecasting process and how its affect sales performance?
5. How does attitude toward product quality affect sales performance of the company?

1.5 Objective of the study

1.5.1 General Objective

The general objective of the study is to assess the internal factors that affect the sales performance of BGI Ethiopia plc. In St. George brewery Addis Ababa.

1.5.2 Specific Objective

The specific objectives of the study are

- To investigate how the performance of the sales person affect the performance of the company.
- To assess why there is unattractive sales incentive system
- To find out how BGI Ethiopia PLC provide training and development programs to improve the skill and knowledge of the sales crew
- To investigate the company plan on sales forecasting process and came up with suggestions
- To assess the attitude toward product quality and to recommend some measures that are observed in BGI Ethiopia PLC.

1.6 Significance of the Study

This study tries to describe the importance of sales performance evaluation in BGI Ethiopia PLC. This research is useful to know the existence situation for the company sales and to add some modification by providing suggestion on how to improve the sales by evaluating the performance in the organization in order to achieve company's objective.

This study gives a relevant information for the company managements to understand the internal factors affecting the sales performance of the company and will guide how to take a corrective actions to maintain the performance of the company. At the same time the study will benefit other researchers to use the study as a reference and it will also improve the knowledge of the researcher.

1.7 Scope of the study

Geographically, the study was conducted only in St. George brewery and from those five plants focused on Addis Ababa branch. Theoretically or conceptual scope of the study, the participants of the study were sales persons of the organization because they have a direct relationship with sales performance and at the same time limitation of a given time period.

Generally the study was focused only on the internal factors that affect the sales performance of the organizations in the Addis Ababa branch with concerned employees (only sales persons of the company).

1.8 Definition of terms

- **Sales:** - Sales in business terms are the actual sales in money value, a company receives after necessary collections are made from different sales channels of the original total production put on the market Mc Cathy et al (1994).
- **Performance:** the act of performing or doing something successfully using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behave in a particular way for another group of people Cole and Kelly, (2011).
- **Sales performance:-** Sales performance is an integrated framework that enables organization to plan and model sales strategies and ensure timely execution of sales initiatives while ensuring both front lines sales people and decision makers have visibility into performance. Sales performance represents the next generation of best practices for sales Michael D (2006).
- **Incentive:** - An incentive is something that encourages the employee to take action. An incentive program is a program that encourages employees to achieve specific goals set by the company Chesser (2016).
- **Training:-** Training is the process of integrating personal and organizational goals. The focus is on establishment of a culture in which parts of the staff member's personal goals are in sync with the company's goals Chesser (2016).

- **Development:** - is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future McNamara (2008).
- **Sales forecasting:** is the prediction of sales for the upcoming periods Cohen, (1991).
- **Product:** A product is anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas Kotler & Keller, (2015).
- **Product Quality:** The characteristics of a product or service that bear on its ability to satisfy stated or implied customer needs Singh, (2012).

1.9 Organization of the study

This research paper organized in logical sequence for the sake of the readers to easily understand. The paper is contain the following chapters:- **chapter one** deals about the introduction part, background of the study, background of the organization, statement of the problem, research questions, objective of the study, significance of the study, scope of the study and definition of terms were discussed. **Chapter two** discuss with review of related literature about sales performance, sales person performance, factors affecting sales performance, attributes of good sales person and methods and criteria for evaluation of sales person performance and empirical review were done including conceptual frame work. **Chapter three** discuss about research design and methodology this chapter try to present about type of research design and approach, samples and population of the study is conducted, source of tools and procedures for data collection and methods of data analysis, reliability and validity and finally ethical consideration also take place in this chapter. **Chapter four** is try to discuss about results and discussion of the findings of the study and finally, **chapter five** is discussed based on the finding of the study summary, conclusion, recommendation and limitation of the study is presented.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Theoretical Review

2.1.1 Sales

According to Stien (2006) it is believed that the right sales approach consists of sales training that supports a company sales methodology and related process.

Designing or adopting sales methodology is critical without this methodology in place training is tactical attempt to larger problem. The selling methodology must be developed based on the company's unique situation in their market, their customer, how the customers buy the complexity and price levels of the product and services the company offers. Competitive pressure, reporting requirements the participation partners and the skill level of their current sales people Stein (2006). Most companies recognize that the world and their buyers buying process probably have changed forever. But some companies have not recognized the need to make change their sales force Stein (2006). In dealing with falling or declining sales, it is advisable to invest in some short terms training to upgrade the skills of sales and customers service staffs. If you cannot afford to fire experience, train the staff you can afford. This is an investment you cannot afford to miss. Find training that producers result tailored to get to your situation. It can be seminar or distance learning that does not require time away from the property or the job. Verret (2004).

2.1.2 Performance

Most organizations currently use performance goals to influence their employees' behavior. However, the results are not always what these organizations expect. As a result, managers are always concerned about whether performance goals have the right impact on individuals' behavior and organizational performance. These goals have been conceptualized as defining the frontier that differentiates success from failure Churchill et al. (1985).

According to Churchill et al. (1985) performance is defined as the result of behavior, which is assessed in terms of contribution to companies' objectives, and determined by factors that, in part, managers can control.

According to Aguinis (2007), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

According to Ticku (2002) sales performance refers to consistent and satisfactory turn over good and service produced and put on market by an organization or company. This facilitates consequent sales performance to increase demand of product and service. Sales performance is used to determine the ability of sales person to close the deal with the company and customer needs. Sales performance use raw data concerning the number of customer. By reviewing sales performance of the employee, a sales performance manager can determine his strength and weakness.

2.1.3 Sales Performance

Sales performance is an integrated frame work that enables organization to plan and model sales strategies and ensure timely execution of sales initiatives while ensuring both front lines sales peoples and decision makers have visibility into performance. Sales performance represents the next generation of best practices for sales Micahel D (2006). Sales performance also refers to the total amount of firms output sold to the market especially on monthly or annually basis, this affected by many factors including customer relationship, marketing management of the firm and sales force skills and motivation and even the pricing of the goods and services Amanda D.H (2002).

2.1.4 Sales Person Performance

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.

According to the study of Rodriguez, Peterson and Krishnan (2012) 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.

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).

2.1.5 Factors that affect sales performance

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

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

Poor Individual Performance: - Poor individual performance can also affect sales.

Sales people--and sales management--must be held accountable for meeting aggressive yet Reasonable goals. The company should go to great lengths to motivate and retain producers, While placing others on performance-improvement plans with regular reviews and mentoring, Robert Lee (2017).

2.1.6 Sales Performance Measurement

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

In their book “Selling value, Maximize growth by helping customers succeed” Kaario et al. (2003) note that the reason companies move to a standardized sales model is to be able to manage the big picture but working with a standardized method in a global company can have problems as it can be too rigid and not fit in all countries. One way to handle this is to define certain key aspects (measurement points) that must be included- but to have other aspects of sales measurement that can be adapted locally.

Thus, sales tools are developed so that managers are be able to measure performance and maintain an overall picture of the situation. Standardized measures, values and processes also make it easier to develop best practice methods and evaluate key steps in the sales process Kaario et al. (2003). It also makes it easier to train new sales people and to get them up-and –running faster as the sales process is clearly defined.

Sales control (sales performance measurement) is most often divided in to two separate approaches, outcome and behavior measurements, as described by Küster & Canales (2011). They describe the difference between the two as behavior measurement being the more subjective, with reporting based on manager’s perception of the sales person performance while, outcome based measurements allow for measurements that are more objective. Which approach a company decides to go with often depends on what information 10 is easier for the company to access? Based on their research, they also note that the chosen method of sales control has a large impact on the compensation system (bonus) as well as organizational effectiveness. They concluded that for best results, a combination of outcome and behavioral measures should be utilized.

2.1.7 Attributes of High Performance

A study by the Harvard Business School (2011) found that highly successful salespeople have qualities like not taking rejections personally, taking whole responsibility for results, possessing empathy, having above-average ambition, willpower and determination; being intensely goal-oriented; and ability to easily approach strangers. In addition, the study found that these attributes can be learned and incorporated into a personal development plan for reaching top seller status.

Patton and Sardar (2002) provided useful insights on qualities that describe a successful salesperson: In their list, high energy level, self-confidence, hunger for money, well-established habits of industry, and the ability to see obstacles as challenges were the five qualities. In addition to these, they stated that top sellers possess a compulsive need to win and hold the affection of others.

Cross, M.E, et al (2007) have examined how sales person's performance is impacted by their customer orientation. They found a positive relationship between the two, like their previous researchers. In addition, they found that organization's customer orientation or market orientation could directly lead to sales performance. Greenberg and Greenberg, (1983) had earlier suggested that, in order to be successful, a salesperson need three basic traits such as empathy, ego drive, and ego strength. In order to relate to customers effectively, a salesperson requires empathy, through which he is enabled to follow the prospect through evasions and objections until the prospect's real needs are targeted and the sale is closed. Ego drive connotes personal gratifications in persuading another person to do what one wants him to do, that is, make a purchase decision. Ego strength is defined as the resilience to move onto the next sales situation after being rejected, with the stamina to follow through. Studies indicated that even though deficiencies in empathy, ego-drive, and ego-strength would guarantee sales failure, possessing these does not automatically guarantee sales success. In addition, the ability to deal with complex ideas, make quick analyses and judgments, negotiate systematically and persistently, and time-management are also traits that can enhance sales performance.

