

**ASSESSMENT OF COMPANY ABILITY IN MANAGING AND
EVALUATING SALES FORCE PERFORMANCE (IN THE CASE OF
FIKER PURE NATURAL WATER COMPANY IN AGENA)**



WOLKITEUNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MARKETING MANAGEMENT

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ASSESSMENT OF COMPANY ABILITY IN MANAGING AND EVALUATING
SALES FORCE PERFORMANCE (IN THE CASE OF FIKER PURE NATURAL
WATER COMPANY IN AGENA)

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ABSTRACT

This research would be conducted under the title of assessment of company ability in managing and evaluating sales force performance. (In the case of Fiker pure spring water company in Agena) The purpose of the study would be tried to assess how the company sales force performance in relative to the ability of the company to manage sales force performance in systematic way. The research focuses on identifying and clarifying the main problems associated with asses of company ability in managing and evaluating sales force performance. The researcher was used census method. Both primary and secondary data would be used in this study. Primary data was obtained from the company sales force performance through interview. Secondary data was obtained from different documents of the company such as magazines and letters of the company. The researchers used census techniques to take sample from employee's respondent. The researcher used descriptive approach to describing the company ability in managing and evaluating sales force performance in the company. The researchers would collect data from employees, and manager the company. The analysis and interpretation was made through the usage of table and percentage. Finally, the researcher would conclude and would give recommendation based on the finding of the study.

Key words; sales management, technical skill, training, recruitment , development ,personal selling

CHAPTER ONE

1. INTRODUCTION

This chapter would present concise explanation about back ground of study by explaining the company ability in managing and evaluating sales force performance .further include statement of the problem, research question, Objective of the study Significance of the study, scope of study and an organization of the paper

1.1. Background of the study

Now in the period of stiff competition, each company needs to have effective sales force because it occupies on important place in the sales organization. The success of any selling organization largely depends on ability and willingness of the sales force to work for the achievement of the desired goal. (Palmer and Catherine 1994; p19. New the role of sales force is not as need in earlier period. In the production orientation era when there is an excess demand, the producers for having qualified sales force was limited. But latter demand decreases this failed to achieve its objectives and in the selling orientation era companies focused on promotional effort to attract customers but since this failed to achieve its objectives marketers and business professionals start to use effective and qualified sales force now a sales person should be skilled in attracting, prospecting customer problem solving and creating satisfied customer, (palmer and Catherine 1995 p.20) Sales forces are found both in profit and nonprofit making organizations and used as the company's link to its customer sales force are representative who brings much information about the customers to the company. A carefully planned and systematic managing and evaluating sales force performance is essential for the successful implementation of the sales objectives. Policies and programs of an organization, hardworking and high caliber sales force is of prime importance for an organization to be successful in the modern competitive business world. Today all business organization realized the importance of sales force so that they are spending much many on proper recruiting, selecting training motivating supervising, controlling and evaluating, it has been pointed out that the importance of personal selling is evidence not only by its universal use and variety of forms but also by the obvious fact that without it our marketing mechanism was break down (PKSAHU and KL KAUT 2003 P 174). It is necessary or important to say that managing and evaluating sales force performance will be an important

aspect of the organization the quality of sales force has influence on the performance of the organization, effective sales force should possess good personality, product knowledge and customer psychology because the success of sales person depend on the extent of his ability to impress on customer and through knowledge of the product makes every sales person efficient and successful in this job, so every company should have effective recruiting, selecting, training, supervising controlling and evaluating procedure. According to (Lftikha Ahmed & Sirajud- din, 2009), training are important activities to increase performance of sales force and organizations productivity. Sales force ' performance is the importance factor and the building block which increase the performance of overall organization. Employee performance depends on many factors like job satisfaction, knowledge and management but here is relationship between training and performance (chris Amisano, 2010). This shows that employee performance and training and development are beneficial for employee to improve their performance.

Training plays significant role in achieving organizational objectives by keeping in view the interest of sales force and organization (stone J.R, Human resource, 2002)

1.2. Background of the organization

Fiker pure spring water Share Company is a bottled water manufacturing company that is established, in 2014, in "Gurage" zone, SNNP, Ethiopia. It mainly aims in targeting the Local Ethiopian market currently as well as most Eastern African region, in the long run thereby addressing the quality bottled water needs of this target segment. Quality water from the source coupled with the latest technology of production makes it unique to satisfy the real desire of its customers. About the product Fiker pure natural spring water is mined from natural spring water of Jejer, at Guraghe chained mountain, SNNP region Ethiopia, at "Exia" wereda. Although we are working to produce other product lines, Ok bottling and beverage Sc currently produces 600ml, 1000ml and 2000ml size of botteled waters.the fiker water company now a day the number of workers were 250.the number of male 192 and the number of female 58.

1.3. Statement of the problem

Assessment of managing and evaluating sales force performance should not be our looked, in our country. The practice of effective managing and evaluating sales force performance was not developed when compared with developed countries. In earliest time special attention was, given

to production. But now in the period of stiff competition special attention turns to identifying customer's needs and wants and exerting the maximum efforts to satisfy customers and to be competent in the market. For this there must be effective sales force hence Fiker Water Company being was one of the companies working in the country is not unique and suffering from the problem. According to Debrah and Ofori (2006), despite the increasing effect of training and managing performance of organizational sales force by organizations, there is still limited literature on human resource management issues in developing countries and increasing concerns from organizational customers towards low quality services.

Studies of issues associated with managing and evaluating in less developed countries are rarely found. The existing studies of human resources management /HRM/ focuses on creating of a gap on issues such as the effect of managing and evaluating on sales force performance (Ahrvey& Jackson, 2002).

Therefore this research would be conduct at the organization by assessing the company's ability in managing and evaluating sales force performance. Lack of knowledge sales force persons and manager and also insufficiency of managing and evaluating that is practically being given to sales force performance are some problems.so this motivates the researcher to conduct this study on this particular company. The researcher tried to investigate the challenges of the sales force activity on run the business. However nowadays, there is a great competition in Sales force so by this reason the researcher wants to assess the single activity of selling; which is a different activity in the company.

1.4 Research Questions

- ✓ How the company is currently managing and evaluating its sales force?
- ✓ How does the company recruit, select, trains, supervise, motivate and evaluate sales force?
- ✓ What factors are affecting company's sales force management and evaluate?
- ✓ What should be done to improve the company's sales force management and evacuation?

1.5 Objective of the study

1.5.1 General objective

The objectives of the study would to assess the company's ability in managing and evaluating sales force performance.

1.5.2 Specific Objective

The specific objective of the study is including the following points.

- To assess whether the company is effective in managing its sales force or not.
- To assess the company's recruitment, selection, training supervision motivation and evaluation procedures.
- To identify the factors that affect the company's sales force management and evaluation.
- To forward suggestion that can improve the company's sales force performance.

1.6 Significance of the Study

The study will have many advantages of which the following are some.

- It will enable the company to manage and evaluates its sales force performance of the past and take corrective measures in the future to correct past weaknesses.
- It will helpful to the other researches as they used the study as the bench mark for their research to be carried out for future time.
- It helps the sales force of the company themselves to know there, weaknesses and strengths to carry out their job in an effective and efficient manner.
- As a beginner for the researcher the study will provide the necessary basic experience of the conducting a detailed research process.
- The findings of the study will help organization to improve it sales process as a result the customers will obtains better sales service.

1.7 Scope of the Study

Undertaking the research in a country as a whole is time consuming needs much cost to be incurred there force this study was limited to assessing and evaluating the sales force performance in case of Fiker pure spring water company, Since it is still difficult to conduct the research by involving all customers of the company. The study highly depends on census

technique since; the populations who are targeted for respondent are simple in number. So the research would take all the population as a respondent.

1.8 Limitation of the study

Time constraint

During the collection of the data there is shown time constraint because data collection and interpretation has been taken more than the given period that is some days this is considered as the major limitation

Financial constraint

The cost is to be spent on the research highly costly and the faculty did not share any cost for this research.

Limitation of the study

Assessment on managing and evaluating sales force performance in case of Fiker pure spring water company there were many difficulties and different problem I faced; thus could be time, money and willingness of the respondents to sick the appropriate information,lack of knowledge experience.