2.1.8 Factors Causing Success as salespersons

The causes for individual performance at the levels of sales persons were touched upon by different research work. The factors include: technical knowledge, communication skills that include making presentations, influence strategies adopted, adaptive selling by 47 way of using different selling techniques, team work in selling, and sales support and even questioning ability in a sales person. Situational factors include Sales territory design, Information needs of the buyer, buyer-salesperson similarity, Studies of sales force effectiveness by Forum Research (2008) found that sales forces focused on a number of priorities, from marketing strategies -launching new products or cross-selling into existing accounts; through implementing processes, such as Strategic Account Management (SAM), to enhance sales manager effectiveness. A subsequent Sales Effectiveness study by Forum found that sales executives gave low marks to sales managers in the areas of strategizing, coaching, and motivating salespeople. This skill deficit was attributed to salespeople being promoted to sales leadership roles without adequate consideration of their leadership skills, versus sales skills.

Kuster, I (2008) identified determinants of sales force effectiveness. The study referred to seven blocks including sales control in the form of follow-up, evaluation and rewards, professionalism in attitude and competencies, sales people's behavior performance in the form of adaptive selling behavior, sales interviews, and sales people's outcome performance. Sales people's behavior based control, their outcome performance, professionalism and sales people's behavior performance were associated with higher sales force effectiveness. It was observed that the least effective teams were especially concerned about clinching deals rather than maintenance of long-term relationships with customers. The findings of the study underscored the need for giving relatively greater importance to behavioral aspects, to an extent greater than result based systems to control. The most effective team managers were having a long term vision, thereby placing more emphasis on work quality than amount of work.

Dave Kurlan's (2010) study on turnover prevention, found that involuntary turnover occurs less often because most sales managers are too patient, accept mediocrity, and avoid uncomfortable confrontation associated with termination. A notable segment among sales managers have need

for approval and shy away from confrontation due to the need to be liked. Statistics with Ecselling Institute showed that majority of sales managers were not inclined to upgrade their sales force.

2.1.9 Challenges in Measuring the Performance of the Sales Person

Many duties assigned to sales people cannot be measured objectively, and some tasks are difficult to evaluate even on subjective basis. The wide variety of conditions sales reps work under makes it difficult for management to compare their productivity. There is no satisfactory method for equating territorial differences in potential, competition, or working conditions. It is difficult to compare the performance of city salespeople with rural salespeople. Sometimes performance evaluation is difficult because the result of sales person's efforts may not be evident for some time Spiro, (2003).

According to Hartley (1989) the major problems in evaluating performance are the following.

Effect on moral: No one likes to be critically evaluated, to have performance or personality deficiencies identified, perhaps scrutinized closely and sympathetically, and then to be directed by a superior to correct the deficiencies before the next evaluation. In a typical critical atmosphere, it is not surprising the morale and motivation can be diminished, far from being improved by recognition and feedback about one's performance. In some firms the morale of the entire work force not uncommonly dips sharply for several weeks after round of evaluation interviews. This should not happen

Drawbacks of subjective judgment: Although objective standards are preferred evaluating performance, some firms rely more on subjective judgment of experienced sales managers. Unfortunately, when subjectively is used exclusively, the judgment validity may be suspected, and the potential always exists for the problem discussed in the following paragraphs.

Irrelevant Personality Traits: Initiative, aggressiveness, personal appearance, and resourcefulness are often considered to be important, and even essential, to selling competence, but their actual relationship is suspect.

Halo Effect: In a halo effect, a rating assigned to one or few characteristics, whether good or bad, significantly influences the rating assigned to all others.

Central Tendency: Some managers never rate subordinates at all extremes of the scale but rather rate every one as average. These evaluations tend to be meaningless because they do not differentiate between the better and worth performance.

Bias: Some managers are biased positively or negatively toward certain subordinates, perhaps based on some subtleties of their personalities, appearances, or social or racial backgrounds. The degree to which these managers personally like or dislike the subordinate will affect the evaluation.

Organizational Use of Evaluation: If performance evaluations are tied with promotions and raises, some managers tend to be more lenient. Where ratings may be used to compare sales groups, a manager may have a strong incentive to pad the evaluation reports to create better picture of the employee's effectiveness.

Role of Isolated Instances: A few isolated instances of effectiveness or in effectiveness tend to color the managers judgment of the total spectrum of performance. These instances can be especially influential when they occur close to the evaluation time.

Time and Effort: A systematic procedure of performance evaluation takes time and effort. Some argue that the gains are illusory. The greater reliance on objective standards, the more time generally required to compile and analyze records. Evaluation interviews take time away from productive selling activities, but the evaluation interviews must be conducted for constructive and goal directed performance appraisal.

Role of outside Factors: A problem confronting and attempt to evaluate performance equitably is assigning the effect and importance of exogenous and uncontrollable factors. Generally outside influences do not affect all territory and sales people but differing degrees competition, local economic conditions and even whether can affect performance and should be considered in the total performance evaluation

2.1.10 Motivating the Sales Forces

Motivation is the amount of effort the sales person desires to expend on active associated with the sales job, such as calling on potential accounts, planning sales presentation and filling out reports, expending effort on each activity making up the sales job leads to some level of Achievement on

one or more dimensions of job performance total sales volume, profitability sales to new accounts, and quota attainment still, et. al, (2006).

2.1.10.1 Compensation

Compensation is not considered a motivational factor but it is central to an employee's morale. Management has to balance the level of compensation for the employees with the operation's ability to meet its bottom line. Being the highest paying employer will make it easier to find staff but it may also put the company out of business Chesser (2016).

The amount of compensation, however, will vary with the type of job. Jobs requiring little to no experience, knowledge, or skill receive the lowest pay. In contrast, jobs requiring the highest levels of experience, knowledge, and skill receive the highest pay. The position's level of pay is also impacted by the position's level of responsibilities and decision making Chesser (2016).

According to Chesser (2016) Benefits are part of a total compensation package. Employee meals in the restaurant industry, "friends and family" rates in the lodging industry, and complimentary entry of staff and their family to the amusement park are all examples of nonmonetary benefits common in the hospitality industry. Benefits with a direct monetary value, such as paid vacation or sick leave and health insurance are also offered to hospitality employees.

2.1.10.2 Sales Incentive

An incentive is something that encourages the employee to take action. An incentive program is a program that encourages employees to achieve specific goals set by the company. The program is built on rewards for achieving those goals. This type of program is a common part of a management compensation package. Generally the program is structured around the achievement of a specific performance, sales, or profit level for the operation. The reward for achieving the goal set may be a bonus or profit sharing. The level of bonus or profit sharing is generally scaled according to the level of the employee Chesser (2016).

Sales incentive programs are primarily used to drive sales, reduce sales costs, increase Profitability, develop new territory, and enhance margins. Sales incentive programs have the Most direct relationship to outcomes. A sales incentive plan (SIP) is a business tool used to

Motivate and compensate a sales professional (or sales agent) to meet goals or metrics over a Specific period of time, usually broken into a plan for a fiscal quarter or fiscal year. A SIP is very Similar to a commission plan; however, a SIP can incorporate sales metrics other than goods sold (Or value of goods sold), which is traditionally how a commission plan is derived.

2.1.10.3 Staff Scheduling

Scheduling is the action of establishing the flow of staff over a set period of time for a property based on the projected need for personnel at a 86 | Human Resource Management in a Hospitality Environment specific time. A staff schedule can contribute to the company's profit or loss. Scheduling more staff than are needed to provide the level of service and production output for a period of time increases labor expense unnecessarily Chesser (2016).

2.1.11 Sales Training and development

2.1.11.1 Training

Effective training and development programs aimed at improving the employees' Performance. Training refers to bridging the gap between the current performance and the Standard desired performance. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004).

According to Chesser (2016) Training is a learning process that involves the acquisition of skills, concepts, rules, and attitudes so as to optimize the performance of each team member. Training is the process of integrating personal and organizational goals. The focus is on establishment of a culture in which parts of the staff member's personal goals are in sync with the company's goals.

Training develops self-efficacy and results in superior performance on job by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006).

2.1.11.2 Development

According to Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that reparse people to exercise wide or increased responsibilities. It does not concentrate on improving performance in the present job.

Harrison (2000) defined development as a learning experience of any kind whereby individuals or groups acquire knowledge, skills, values and behaviors. It is more of career based than job oriented and is concerned with the longer-term development and capable of the individual.

According to Ltika (2002), development sees the employees as being suitable resources with a variety of skills and places within the organization and it is also concerned with giving the individual the right mix of skills, Employee performance.

2.1.11.3 Training and development

Dessler (2006) defined the training as giving new and different skills to the employees for performing their jobs. Armstrong (2009) suggests that " training can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organizational capabilities and increasing organizational performance".

Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008).

According to Neelam et al., (2014) Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs. These two processes,

Training and Development, are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can also be an effective tool in addressing any skills or performance gaps among staff. Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem. Training is a systematic restructuring of behavior, attitude and skills through learning-education, instruction and planned experience. The cardinal purpose of training is to assist the organization achieves its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs.

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

Training provides learners with the knowledge and skills needed for their present jobs. Showing a worker how to operate a lathe or a supervisor how to schedule daily production are examples of training. On the other hand, development involves learning that goes beyond today's job and has a more long-term focus. It prepares employees to keep pace with the organization as it changes and grows. We often associate development with the concept of careers and career development practices Chesser (2016).

2.1.11.4. Importance of Training and Development

According to Pallavi (2013), Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance

and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is determined by the employee's performance deficiency, computed as follows:

Training & Development need = Standard performance – Actual performance

2.1.12 Sales Forecasting

Cohen (1991) defines forecasting as predicting the future by analyzing the past. This does not mean that what happened in the past will also happen in the future, only that analysis of the past begins the process. Through forecasting. It is possible to determine the needed number of sales people, decision on distribution channels, price products, develop sales quotas, determining advertising budgets, and determine the potential benefits of sales promotion programs.