1.9 Definition of key words

- ✓ Sales management meant management of all marketing activity, including advertising, sales promotion, pricing marketing research, physical distribution, and merchandising.
- ✓ Recruitment is the process of reaching out and attempting to attract potential and qualified job candidates for a particular job.
- ✓ Technical skill -the abilities to perform a specialized task that involves a certain method of process.
- ✓ Training is a short term process utilizing a systematic and organized procedure by non-managerial personnel learns technical knowledge and skill for a definite purpose.

- ✓ Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual skill and theoretical knowledge for general purpose.
- ✓ Personal selling – An interpersonal communication tool which involves face-to-face activities undertaken by individuals, often representing an organization, in order to inform, persuade or remind an individual or group to take appropriate action, as required by the sponsor's representative.

1.10 Organization of the Paper

The research report was been organized under five chapters as listed below: Chapter one: Introduction: This chapter contains background of the study, Statement of the Problem, research question, and objectives of the study, significance of the study, and scope and the organization of research paper. Chapter two: Review of related literature: This chapter deals with the literature relevant to the study. It has an introduction, the theoretical and, empirical review. Chapter three: Research Methodology: This chapter describes the approaches and design of research, population of the study, Sampling techniques, the sources of data, the data collection, instruments, and the methods of data analysis used. Chapter four: Data presentation, analysis and interpretation: This chapter summarizes the results/findings of the study; it interprets and discusses the finding. Chapter five: Summary, Conclusion and Recommendations: This chapter comprises of four sections, which include summary of major findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

THEORETICAL LITERATURE REVIEW

2. INTRODUCTION

This chapter includes reviews theories and concepts that are related to managing and evaluating sales force performance which has considered the research to proceed easily.

Definition core terms

- ❖ Sales management meant management of all marketing activity, including advertising, sales promotion, pricing marketing research, physical distribution, and merchandising.
- ❖ Recruitment is the process of reaching out and attempting to attract potential and qualified job candidates for a particular job.
- ❖ Technical skill -the abilities to perform a specialized task that involves a certain method of process.
- ❖ Personal selling – An interpersonal communication tool which involves face-to-face activities undertaken by individuals, often representing an organization, in order to inform, persuade or remind an individual or group to take appropriate action, as required by the sponsor’s representative.

2.1 Defining sales force Performance

There is no doubt in it that sales force is the building blocks of an organization. As put forward by Hameed and Waheed (2011), the most value adding possessions (assets) available to any firm, business, or organization are its workforce. The performance on part of the workforce is the driving force behind the survival of any business firm. Further, they are of the view that well performing sales force contributes to the efficiency and success of the organization. So,

performance is crucial for the organizations and making strategies to improve performance and measuring it from time to time are a basic step that is to be taken. Without desired performance results, it is of no use continuing to invest in processes and projects.

If we define employee performance then we may say that “the set of employee behavior, results, And outcomes that come after completing the job tasks using certain competencies and that are Measured through different metrics constitute employee performance.”

Two types or dimensions of performance are being given by Aguinis (2006): Tasks Dimension of Performance (includes all those work activities that allow the completion of tasks in a job); Contextual Dimension of Performance (includes all those behaviors that make an employee act responsibly toward the organization).

2.2 Overview of personal selling

The nature of personal selling jobs and the role of personal selling can vary from one company to another here; we look at the nature of personal selling positions and at the role of the sales force plays in modern marketing organizations. Selling is one of the oldest professions in the world. The people who do the selling go by many names sales peoples, sales representatives, account executives, sales consultants, sales engineers, agents distinct managers and marketing representatives; (1996; p 532).

The term sales person covers a wide range of position, from the clerk selling in retail store to the engineering sales person who results with client companies. Sales force management is the analysis planning, implementation and control of the sales force actives it includes designing sales force strategy and structure and recruiting selecting, training, compensating, supervising the firms sales people.

Designing sales recruiting and training

Force strategy and structure → selecting sales people → compensating sales people → supervising sales people → evaluating sales people Major steps in sales force management

As an element of the marketing mix the sales force is very effective in achieving certain marketing objectives and carrying out such objectives as prospecting, communication selling and

serving and information gathering. A market oriented sales force need skills in marketing analysis and planning in addition to the traditional selling skills; (Kotler: p 533).

The success of any selling organization largely depends up on ability and willingness of the sales force to work for the achievement of the desired goal. Sales forces are found both in profit and non-profit making organizations. Today all business organizations have realized the importance of sales force so that they are spending enormous money on proper recruitment, selecting, training, motivating, supervising and evaluating. It has been pointed out that the important of personal selling is evident not only its universal use and variety of forms but also by the obvious fact that without it, our entire marketing mechanism willbreak down; (Kotler: p 533).

The sales force should possess good personality, product knowledge of customer psychology because the success of the sales personal depends on the extent of his ability to impress up on the customers and a thorough knowledge of the product makes very sales person efficient and successful in his job and strengthen his self-confidence so every company shallbe careful in selecting sales force careful selection canbe followed by, recruitment, training has to followed by compensation plan contentment, efficiency and loyalty of sales force are closely related with the method by which the selling efforts of the sales force are compensated for having effective management and evaluation of a sales force every company uses the following

2.3 Sales force management

- ✓ Recruitment and selection
- ✓ Training of a sales force
- ✓ Motivation of sales force
- ✓ Central and supervision of a sales force
- ✓ Evaluation of performance

2.3.1 Recruiting and selection

It is needless to say that recruitment and selection of fiker type of people for the fiker type of job is an important aspect of all origination. The equality of sales force has a direct influence on the performance of the organization in order to make all subsequent activities like training, supervision, motivation remuneration and control meaningful; (PK SAHU and KC RAUT: 2003; p 175).

Recruitment and selection are closely related terms and considered as two sides of the same coin. Recruitment is the process where the prospecting candidate are found and encouraged to apply. On the other hand selecting is the process of choosing a few out of the total large reserve. So, provided by recruitment, selection is the process of weeding out or reflecting the misfits. Thus, it can be said that selection is the step following recruitment is positive in approach, whereas selecting is negative by its function, thus clearly distinguished between the two.

2.3.2 Importance of recruitment

Recruitment of sales personal is an endless job for any organizations. Recruitment of the fiker type of sales people possessing all the essential qualities in sufficient number are necessary to carry out the selling activities of an organizations. This is totally dependent on a sound recruitment policy. It has been rightly pointed out that sales person is spear head of any business. The aim of any recruitment policy shall always be to the fiker man job. Otherwise recruitment became a burden on the organization. Good recruitment policies build a stable and efficient work force and helps in achieving organizational goal and objectives in a planned and systematic manner. Good recruitment policies also reduce the works of the management by considerably reducing the supervising responsibilities. In sum a good sales force once recruited, contributes significantly to increased sales as well as higher profit of an organization. This increases the sales manager as the cleared of the sales force; (PK SAHU KC. RAUT: 2003; p 176)

Recruitment of sales person is considered as an endless job any organization. The need for continuous recruitment is felt because of the following reasons.

1. To replace the vacancy created
2. To cope up with expansion programs

2.3.3. The process of recruitment

Recruitment of a sales force involves certain steps or processes these are:-

1. Analysis of the job to be done by the sales man
2. Determination of the characteristics and qualities to be possessed by a sales person (personal analysis)
3. Tapping the various source of recruitment.
4. Appointment agreement

All these steps or process are basically sequential and at most care is needed at each step in order to select the right man for the right job success or failure of an organization depends a lot on the type of sales man selected.

Therefore, selection must be made very carefully; (PK RAUT: 2003; P 175).

2.4. Careful selection

after the candidate have been solicited for the job by using various source of recruitment, the sales manager has to take necessary steps to select the best possible candidates as sales people. The main purpose of selection is to find out the fiker man for fiker job in an organization. The selection procedure adopted to select a candidate usually varies from firm to firm depending up on the management and selection policy of the firm, however, in general, as (PK SAHU and KC RAUT: 2003; p 181). Describes the usual procedure adopted for selecting candidate as sales person Is as follows:-

2.4.1. Procedures of careful selection

A. Application blank

It is a form of application submitted by the person in search of a job usually this contains a number of questions having blank spaces to be field by the applicant, the question so included are framed in such a way that answer to them would give a clear idea about the candidates as sales man as follows.