Calvin (1991) says obtaining the best estimate of future sales on the bases of current knowledge represents the ultimate objective of your forecasts of sales. (Wotruba & Simpson, 1989), if sales managers don't know the size of potential al markets, they can't determine whether sales forecasts represent feasible goals or the levels of effort needed to reach them. A forecast of sales never exceeds a sales potential, and they rarely should be equal, because firms seldom have marketing plans that reach all possible customers. Sales forecasting is not a guess work and forecasters should remove as many of the hunches as possible e and substitute scientifically y processed facts to enable prediction s to be made (Bolt, 1987).

According to Bolt,(1987) since a wide range of factors affect prediction and make exact forecasting impossible, analysis of the difference between actual sales and forecasts should indicate the beginning of trends to cause management to take a proper action. One objective of sales forecasting should relate to the degree of accuracy, it could indicate what is desired and what is considered realistic. It is the analysis of variance between the previous forecast and the previous actual sales that indicates the beginning of a new up-turn or down-turn in sales.

2.1.12.1 Sales Forecasting Methods

Ingram & Laforge , (1989), forecasting of sales can be used by sales managers to determine where selling effort is needed and how it should be distributed. Possibly you should put less emphasis on general economic indicators and sales trends and give more emphasis to changes in industry demand, accounts, and competitors' new products. The biggest problems in obtain accurate sales forecasts include: inability of sales people and sales managers to judge their sales prospect accurately, difficulty in predicting the state of the economy. Wotruba & Simpson (1 992) state that at times a sales forecast may present an undesirable picture, causing management to take corrective action. If the corrective action is successful l, the original forecast would appear to have been inaccurate.

Calvin (1991) says that some companies ask their sales people to forecast sales but they never compare actual results with the forecast submitted. In forecasting there is no one best technique, use only what is most appropriate for your company's circumstance.

Some sales managers are reluctant to involve sales people in forecasting for fear that the resulting forecast will be too high or too low. But the experience of sales managers using sales force composite method does not support this fear Wotruba & Simpson, (1992). Cohen (1991), when sales are forecasted by sales people it will tend to be underestimated because sales forecasts eventually lead to sales quota. Conversely, when top-down forecasting is employed, the problem arises in correlating economic variables and quantity demanded, as well as the assumption that this observable relationship will continue. But the sales forecast estimate does not necessarily become the company" s sales quotas.

According to Wotruba & Simpson,(1992) if sales personnel turnover is high, sales force composite method is less valuable, because inexperienced sales people are less knowledgeable about their customers and overall trends in their territories.

2.1.13 Product quality

Product is defined as a physical product or service to the consumer for which he is willing to pay. It includes half of the material goods, such as furniture, clothing and grocery items and intangible products, such as services, which users buy Singh, (2012).

Garvin, (1987) and Kotler and Keller, (2012) developed a systematic thinking about the quality of product by describing the basic elements in eight dimensions, and that each of its dimensions can be used strategically to gain competitive advantage. These eight elements are performance, features, reliability, conformance, durability, serviceability, Aesthetic, and perceived quality. Performance refers to a product's primary operating characteristics. Features: are additional characteristics that enhance the appeal of the product to the customer. These are the secondary aspects of performance. Reliability is the likelihood that a product will not fail within a specific time period when put in use. Conformance is the precision with which the product or service meets the specified standards. Durability measures the length of a product's operating life. Serviceability is the speed, ease and costs with which the product can be put back into service when it breaks down. Aesthetics refers to how the product looks, feels, sounds etc. It is a matter of personal judgment and a reflection of individual preference. Perceived quality is the quality attributed by the customer, noting that perception is not always reality.

According to Kotler and Keller (2011), customer satisfaction is the level of a person's feelings after comparing the performance of perceived product in the hope. Thus, the level of satisfaction is a function of the difference between the product or service perceived performance and the expectation.

2.2 Empirical review

Djoni rina oktavian and kirbrandoko (2016) a case study on factors that affecting the sales performance in Indonesia finds the result of the data analysis, it was found that the independent variables that significantly affected the sales performance were incentive and product rewards. These independent variables significantly affected the sales performance of the company.

Meanwhile, the satisfaction guarantee and training did not significantly affect the sales performance.

Gushe berhe (2010) conducted a case study on assessment of factors that affect sales volume in Mesfin industrial engineering. According to the findings of this research, the price of the products produced by the company is high and this is because most of the raw materials and other items needed as an input by the company are imported from abroad. Therefore, the high price can affect the company's competitiveness in the market. Regarding the after sale services, the company provides different types of after sale services like warranty, installation, and repair and maintenance services. However, the findings of this research shows that the after sale services provided by the company is not enough. Therefore, the company is not providing adequate after sale services to customers. Moreover, the company is poor in delivering the goods ordered by customers on time. The sales persons of the company have no adequate knowledge about the market and competitor's product. Therefore, the current sales persons are not helping the company in obtaining information about the market and about the nature of the products produced by other competitors. Furthermore, the sales persons' effort in giving recommendation about a better offer to customers is poor. Majority of the company's sales persons are not marketing or sales professionals and they lack skill and art of selling. Moreover, the company is weak in providing training to its sales force.

Ambaye keyfalew (2018) conducted a study in MOHA soft drinks industry S.C) regarding attitude towards sales incentive both sales employees and depot sales agents have a Positive attitude towards sales incentive and believe that by providing incentive it is possible to increase sales performance.

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

Lulit adamu (2017) conducted a study effect of advertising on sales performance according to Findings of media mixes that the company used to advertise its product showed that, St gorge used Television, Radio, sponsoring event, Giving prize with the company product name, stickers, billboards, posters, and brochures. This indicates that the company use both visual, audio and print media to advertise its product. In the contrary the company did not use internet and mobile to advertise St.gorge beer. From the findings of this study, based on the positive relationship between advertising and sales performance, it can be concluded that the more consumers exposed to St. Gorge brewery's advertising, the company's sales performance will increase.

2.3 Conceptual frame work

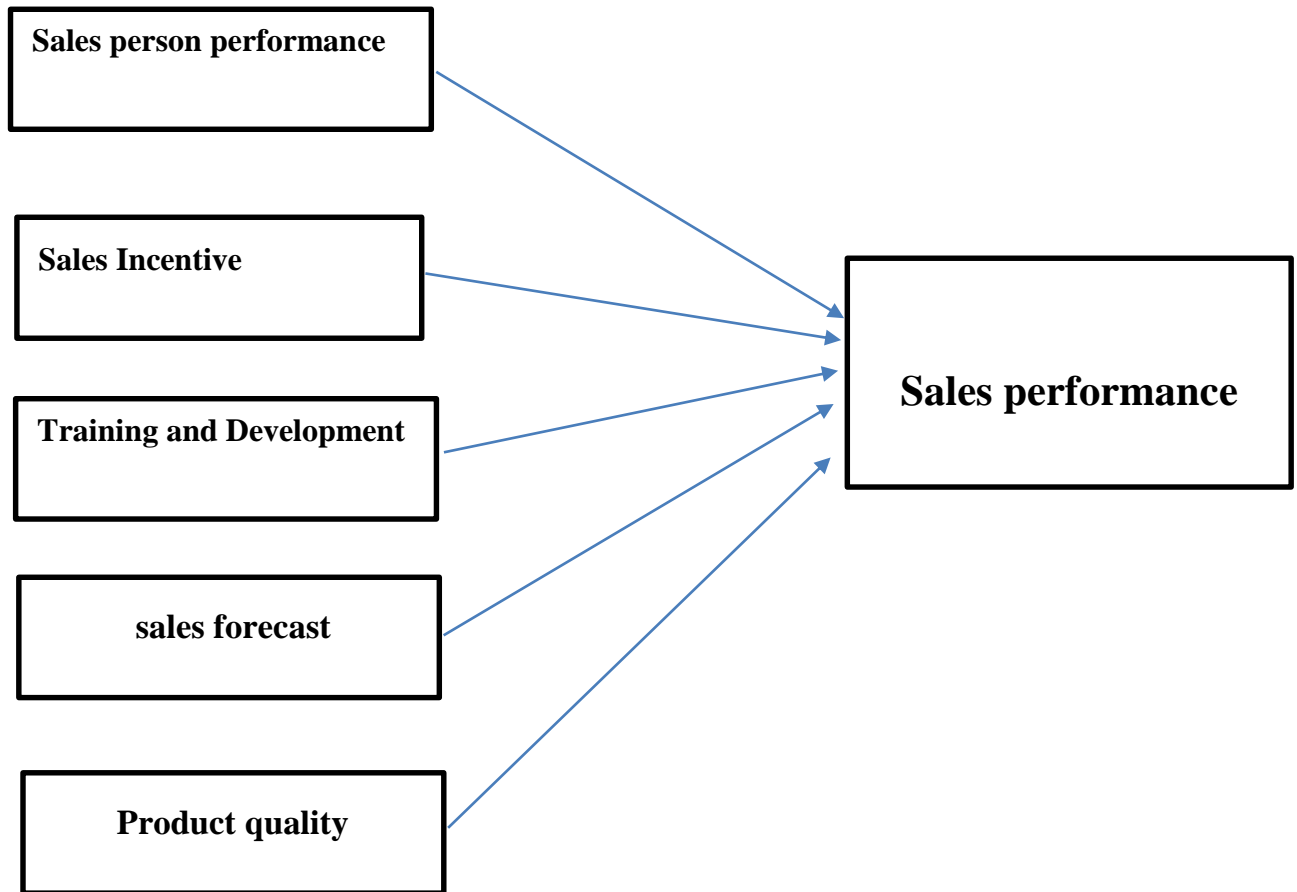


Figure 1: Conceptual frame work

From the above figure Sales persons, incentives and commission, training and development, sales forecasting and product quality are independent variables, whereas Sales performance will be dependent variable.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter, research methodology part include research design and approach, sample and sampling techniques, types of data source and tools of data collection, procedures of data collection, method of data analysis were discussed , reliability and validity of the study is also included and finally ethical consideration also take place in this chapter.