- i. Personal data sheet
- ii. Hob description sheet
- iii. Man specification sheet

The personal data sheet is to be filled up by the applicants; it contains questions seeking information about all possible personal data about the candidate which are considered essential for the job.

Job description sheet or job analysis is the statement of the specific job responsibilities activities and authority. All this are related to the job only and not with any individual man specification sheet indicates the specific request qualities usually related to educational qualification, experiences and qualities like physical fitness, mental aptitude and personality. The number of

personal interview to be conducted depends on the type of job the interview is being conducted for; (PK SAHU AN KC RAUT; 2003; p 182).

B. References

In almost all the cases the candidate is required to mention the names of two or three individuals called referees. The reference information may be about the integrity of the candidates or may relate to character, educational qualification previous experience, etc. of the candidates. After getting the references provided by the candidates, it is one of the important duties of the sales manager to verify the general character and ability of the applicant concerned from the reference. The sales manager can also ask them to send confidential reports about the candidates sometimes telephone calls or personal inquiries can be made from reference in order to get correct and accurate information about the candidates. Personal contact is one of the best ways to obtain honest and frank opinion of the reference because people are more frank orally than in writing; ; (PK SAHU AN KC RAUT; 2003; p 182).

C. Personal interview

Personal interview is the most common as well as important stage in the selection process. It is used to weed out the misfit or unfit candidates. The interview should start with friendly and cordial welcome to put the candidates at ease and the atmosphere should be relaxed. The interview should begin with routing questions which are generally expected by the candidates.

D. Psychological test

This test helps the organization in measuring the candidate's ability, attitude, interest and capacity from an integral part of such psychological test intelligence test usually measures the mental capacity knowledge, memory fact etc. of the candidate.

E. Medical examination

The next step in selection procedure is the physical examination of the candidates. To be efficient, a sales man is required to possess a good health. The candidate is medically examined by a panel of company doctors who certify his/her fitness; (PK SAHU AN KC RAUT; 2003; p 182).

F. Final interview

Here all the information regarding the qualification experience, reference of the candidates and the formal test helps to arrive at a final decision. Thus is a formal interview to the candidate during this the candidates may be asked about the willingness to accept the job and term and condition; (PK SAHU: 2003; p 183).

2.5. Training of sales force

Training is a learning process that involves the question of skill concepts knowledge or attitude to increase the performance of sales force. It is a long process to modify attitude, knowledge, and skill through learning to achieve (cause of) effect of performance in actively or range of activities (Noe. R, 2003). Laining (2009) defines training as indicator to enhance superior skills, knowledge, capabilities, and utility of sales force. That results in effective performance of workers. However he adds one thing more that it (training) extends production of organizations. (Khan far, 2011) argued that training is an active means of to enable individuals to make use of his or her capability and his/her potential capability.

Development is a process which managers in the experience skill or attitude to become successfully in managerial activities. The purpose of development in the station is to develop the abilities of individual and to satisfy the future need of the organization.

Development is abroad ongoing- faced set activities (training activities among them) aimed at bring someone or on organization up to another shall of performance, often to perform some job or a new role in the future McNamara (2008)

It refers to learning opportunity designed to sales force grown its known that successful candidate or placed on the jobs need training to perform their duties.

Effective work must take to operate cause or to reduce scrap and avoid accidents it is not only the works who need training supervisors, manager and executive also need to development in order to enable them grow accrue maturity of through and action training and development constitute ongoing process in any organization. While training makes sales force more effective and efficient in its day to day operation development helps the sales force to adopt the dynamic nature of the organization.

According to C.L HUDSON training is a process at learning that is specifically directed to the acquiring and developing specific attitudes and skill for the successful carrying out of specific objectives and tasks. As a matter of fact newly selected sales people however, efficient he/she may be needs some formal training. Even the existing sales forced needs training form time to time in order to acquaint with the new product and new selling techniques; (PK SAHU: 2003; p 184).