3.2 Research design and approach

Research design is a strategic frame work for action that services as a bridge between research question and the execution, or implementation of the research strategy (Durrheim 2004). Research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information.

The main research design were used is descriptive. This research design is used to describe in nature because descriptive study is one in which information is collected without changing the environment and easily to interaction with group of people and it is describing the characteristics of a particular individual and well equipped to protect bias and to maximize the reliability of the research. The researcher also use correlation and regression analysis to analyze the data. Quantitative research approaches were used for data collection process. Quantitative survey method was use to meet the purpose of this study. The researcher focuses on quantitative research because it is useful to quantify opinions, attitudes and behavior and find out how the whole population feels about a certain issues. Therefore, the researcher preferred the quantitative research strategy because the study needs to address the internal factors that affect sales performance.

3.3 Population, Sample size and sampling techniques

The total population of this study is 102 sales persons of the company which including the sales supervisors of Addis Ababa head office of the organization. The researcher decide to take 100% of the total population to be more confident and reduce sampling error, so sample size of the study was a total of 102 sales persons and used census method because the sales person of the company is too small and can be easily addressed.

According to the information that will be gathered in BGI Ethiopia PLC. St George brewery Addis Ababa plant there are sales supervisors and sales persons.

3.4 Source and tools of data collection

In order to gather the necessary data for the study the researcher were use primary data for the study. Because primary data are provide more adequate and relevant information about the study. The primary data were collected by using self-administered questionnaire from sales and marketing department employee of the company those are sales persons and sales supervisors of the company. The questionnaire was designed in a way that clear, brief and understandable to the respondent.

A questionnaire guarantees confidentiality there for respondents act without any fear and also free from any bias.

3.5 Procedures of data collection

The researcher were use questionnaire for salespersons, the question enable the respondents to express their idea , close ended questions is prepared to get necessary reliable information particularly from the employees. These methods of data collection play a greater role for motive findings and ideas of respondents. The questions were framed using scale of measurement ranging from strongly agree with 5 points to strongly disagree with 1 point.

3.6 Methods of data analysis

After gathering the necessary information from all respondents the researcher were analyze those data by using quantitative data analysis technique and the researcher were use the software called statistical package for the social science (SPSS) version 23.0 and descriptive statistics such as frequency , percentage and mean. The findings will presented by using simple table and charts.

3.7 Reliability and validity

Reliability refers to extent to which a measurement instrument is able to yield consistent results each time it is applied under similar conditions. It is the constituent of a measurement device that causes it to yield similar outcome or results for similar inputs. Statistically, reliability is defined as the percentage of the inconsistency in the responses to the survey that is the result of differences in the respondents. Reliability could be estimated mathematically or through pretesting of the instruments. Statistically, the Cronbach's coefficient alpha (α) was used as an indicator for evaluating the reliability of the measurement scale. This indicator had values which varied from 0 to 1, low (0.50 and below), high moderate (0.51 – 0.70), high (0.71 – 0.90), and excellent (0.91 and above). However, if the value of α is equal to or greater than 0.70, then the scale is believed to be reliable in measuring the construct (Straub et al., 2004 cited on Al

Bassam, T. 2013). So I measured Cronbach coefficient alpha (α) to test reliability.

Table 1: Result of reliability analysis

	N	%	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Valid	10	100		
Excludeda	0	0		
Total	10	100	.859	.858

Source; survey result 2019

Validity

Validity determines whether the researcher truly measures what was intended to measure or how truthful the research result are (Joppe, 2000).

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (Kothari, 2004). In other words, Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality of the research design content and construct validity of the research were checked.

According to (Kothari, 2004) Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study.

3.8 Ethical Considerations

According to Saunders, Lewis and Thornhill (2001) Ethics refers to the appropriateness of behavior in relation to the rights of those who become the subject of study, or are affected by it. All information was treated with confidentiality without disclosure of the respondent's identity. Moreover, no information was modified or changed, hence the information was presented as collected and all the literatures collected for the purpose of this study are acknowledged in the reference list. The purpose of the study is disclosed in the introductory part of the questionnaire. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants. The researcher was only assessing those components that are relevance to the research that is going to be conducted.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents the findings of the research in accordance to the research objectives. The analysis and interpretation of the data collected from the respondents is presented. It began with a description of the demographic and general characteristics of the participating respondents. Then, the results of Descriptive Statistics were presented.

4.2. Questionnaire Response Rate

As it is indicated in table, 4.1 below the questionnaires were distributed to 102 employee of sales and marketing department staff those are sales persons and sales supervisors, among those 95 (93.13%) questionnaires were fill properly and collected back on the given time, the rest 7 (6.87%) were not willing to fill and return the questionnaire on time. From this point of view the response rate is excellent and 95 (93.13%) were consider for the analysis.

Table 2: Questionnaire response rate

QUESTIONNAIRE	NUMBER	PERCENT%
TOTAL DISTRIBUTED	102	100%
UNRETURNED	7	6.87%
RETURNED	95	93.13%

Source; survey result 2019

4.3 Analysis of data obtained from sales person of the organization

4.3.1 Analysis of demographic variables

Table 3: Analysis of demographic variables

Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	91	95.8	95.8	95.8
	Female	4	4.2	4.2	100.0
	Total	95	100	100	
Age Category	18-25	0	0.0	0.0	0.0
	26-35	24	25.3	25.3	25.3
	36-45	38	40.0	40.0	65.3
	46-55	33	34.7	34.7	100.0
	Above 56	0	0	0	
	Total	95	100	100	
Educational Level	below certificate	1	1.1	1.1	1.1
	certificate	9	9.5	9.5	10.5
	Diploma	46	48.4	48.4	58.9
	Degree	37	38.9	38.9	97.9
	Masters	2	2.1	2.1	100.0
	Total	95	100	100	
Work experience	0-5 Years	6	6.3	6.3	6.3
	6 -10 Years	14	14.7	14.7	21.1
	11- 15 Years	45	47.4	47.4	68.4
	16-20 Years	20	21.1	21.1	89.5
	Above 20	10	10.5	10.5	100.0
	Total	95	100	100	

Source: survey result 2019

Gender of respondent

As we can see from the above table, 95.8% of the respondents were male which represent 94 of the total respondent and the remaining 4.2% of the respondent were female which represent 4 of the total respondent, therefore the majority respondent of the questionnaire were male.

As a result of this the participation of female in the sales and marketing department of the company is very low.

Age of respondent

From the above table we can observe that the age of majority of the respondents (40%) falls between 36-45 which represent 38 of the total respondent and followed by 34.7% of respondent falls between the ages 46-55 which represent 33 of the total respondent and finally 25.3% of respondent were fall between the ages of 26-35 which represent 24 of the total respondent which is the youngest employee of the company.

As a result of this 74.7% of the company sales and marketing department employee is above the age of 36. Taking this into consideration, we can say that majority of the respondents were adult and senior individuals as compared to the rest.

Educational background

As we can see from the above table, the educational background of the respondents, results showed that 1.1% of the total respondent which is 1 employee of those 95 have below certificate qualification at same time 9.5% of the total respondent which is 9 of those respondents have a qualification of certificate and 48% of the total respondent which represent 46 of the total respondent have a college diploma and 38.9% of the total respondent which represent 37 of those respondent have a bachelor degree the rest 2.1% of the respondent those are 2 of them have a MA degree.

As a result of the above explanation we can say that the majority of the respondents have a college diploma those are 46 of 95 of the total respondents.

Work experience

From the above table we can observe that 6.3% of the respondent those are 6 of the total respondent who worked at BGI Ethiopia from 1-5 years, followed by those who worked there for 6-10 years 14.7% of the respondent which represent 14 of the total respondent, then who worked from 11-15 years are 47.4% those we can say the majority respondent of 45 from those 95 respondent, then who worked 16-20 years at BGI Ethiopia those are 21.1% of the total respondent those are 20 employee of from those respondents, finally who worked in BGI Ethiopia 10.5% of

the total respondents those are 10 of the total respondent which makes them the most senior employees.

As a result of this most of BGI Ethiopia employee of sales and marketing department have higher experience than the rest.

4.4 Descriptive Analysis of the Study Variables

This part of the analysis is made based on survey questionnaires gathered from 95 employee of sales and marketing department of the company using 5-point Likert scale (see Appendix I). The study has five independent variables: Accordingly, the paper applies mean and Standard deviation as the best measures for analysis based on the mean range developed by Al-Sayaad et al. (2006).

Table 4: Five – scaled likert criterion

NO	MEAN RANGE	RESPONSE OPTIONS
1	1.00 -1.80	STRONGLY DISAGREE
2	1.80-2.60	DISAGREE
3	2.60-3.40	NEUTRAL
4	3.40-4.20	AGREE
5	4.20-5.00	STRONGLY AGREE

Source, Al sayaad et al 2006, cited in bassam, 2013, Ambaye kefyalew, 2018

Table 5: Sales person performance or individual performance

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
1	The company have the right sales crew with respect to knowledge and skill.	F	13	66	1	9	6	95	3.747	Agree
		P	13.7	69.5	1.1	9.5	6.3	100		
2	The sales crew knows the performance standard clearly.	F	2	15	4	70	4	95	2.379	Disagree
		P	2.1	15.8	4.2	73.7	4.2	100		
3	Do you believe the company have an instrument to measure the performance of the sales crew?	F	4	3	9	69	10	95	2.179	Disagree
		P	4.2	3.2	9.5	72.6	10.5	100		
4	The performance of the sales person affect the sales volume of the company.	F	39	44	4	5	3	95	4.168	Agree
		P	41.1	46.3	4.2	5.3	3.2	100		
5	Your supervisor compare your sales plan and actual performance	F	4	19	2	52	18	95	2.358	Disagree
		P	4.2	20.0	2.1	54.7	18.9	100		

Source; survey result 2019

Table 5, above present respondents were asked to rate their level of agreement as to whether BGI have the right sales crew with respect to knowledge and skill. As presented in the above table, 13.7% of the respondents those are 13 out of 95 strongly agree with the statement, while 66 or 69% of the respondent which is the majority were agree, 1.1% or 1 employee were neutral to this statement while 9.5% (9 respondents) of the population disagree, last but not list 6.3% the respondent which is 6 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 3.747, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (See table 4 above).the mean value falls on the response scale of agree.

Therefore, it implies that most Employees are believed that sales department of the company have the right sales crew with respect to knowledge and skill to perform its business activities.

Table 5, above presents respondents were asked to rate their level of agreement to the statement of does the sales crew knows the performance standard clearly, 2.1% of from those respondent which means 2 of them strongly agree to the statement, 15.8% of from the total respondent those are 15 out of 95 agree to this statement and 4.2% or 4 employee were rank neutral, 73.7% of the respondent disagree those are 70 out of 95 employee which is the majority of the respondent, while 4.2% of the total respondent those are 4 of them are strongly disagree to the statement.

Based on the responses obtained and the mean value which is 2.379, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

According to the above response to the statement, it implies that the majority respondent or sales crew of the company did not know the performance standard clearly, it shows that there is a gap of communication between the sales crew and the company.

Table 5, above presents rating was done by the employees whether they have information about the company instrument to measure the performance of the sales crew, 10.5% of the respondent those are 10 of the total respondent were strongly disagree, in addition to that 72.6% of the respondent were disagree to the statement those are 69 out of 95 respondents, while 9.5% or 9 employee were rank neutral to statement ,3.2% of respondent which is 3 of the total respondent agree to the statement and 4 employees from the total 4.2% of respondent were strongly agree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.179, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that most Employees are believed that sales department of the company did not have an instrument to measure the sales crew. From this point of view we can say that the company have or the company management have lack of communication channel.

The respondents were asked to rate their level of agreement as presented in the above table 5, is the performance of the sales performance affect the overall sales volume the company, 41.1% of the respondents those are 39 out of 95 strongly agree with the statement, while 44 or 46.3% of the

respondent which is the majority were agree, 4.2% or 4 employee were neutral to this statement while 5.3% (5 respondents) of the population disagree, last but not list 3.2% the respondent which is 3 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 4.168, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

Therefore, it implies that most Employees are believed that the performance of sales person of the company can affect the overall performance the company.

The respondents were asked to rate their level of agreement as presented in the above table 5, is the supervisor compare your sales performance to actual performance, 4.2% of the respondents those are 4 out of 95 strongly agree with the statement, while 19 or 20% of the respondent were agree, 2.1% or 2 employee were neutral to this statement while 54.7% of the respondent which is the 52 respondents of the population disagree, finally 18.9% the respondent which is 18 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.358, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that majority respondent of the above statement are believed, the sales supervisor of the company did not compare sales plan to the actual performance, and in addition to that it shows the company focus on the sales force is poor.

Table 6: Attitude toward sales incentive

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
6	The company plans to pay sales incentive if you achieved your sales target properly.	F	1	8	11	43	32	95	1.9789	Disagree
		P	1.1	8.4	11.6	45.3	33.7	100		
7	The sales incentive paid by the company for the sales crew is attractive.	F	1	4	6	50	34	95	1.821	Disagree
		P	1.1	4.2	6.3	52.6	35.8	100		
8	The sales incentive paid by the company for the sales crew is helping to increase the sales volume.	F	2	8	6	45	34	95	1.9368	Disagree
		P	2.1	8.4	6.3	47.4	35.8	100		
9	The sales incentive policy of the company affect your performance.	F	29	32	6	24	4	95	3.6105	Agree
		P	30.5	33.7	6.3	25.3	4.2	100		
10	In your opinion the incentive paid by your company is enough related with other company's or competitors.	F	0	6	3	43	43	95	1.7053	Strongly Disagree
		P	0.0	6.3	3.2	45.3	45.3	100		

Source; survey result 2019

Table 6, above presents the respondents attitude towards sales incentives the respondents were asked to rate their level of agreement on the company plans to pay sales incentive if they achieved their target properly, 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 8 or 8.4% of the respondent which is the were agree, 11.6% or 11 employee were neutral to this statement while 45.3% of respondents those are 43 of the total population disagree which is the majority respondent, and finally 33.7% the respondent which is 32 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.9789, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (See table 4 above). the mean value falls on the response scale of disagree. Therefore, it implies that the company focus on sales incentive is poor, from this point of view we can say that the performance of the sales person will decrease.

The respondents were asked to rate their level of agreement as presented in the above table 6, is the sales incentive paid by your company is attractive then, 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 4 or 4.2% of the respondent were agree, 6.3% or 6 employee were neutral to this statement while 52.6% of the respondent which is the 50 employee or the majority respondents of the population disagree, finally 35.8% the respondent which is 34 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.821, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that most of the company sales and marketing department employee were not happy with the incentive policy of the company, in addition to that unattractive sales incentive may discourage the sales force and at the same time sales performance of the company decrease.

Table 6, above presents the respondents were asked to rate their level of agreement on sales incentive paid by your company is helping to increase the sales volume of the company, then 2.1% of the respondents those are 2 out of 95 strongly agree with the statement, while 8 or 8.4% of the respondent which is the were agreed, 6.3% or 6 employee were neutral to this statement while 47.4% of respondents those are 45 of the total population disagree, which is the majority respondent, and finally 35.8% the respondent which is 34 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.9368, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the company focus on sales incentive is poor, from this point of view the sales incentive paid by the company is not helping the sales force to increase higher sales volume at same time higher profitability. An incentive program is a program that encourages employees to achieve specific goals set by the company.

The respondents were asked to rate their level of agreement as presented in the above table 6, is the sales incentive policy of the company affect your performance according to this , 30.5% of the respondents those are 29 out of 95 strongly agree with the statement, while 32 or 33.7% of the respondent which is the majority were agree, and 6.3% or 6 employee were neutral to this statement while 25.3% which is 24 respondents of the total population disagree, last but not list 4.2% the respondent which is 4 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 3.6105, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

Therefore, it implies that most Employees are believed that the performance of sales person of the company can affect by the sales policy of the company. According to the response of the above statement majority of the sales force are not happy with the sales incentive policy that implemented by the company.

Table 6, above presents the respondents were asked to rate their level of agreement on sales incentive paid by their company is enough related with other competitors , then 6.3% of the respondents those are 6 out of 95 agree with the statement, while 3.2% or 3 employee were neutral to this statement while 45.3% of respondents those are 43 of the total population disagree, which is the majority respondent, and similarly 45.3% the respondent which is 43 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.7053, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of strongly disagree.

Therefore, it implies that the company focus on sales incentive is very poor which related to other company, from this point of view the company should revise its sales incentive policy because from the above statement over 90% of the total sales force were disagree the incentive policy implemented by the company, we can conclude that it affect the sales force and discourages employees to achieve specific goals set by the company.

Table 7: Focus on training and development

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
11	There is well designed and widely known training and development policy at your company.	F	4	12	7	55	9	95	2.7789	neutral
		P	4.2	12.6	7.4	57.9	9.5	100		
12	Training and development policy is developed with the participation of employees.	F	1	7	7	54	26	95	1.9789	Disagree
		P	1.1	7.4	7.4	56.8	27.4	100		
13	The company update the sales crew with new sales concept timely.	F	2	12	10	55	16	95	2.2526	Disagree
		P	2.1	12.6	10.5	57.9	16.8	100		
14	The management of the company have positive attitude towards training and development programs.	F	2	9	5	52	27	95	2.0211	Disagree
		P	2.1	9.5	5.3	54.7	28.4	100		
15	Training and development programs affect your performance.	F	22	49	5	17	2	95	3.7579	Agree
		P	23.2	51.6	5.3	17.9	2.1	100		

Source; survey result 2019

Table 7, above presents the respondents were asked to rate their level of agreement about well-designed and widely known training and development policy in their company, then 4.4% of the respondents those are 4 out of 95 strongly agree with the statement, while 12 or 12.6% of the respondent were agree, 7.4% or 7 employee were neutral to this statement while 57.9% of respondents those are 55 of the total population disagree which is the majority respondent, and finally 9.5% the respondent which is 9 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.7789, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (See table 4 above).the mean value falls on the response scale of neutral.

Therefore, it implies that the most respondent of the statement were neutral about availability of well-designed and widely known training and development policy in the company.

Table 7, above presents the respondents were asked to rate their level of agreement about, the company participate employee in the developing process of training and development policy for the company employee, then 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 7 or 7.4% of the respondent were agree, 7.4% or 7 employee were neutral to this statement while 56.8% of respondents those are 54 of the total population disagree which is the majority respondent, and finally 27.4% the respondent which is 26 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.9789, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree about the developing process of training and development policy in the company were not participatory.