Importance of sales training includes improving sales performance, to influence prospect in a better way, provides expert knowledge, reduce stage, control and supervision, low turnover sales force and so on. There are methods of involves four steps. These are

- i. telling the sales personals what to do
- ii. showing them how to do it
- iii. let them to do it
- iv. monitoring and controlling their work

2.6. Motivation of sales force

It is observed that In spite of having best possible sales force, many organizations have failed to achieve the sales objectives because of lack of motivation within the sales force. Therefore, performance of the sales force is determined by two factors

1. level of ability to work
2. level of motivation

While the ability of the sales force is governed by education and training willingness to perform can be affected by the factors influencing sales force behavior. A thoroughly motivated sales force, infect, is able to achieve greater selling efficiency in the form of higher sales volumes. A motive is an idea, a need or an emotion within an individual which incites to action.

It can aroused by some external Influence or incentive or stimuli such motivations for the sales force is highly essential in order to put the firm on the road to progress and prosperity; (MICHAEL J. BAKER: 1996; P 305).

Motivation is the process of stimulating people to perform in order to accomplish desired goals (William Scott). The need for motivation arises due to the following reasons.

- Improve efficiency
- Receive the tension keep the sales force happy
- Human treatment

There are a number of tools of motivation

These are incentive remuneration, promotion, personal contact, correspondence, sales contest and sales conference.

2.7. Control and supervision of the sales force

In an organization, the success of planning largely depends on the efficient supervision and control of the sales force. It is the important aspect of the management of the sales force. In fact the activity of the sales person have to be supervised and controlled to insure that the job is done properly and effort have being made toward the achievement of the sales objectives. An organization may have talented and efficient sales force with adequate training and compensation plan may be attractive, but unless the activity of the sales force are properly supervised and controlled it is hardly possible for the organization to achieve the sales target; (MICHAEL J. BAKER: 1996; P 307).

A continuous evaluation of the performance of each sales force essential for the to measure the performance in comparison to the planned target.

2.8. Evaluation of Performance

The work of sales force in general and the individual sales ma shall be continuously evaluated by the sales organization. When the sales force is aware that the management is having a constant watch over the selling activities and keenly observing the sales reports for jading their efficiency and merit, their level best and put extra effects.

This process requires good feedback. And good feedback means getting regular information from sales people to evaluate their performance.

Source of information

Management gets information about its sales people in several ways. The most important source is the sales report. Additional information comes from personal observation, customer letters and complaints, customer surveys, and talks with other sales people; (Kotler: 1996; p 545).

Sales reports are divided into plans for future activities and write-ups of completed activities in advance. The work plan describes intended calls and routing. From this report the sales force plan and schedules activities. It also informs management of the sales people are about and provides a basis for comparing plans and performance. Sales people can then be evaluated on their ability to plan their work and work their plan. Sometimes managers contact individual sales people to suggest improvement in work plans; (Kotler: 1996; p 545).

Companies also are beginning to require their sales people to draft annual territory marketing plans in which increasing sales from existing accounts. Formats vary greatly. Some ask for general ideas on territory development, others ask for detailed sales and profit estimates. Such reports cost sales people as territory marketing managers. Sales managers study these territory plans, make suggestions, and use the plan to provide sales quota; (Kotler: 1996; p 545).

Sales people write up their completed activities on call reports. Call reports keep sales management informed of the sales person's activities, show what is happening with each customer account and provide information that might be useful in later calls. Sales people also turn in expense reports for which they are partly or new business lost and local business and economic condition.

These condition reports supply the raw data from which sales management can evaluate sales force performance. Are sales people making too few calls per day? Are they spending too much money on entertainment? Are they founding enough new customers and holding on to enough old customers?

Finally, sales people are motivated to perform well because they know they will have to sit down with the sales managers and explain their performance.

Comparing sales peoples performance

One type of evaluation compares and ranks the sales performance of different sales people. Such comparisons can be misleading; however sales people may perform differently because of difference in territory potential, work load, level of competition, company promotion effort and other factors.

Furthermore, sales are not usually the best indicator of achievement management shall be more interested in how much each sales person contributed to new profit, a concern that requires looking at each sales person's sales mix and expenses; (Kotler: 1996; p 546).

Comparing current sales with the past sales

A second type of evaluation is to compare a sales person current performance with past performance. Such a comparison shall directly indicate the person's progress.