The respondents were asked to rate their level of agreement as presented in the above table 7, about the company updating the sales crew with new sales concept timely, 2.1% of the respondents those are 2 out of 95 strongly agree with the statement, while 12 or 12.6% of the respondent were agree, and 10.5% or 10 employee were neutral to this statement while 57.9% which is 55 respondents of the total, which is the majority population disagree, and finally 16.8% the respondent which is 16 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.2526, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, according to the response of the above statement majority of the sales force disagree about the company updating the sales force with new sales concept timely, because of that the performance of the sales person may not be improved, at the same time profitability may decrease.

Table 7, above presents the respondents were asked to rate their level of agreement about, the company management attitude toward training and development program, then 2.1% of the respondents those are 2 out of 95 strongly agree with the statement, while 9 or 9.5% of the respondent

were agree, 5.3% or 5 employee were neutral to this statement where as 54.7% of respondents those are 52 of the total population disagree which is the majority respondent, and finally 28.4% the respondent which is 27 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.0211, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree about the management of the company having a positive attitude toward training and development program, this can affect the performance of the sales force because training and development programs provide new skill, concepts used to improve job performance at the same time increase profitability and encourage employee to achieve specific goal set by the company.

Table 7, above presents the respondents were asked to rate their level of agreement about, the performance of the sales force can be affect by training and development program, then 23.2% of the respondents those are 22 out of 95 strongly agree with the statement, while 49 or 51.6% of the respondent were agree, 5.3% or 5 employee were neutral to this statement where as 17.9% of respondents those are 17 of the total population disagree, and finally 2.1% the respondent which is 2 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 3.7579, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

It implies that the most respondent of the statement were agree about the training and development program can affect the sales performance of the sales force and it can be decrease the overall sales volume the company.

Table 8: Sales forecasting

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
16	The sales and marketing department perform its business activities according to plan	F	4	17	3	57	14	95	2.3684	Disagree
		P	4.2	17.9	3.2	60	14.7	100		
17	The company give work plan for the sales crew.	F	4	15	4	59	13	95	2.347	Disagree
		P	4.2	15.8	4.2	62.1	13.7	100		
18	The company plan or sales forecast process affect your performance.	F	21	52	9	11	2	95	3.8316	Agree
		P	22.1	54.7	9.5	11.6	2.1	100		
19	The company plans on sales forecasting Process affect the sales performance of the company.	F	23	55	8	7	2	95	3.9474	Agree
		P	24.2	57.9	8.4	7.4	2.1	100		
20	The company sales forecasting process is participatory	F	5	10	6	56	18	95	2.2421	Disagree
		P	5.3	10.5	6.3	58.9	18.9	100		

Source; survey result 2019

Table 8, above presents the respondents were asked to rate their level of agreement about ,the sales department perform its activities according to plan , then 4.2% of the respondents those are 4 out of 95 strongly agree with the statement, while 17 or 17.9% of the respondent were agree,3.2% or 3 employee were neutral to this statement while 60% of respondents those are 57 of the total population disagree which is the majority respondent, and finally 14.7% the respondent which is 14 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.3684, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree about the company performing its activities according to plan.

Table 8, above presents the respondents were asked to rate their level of agreement on the statement of company give work plan for the sales crew, then 4.2% of the respondents those are 4 out of 95 strongly agree with the statement, while 15 or 15.8% of the respondent were agree, 4.2% or 4 employee were neutral to this statement while 62.1% of respondents those are 59 of the total population disagree which is the majority respondent, and finally 13.7% the respondent which is 13 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.347, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree. Therefore, it implies that the most respondent of the above statement were disagree about providing work plan for the sales force.

Table 8, above presents the respondents were asked to rate their level of agreement on the statement of company plans or sales forecasting process affect your performance, then 22.1% of the respondents those are 21 out of 95 strongly agree with the statement, while 52 or 54.7% of the respondent were agree, 9.5% or 9 employee were neutral to this statement while 11.6% of respondents those are 11 of the total population disagree and finally 2.1% the respondent which is 2 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 3.8316, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

Therefore, it implies that the most respondent of the statement were agree. Therefore, according to the response of the sales force the company sales forecasting process can affect the performance of the sales person.

Table 8, above presents the respondents were asked to rate their level of agreement on the statement of company plans or sales forecasting process affect the sales performance of the company, then 24.2% of the respondents those are 23 out of 95 strongly agree with the statement, while 55 or 57.9% of the respondent were agree which is the majority, 8.4% or 8 employee were

neutral to this statement while 7.4% of respondents those are 7 of the total population disagree and finally 2.1% the respondent which is 2 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 3.9474, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

Therefore, it implies that the most respondent of the statement were believe, the planning process of sales forecasting is affecting the sales performance of the company.

Table 8, above presents the respondents were asked to rate their level of agreement on the statement is the company sales forecasting process participatory, then 5.3% of the respondents those are 5 out of 95 strongly agree with the statement, while 10 or 10.5% of the respondent were agree, 6.3% or 6 employee were neutral to this statement while 58.9% of respondents those are 56 of the total population disagree and finally 18.9% the respondent which is 18 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.2421, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were believe that the sales forecasting process is not participatory.

Table 9: Product quality

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
21	The product quality affects the sales performance of the company.	F	3	18	4	58	12	95	2.3895	Disagree
		P	3.2	18.9	4.2	61.1	12.6	100		
22	Do you believe product of your company fulfill the standard quality procedure.	F	1	20	5	31	38	95	2.1053	Disagree
		P	1.1	21.1	5.3	32.6	40.0	100		
23	The quality of the company product affect your performance	F	1	12	3	39	40	95	1.8947	Disagree
		P	1.1	12.6	3.2	41.1	42.1	100		
24	Do you believe the quality of your product better than your competitors and is it helpful to increase the sales volume of the company?	F	2	25	4	28	36	95	2.2526	Disagree
		P	2.1	26.3	4.2	29.5	37.9	100		
25	The company produce enough product with the required quality to satisfy the existing market demand.	F	8	16	0	65	6	95	2.5263	Disagree
		P	8.4	16.8	0.0	68.4	6.3	100		

Source; survey result 2019

Table 9, above presents the respondents were asked to rate their level of agreement on the statement of does product quality affect sales performance of the company, then 3.2% of the respondents those are 3 out of 95 strongly agree with the statement, while 18 or 18.9% of the respondent were agree which , 4.2% or 4 employee were neutral to this statement while 61.1% of respondents those are 58 of the total population disagree and finally 12.6% the respondent which is 12 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.3895, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (See table 4 above).the mean value falls on the response scale of disagree.

Therefore, it implies that most respondent of the statement were disagree or most of the company sales persons were not believe that product quality can affect the sales performance of the company.

Table 9, above presents the respondents were asked to rate their level of agreement on the statement of fulfilling the standard quality, then 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 20 or 21.1% of the respondent were agree, 5.3% or 5 employee were neutral to this statement while 32.6% of respondents those are 31 of the total population disagree and finally 40% the respondent which is 38 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.1053, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree or most of the company sales individuals were not believe the product of their company fulfill the required quality standard properly.

Table 9, above presents the respondents were asked to rate their level of agreement on the statement quality of your product affect your performance, then 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 12 or 12.6% of the respondent were agree which , 3.2% or 3 employee were neutral to this statement while 41.1% of respondents those are 39 of the total population disagree and finally 42.1% the respondent which is 40 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 1.8947, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree on their company quality affect their performance.

Table 9, above presents the respondents were asked to rate their level of agreement on the statement on quality of your product is better than those of competitors, then 2.1% of the respondents those are 2 out of 95 strongly agree with the statement which is the minority, while 25 or 26.3% of the respondent were agree which , 4.2% or 4 employee were neutral to this statement while 29.5% of respondents those are 28 of the total population disagree and finally 29.5% the respondent which is 28 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.2526, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree on the product of their company is much better than competitors and it can be useful for competitiveness.

Table 9, above presents the respondents were asked to rate their level of agreement on the statement of satisfying about the existing market demand, then 8.4% of the respondents those are 8 out of 95 strongly agree with the statement, while 16 or 16.8% of the respondent were agree while 68.4% of respondents those are 65 of the total population disagree and finally 6.3% the respondent which is 6 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.5263, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree or most of the company sales individuals believe the product of their company not enough to satisfy the existing and potential market demand.

4.5 Descriptive Statistics of company sales Performance

This part deals with the data that were collected the perception of employees regarding to the Sales performance of the company.

Table 10: Sales performance of the company

No.	Research Questions		SA	A	N	D	SD	Total	Mean	
1	The company support the sales force by escalating quota fulfillment to accelerate the sales performance.	F	1	12	22	47	13	95	2.3789	Disagree
		P	1.1	12.6	23.2	49.5	13.7	100		
2	The company integrating appropriate sales pipeline for the sales force.	F	1	7	17	54	16	95	2.1895	Disagree
		P	1.1	7.4	17.9	56.8	16.8	100		
3	The company support to converge opportunity's in to success deals.	F	2	12	10	55	16	95	2.2526	Disagree
		P	2.1	12.6	10.5	57.9	16.8	100		
4	The company use metrics-driven sales plan which is help to generate high sales volume.	F	2	9	15	47	22	95	2.1789	Disagree
		P	2.1	9.5	15.8	49.5	23.2	100		
5	The company Strategies and plans help the sales force to improve in successful call rate.	F	30	49	5	9	2	95	4.0105	Agree
		P	31.6	51.6	5.3	9.5	2.1	100		

Source; survey result 2019

Table 10, above presents the respondents were asked to rate their level of agreement on the company encourage purchase of large size, then 1.1% of the respondents those are 1 out of 95 strongly agree with the statement which is, 12 or 12.6% of the respondent were agree which , 23.2% or 22 employee were neutral to this statement while 49.5% of respondents those are 47 of the total population disagree and finally 13.7% the respondent which is 13 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.3789, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree on the above explanation which is encouraging purchase of large size and off season buying.

Table 10, above presents the respondents were asked to rate their level of agreement on the statement on company encourage increasing number of customer, then 1.1% of the respondents those are 1 out of 95 strongly agree with the statement, while 7 or 7.4% of the respondent were agree which , 17.9% or 17 employee were neutral to this statement and 56.8% of respondents those are 54 of the total population disagree and finally 16.8% the respondent which is 16 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.1895, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree on the company were encourage to increase number of customer.

Table 10, above presents the respondents were asked to rate their level of agreement on the statement of does the company motivate to increase both profitability and higher sales volume, then 2.1% of the respondents those are 2 out of 95 strongly agree with the statement, while 12 or 12.6% of the respondent were agree, 10.5% of respondents those are 10 of the total population neutral and 57.9% the respondent which is 55 employee were disagree and finally 16.8% those are 16 were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.2526, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, from the above explanation most of the respondent say that the company did not motivate employee to increase both profitability and sales volume.

Table 10, above presents the respondents were asked to rate their level of agreement on the statement company work hard to increase competitiveness, then 2.1% of the respondents those are 2 out of 95 strongly agree with the statement, while 9 or 9.5% of the respondent were agree which,

15.8% or 15 employee were neutral to this statement while 49.5% of respondents those are 47 of the total population disagree and finally 23.2% the respondent which is 22 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 2.1789, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of disagree.

Therefore, it implies that the most respondent of the statement were disagree, from this point of view the company activity to increase competitiveness is weak.

Table 10, above presents the respondents were asked to rate their level of agreement on the statement above mentioned, then 31.6% of the respondents those are 30 out of 95 strongly agree with the statement, while 49 or 51.6% of the respondent were agree which, 5.3% or 5 employee were neutral to this statement and 9.5% of respondents those are 9 of the total population disagree and finally 2.1% the respondent which is 2 employee were strongly disagree to the statement mentioned above.

Based on the responses obtained and the mean value which is 4.0105, According to Fifth-Scaled Likert Criteria of Al-Sayaad et al. (2006) of Table 4, (*See table 4 above*).the mean value falls on the response scale of agree.

Therefore, it implies that the most respondent of the statement were agree or most of the company employee believe that strategies and plan that implemented by the company is not helping to achieve their sets goal.

4.6 Correlation Statistical Analysis

Correlation refers to the relationship between variables. It measures the degree to which two sets of data are related. Pearson correlation coefficient reveal magnitude and direction (either positive or negative) and the intensity of the relationship (-1.0 to +1.0) Higher correlation value indicates stronger relationship between both sets of data (Coetzee, 2003).

Pearson correlation analysis was used in this paper to provide evidence of construct validity. To interpret the result it is better to see (Franzblu, 1985) definition which has five classical rules as Shown below in interpreting the coefficient of correlation between two different variables.

($r=0$ to 0.20) indicates negligible or no correlation

($r=0.2$ to 0.40) indicates positive but low degree of correlation

($r=0.4$ to 0.60) indicates positive moderate degree of correlation

($r=0.6$ to 0.80) indicates positive and marked degree of correlation

($r=0.80$ to 1.00) indicates positive and high degree of correlation.

Pearson's correlation was used and the result is given on the below table which shows the relationship between the independent variable and dependent variable.

As per table in the below shows the results of Pearson correlation analysis among the variables Factors included sales person performance, sales incentives, training and development, sales forecasting and product quality were under in the independent variable company sales performance were related with dependent variable. Regarding the correlation or relationship between dependent and independent variables, the below Table clearly shows that figures with the symbol double asterisk (“**”) indicate that each of the variables are significantly and positive with each other at a significance level of p value $<1\%$ or (0.01.).

Table 11: Pearson Correlation Analysis of the Variables

		Correlations					
		CSP	SPP	SI	T&D	SF	PQ
company sales performance	Pearson Correlation	1	.286**	.329**	.857**	.493**	.218*
	Sig. (2-tailed)		.005	.001	.000	.000	.033
	N	95	95	95	95	95	95
sales person performance	Pearson Correlation	.286**	1	.071	.237*	.270**	.073
	Sig. (2-tailed)	.005		.492	.021	.008	.481
	N	95	95	95	95	95	95
sales incentive	Pearson Correlation	.329**	.071	1	.392**	.201	.127
	Sig. (2-tailed)	.001	.492		.000	.051	.220
	N	95	95	95	95	95	95
Training and development	Pearson Correlation	.857**	.237*	.392**	1	.346**	.264**
	Sig. (2-tailed)	.000	.021	.000		.001	.010
	N	95	95	95	95	95	95
sales forecasting	Pearson Correlation	.493**	.270**	.201	.346**	1	-.116
	Sig. (2-tailed)	.000	.008	.051	.001		.265
	N	95	95	95	95	95	95
product quality	Pearson Correlation	.218*	.073	.127	.264**	-.116	1
	Sig. (2-tailed)	.033	.481	.220	.010	.265	
	N	95	95	95	95	95	95

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

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

Source; survey result 2019

From the above table result shows that independent variable and dependent variable was computed and presented, the result shows that the dependent variable which is sales performance of the company have positive correlation with all independent variables, sales person performance by .286 have positive but low degree of correlation, sales incentive by .329 positive but low degree of correlation, training and development by .857 have positive and high degree of correlation, sales forecasting by .493 positive moderate degree of correlation and product quality .218 have positive but low degree of correlation.

4.7 Regression Analysis

Regression is a technique that can be used to investigate the effect of one or more predictor variables on an outcome variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of dependent variable.

Table 12: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.782	.770	1.42610

a. Predictors: (Constant), product Quality, sales person performance, sales incentive, sales forecasting, Training and development

b. Dependent Variable: SALES PERFORMANCE

Source; survey result 2019

As it is indicated in the above table 12, show that independent variable have for 78.2% (adjusted R² is 0.770 with estimated standard deviation 1.42610) of the variance of the dependent variable (sales performance) this indicate that 78.2% of variance in the dependent variable. From the table 13, below F-ratio which explain whether the result of regression model have occurred by chance, the F value is 64.014 at .000 significant level which show that the model is good as its value is less than 0.05.

Table 13: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	650.954	5	130.191	64.014	.000 ^b
	Residual	181.006	89	2.034		
	Total	831.960	94			

a. Dependent Variable: SALES PERFORMANCE

b. Predictors: (Constant) Product Quality, sales person performance, sales incentive, sales forecasting, Training and development. Source; survey result 2019

ANOVA (Analysis of Variance), used to compare whether the mean of one dependent variable differ significantly across the categories of another independent variables. ANOVA provides, the result of test of significance for R and R² using an F-statistic.

The F-test in the ANOVA table confirmed that the model developed is statistically significant (F=64.014, p<.01). This indicates that the variation explained by the model is not due to chance. The strength of each independent variable influence on the criterion dependent variable can be investigated via standardized Beta coefficient. The regression coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable.

Table 14: Coefficients

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.071	1.269		-1.632	.106
	sales person performance	.061	.078	.041	.787	.434
	sales incentive	-.030	.060	-.027	-.492	.624
	Training	.743	.058	.768	12.926	.000
	sales forecasting	.286	.070	.226	4.066	.000
	Quality 2	.058	.072	.042	.803	.424

a. Dependent Variable: sales performance
Source; survey result 2019

From the above table shows the regression standardized coefficients for the independent variables. Internal factors (independent variable) in contributing to variance of the sales performance (dependent variable) was explained by standardized Beta coefficient. Compete Sales person performance with company sales performance ($\beta=.041$) the result show that one unit of increasing sales person performance would lead to 4.1% increase in sales performance of the company. Sales incentive (-0.27) -2.7%, training (.768) 76.8%, sales forecasting (.226)22.6%, and quality (.042) 4.2% increasing in the overall sales performance of the company.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This is the final chapter and it presents summary, conclusion and recommendation of the study. First summary of the findings, which is obtained while answering the research question, is presented, and then based on the findings it reached on conclusions. Finally, based on the overall conclusions it proposed recommendation.

5.2 Summary of key findings

The research was conducted on BGI Ethiopia plc. St. George brewery Addis Ababa plant to assess the internal factors affecting the sales performance of the company.

Based on the analysis of collected data, findings show that 95.8% of respondent were male and 4.2% of respondent were female, therefore majority employee of sales and marketing department were male.

With regard to age 40% of the company sales crew were in the age category of 36-45, this indicate that the majority sales force of the company were adult age group.

With regard to educational level, large number of the company sales force which is 48.4% of respondent are who holds college diploma, therefore majority of the company sales crew were middle level of educational background.

With regard to work experience 47.4% of the respondent were working above 11 years, which implies that most of the sales and marketing department employee have good work experience.

Regarding with sales persons performance, five different questions were raised, from those question respondent were agreed on company have right sales crew with the necessary skill and knowledge and sales persons performance can affect the overall performance of the company. In generally most of sales persons do not know performance standard clearly, absence of

measurement tools, and supervisor follow up comparing sales plan to the actual performance is very poor, in the above issues respondent were disagree.

In the case of sales incentive the finding survey show that, the respondent were disagree on the sales incentive policy implemented by the company, sales incentive paid by the company is unattractive, there is no clear policy and it's not helping to increase the overall sales volume, and when we compare with competitors it is not enough. Therefore sales incentive paid by the company to the sales crew were affecting the overall performance of both the company and sales force.

Regarding with training and development program, response from respondent indicate that most of sales persons were disagree on questions, well designed and widely known training and development programs, and prepared in the participation of employee, and update with new concept timely. And management attitude toward training and development programs and finally, from the finding we can understand attitude toward training and development program by the company were very poor.

In the case of sales forecasting, response indicate that majority of respondents were disagree on the company sales forecasting process, those are performing business activities according to plan, give work plan for the sales crew and sales forecasting process is participatory, were as at the same time respondent were agree on sales forecasting process can affect both sales person performance and performance of the overall company.

Regard with product quality response from respondent were indicate most of the sales crew were agreed on product of the company were fulfill standard quality procedure, and quality of product is much better than competitors and useful to increase sales volume. In another hand respondent were disagree on company producing enough product required by the existing market demand.

Regarding with performance of the company, most of respondent were disagree on the Company encourage purchase of large size unit and off season buying, the company motivate to increase both profitability and higher sales volume. And the company work hard to increase competitiveness. And finally Strategies and plan design, formulation and implementation process by the company help to achieve their sets goal. In another way most of respondent were agree on company works on to increase number of customer.

The correlation analysis result from the Pearson's Correlation Coefficient shows all independent variables of the study those are sales person performance, sales incentive, training and development, sales forecasting and product quality have positive correlation with sales performance or the dependent variable. The finding also indicates training and development have the highest correlation was found.

5.3 Conclusions

The research was conducted on BGI Ethiopia plc. St. George brewery Addis Ababa plant. The research attempt to assess the internal factors affecting the sales performance of the company. Primary data was obtained through questionnaire and descriptive analysis were used to analyze the data and discussed. Based on the findings of the research the conclusions made are presented as follows.

According to findings most of the respondent to the questionnaire were male, this implies that majority employee of sales and marketing department were male.

With regard to age most of the company sales crew were in the age category of 36-45, this indicate that the majority sales force of the company were adult age group.

With regard to educational level, large number of the company sales force holds college diploma, therefore majority of the company sales crew were middle level of educational background.

With regard to work experience most respondent were working above 11 years, which implies that most of the sales and marketing department employee have good work experience.

Regarding with sales persons performance respondent were agreed on company have right sales crew with the necessary skill and knowledge and sales persons performance can affect the overall performance of the company. In generally most of sales persons do not know performance standard clearly, absence of measurement tools, and supervisor follow up comparing sales plan to the actual performance is very poor, in the above issues respondent were disagree.

In the case of sales incentive the finding survey show that sales incentive paid by the company is unattractive, there is no clear policy and it's not helping to increase the overall sales volume, and when we compare with competitors it is not enough. Generally sales incentive paid by the company to the sales crew were affecting the overall performance of both the company and the sales force.

Regarding with training and development program, respondent indicate that, there is lack of well-designed and widely known training and development programs, and prepared without the participation of employee, and not updating the sales force with new concept timely. And poor focus of management toward training and development programs and finally, from the findings we can understand that attitude toward training and development program by the company were very poor.

In the case of sales forecasting, response indicate that majority of respondents were disagree on the company sales forecasting process, which is company's do not performing business activities according to plan, and the company do not provide adequate work plan for the sales crew and sales forecasting process were not participatory, were as at the same time respondent were agree on sales forecasting process can affect both sales person performance and performance of the overall company.

Regard with product quality response from respondent were indicate most of the sales crew were agreed on product of the company were fulfill standard quality procedure, and quality of product is much better than competitors and useful to increase sales volume. In another hand respondent were disagree on company producing enough product required by the existing market demand.

Regarding with performance of the company majority respondent were disagree on encouraging purchase of large size unit and off season buying, and the company do not motivate to increase both profitability and higher sales volume. And the company not work hard to increase competitiveness. And finally which the Strategies and plan design, formulation and implementation process done by the company is not helping to achieve their sets goal. In another way most of respondent were agree on company works on to increase number of customer.

The correlation analysis result from the Pearson's Correlation Coefficient shows all independent variables of the study have positive correlation with the dependent variable. The finding also indicates from those variables training and development have the highest correlation.

5.4 Recommendations

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

- ❖ The company must investigate and make a corrective action on the process of recruiting, selection and hiring process of employees to achieve objective of the company because from the above result majority of sales crew were male and holder of a collage diploma, so that participation of female were less and at the same time the company must hire individuals who holds BA degree and above, at the same time most of company sales force were adult , company management must concentrate on young generation because they may came up with new idea and knowledge which improve sales performance of the company.
- ❖ Sales incentive are key factor for the success of sales growth of the company, so that the company must design and implement a proper sales incentive policy with a participation of employee and provide attractive sales incentive which encourage the sales force and it will be helpful to increase sales performance of the company sales force and at the same time the overall sales performance of the company.
- ❖ The business environment is dynamic, so that the sales person should get periodic and continuous training on how to sell, deal and approach potential buyers, the company must provide well designed and widely known training and development program with the participation of the employee. In addition to that training must be focus on updating the sales crew with new concept timely at the same time must be helpful for the sales force to cope up with the external environment.
- ❖ First of all the company must establish research and development department, then hire marketing expert who have the ability and skill to make effective and good sales forecast, and the company must conduct market research to know the existing trend of competitors and assess current and future customer needs and wants to serve accordingly, and must

implement the right marketing strategies to successfully compete with its competitors and also offer greatest value to its customer.

- ❖ The company must make continuous improvement of the product quality according to the need of customer and to compete with its competitors, give awareness of the product quality if there is any change, the company should work more to fill the gap between demand and supply, and must adopt new strategies to satisfy the demand of customer requirement (produce malt or alcohol free drinks) and stay ahead of competitors.

5.5 Limitations of the study

There are some limitations with regard to scope of the study, those are place which the study was conducted was only on Addis Ababa plants other four plants allover Ethiopia were not consider on the study and the focus of the study was only on internal factors because of a limitation of given time period.

In another hand lack of availability secondary data which related to the study topic.

Finally, the company management were not willing to give the required sales data or sales reports which strengthen the study because of confidentiality and they thought competitors can use it.

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Appendices

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MBA GENERAL

QUESTIONNAIRE FOR COMPANYS SALES PERSONS

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

This questionnaire is a major material in the preparation of a thesis on “assessment of internal factors affecting sales performance in the case of BGI Ethiopia St. George brewery Addis Ababa Plant” for the fulfillment of the requirement of Masters of Art Degree in general Management at St. Marry University, Addis Ababa.

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

Thank you for your cooperation!

Part 1. Personal information

1. Age

18-25 26-35 36-45 46-55 above 56

2. Gender

Male Female

3. Educational level

Below certificate Certificate Diploma Degree Masters

Other _____

4. Work experience

0-5 years 6-10 years 11-15 16-20 above 20 years

Part 2 Basic questions of the study

In this section the questions concern how internal factors affect the sales performance. Instruction: Please choose a degree of agreement in the following table that matches your opinion. Put a tick mark (“√”) for each statement by using the following scale ranging from 5= strongly agree 4=Agree 3= Neutral 2=Disagree 1= strongly disagree.

No.	Question's	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Individual performance		5	4	3	2	1
1	The company have the right sales crew with respect to knowledge and skill.					
2	The sales crew knows the performance standard clearly.					
3	Do you believe the company have an instrument to measure the performance of the sales crew?					
4	The performance of the sales person affect the sales volume of the company.					
5	Your supervisor compare your sales plan and actual performance.					
Attitude towards sales incentive		5	4	3	2	1
6	The company plan to pay sales incentive if you achieved your sales target properly.					
7	The sales incentive paid by the company for the sales crew is attractive.					
8	The sales incentive paid by the company for the sales crew is helping to increase the sales volume.					
9	The sales incentive policy of the company affect your performance.					

10	In your opinion the incentive paid by your company is enough related with other company's or competitors.					
	Focus on training and development	5	4	3	2	1
11	There is well designed and widely known training and development policy at your company.					
12	Training and development policy is developed with the participation of employees.					
13	The company update the sales crew with new sales concept timely.					
14	The management of the company have positive attitude towards training and development programs.					
15	Training and development programs affect your performance.					
	Sales forecasting	5	4	3	2	1
16	The sales and marketing department perform its business activities according to plan.					
17	The company give work plan for the sales crew.					
18	The company plan or sales forecast process affect your performance.					
19	The company plans on sales forecasting Process affect the sales performance of the company.					
20	The company sales forecasting process is participatory.					
	Product quality	5	4	3	2	1
21	The product quality affects the sales performance of the company.					
22	Do you believe product of your company fulfill the standard quality procedure.					

23	The quality of the company product affect your performance.					
24	Do you believe the quality of your product better than your competitors and is it helpful to increase the sales volume of the company?					
25	The company produce enough product with the required quality to satisfy the existing market demand.					

Part 3: The question in this section concern on sales performance of the company

In this section the question concern on sales performance of the company. Instruction: Please choose a degree of agreement in the following table that matches your opinion. Put a tick mark (“√”) for each statement by using the f following scale ranging from 5= strongly agree 4=Agree 3= Neutral 2=Disagree 1= strongly disagree.

No.	Question's	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree.
1	The company support the sales force by escalating quota fulfillment to accelerate the sales performance.					
2	The company integrating appropriate sales pipeline for the sales force.					
3	The company support to converge opportunity's in to success deals.					
4	The company use metrics-driven sales plan which is help to generate high sales volume.					
5	The company Strategies and plans help the sales force to improve in successful call rate.					