Qualitative evaluation of sales people

A qualitative evaluation usually looks a sales person's knowledge of the company, product, customer, territory and tasks. Personal traits manner, appearance, speech and temperament can be rated. The sales manager also can review any problems in motivation or compliance. Each company must decide what would be most useful to know it shall communicate these criteria to sales people to they understand how their performance is evaluated and can made an effort to

Improve it; (Kotler: 1996; p 547)

2.9. Empirical Review

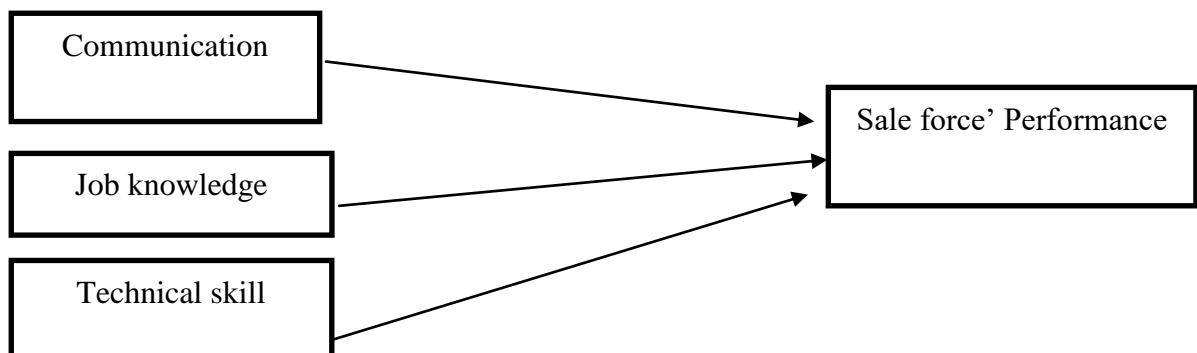
Various researches exist about what factors motivation and evaluating sales force performance in different sales organizations. Past researches from different industries mainly in developed countries attempted to help to identify reliable and valid predictor's sales force performance. However, the hypothesized predictors, which include personal, organizational and environmental factors, explained little of the variation in performance. Churchill and Hartley (2000) who are credited with seminal work in this area found that besides aptitude, role perception, motivation, personality and organizational factors like sales skills also affecting salesperson performance. According to Walker et al (1977), each salesperson classifies the principles of a sales force. The

three basic factors regarding salesperson's performance includes: the level of motivation of salespeople in each activity or task related to their work; Sales or ability and aptitude of individuals with limited ability to perform tasks and salesperson understands the role and motivation to perform; and the role perception consists of role accuracy, role ambiguity and role conflict. The study determinants of motivation and performance in industry selling can explain the conceptual framework set of individual, interpersonal, organizational and environment variables that can affect a salesperson's motivation and job satisfaction.

2.10 Conceptual Framework of the study

The conceptual framework indicates the crucial process, which is useful to show the direction of the study.

Figure1: Conceptual framework of the study



Source; *European Journal of Training and Development Studies Vol.3, No.1, pp.22-44, March 2015 (www.ea journals.org)*

CHAPTER THREE

RESEARCH METHODOLOGY

3. INTRODUCTION

This chapter concerned with understanding of the research methodology the study includes description of study area, research design, types and sources of data study population, sample design techniques, method of data collection, and method of data analysis.

3.1. Description of the study area

Wolkite is a town and have separate woreda in south-western Ethiopia. The administrative center of the gurage zone of the SNNP's region, this town has a latitude and longitude of 8° 17'N 37° 47'E and an elevation between 1910 and 1935 meters above sea level. It surrounded by cheha woreda. The study site was conducted in Agena town; Agena town is the administrative center of the Ezha woreda in guraghe zone southern nation nationality and people of region (SNNPR) of Ethiopia. Geographically Agena town cover 674hr total area and located south eastern Ethiopia in SNNPR state of about 192 km away from Addis Ababa, the capital city Ethiopia. The town is in the midway on the road between wolkite and butajira, trade is the major economic activity employed in the town.

Based on the central statistical agency (2007) report, the total population of Agena city is 6905. And various form of Christianity (orthodox, protestant, catholic), Islam are commonly practice in the town. The official work language in the town is Amharic, which belongs to northern sematic group of language.

3.2. Research approach

This study employee mixed research approach. The researcher would be used qualitative method to analyse the information collect from representative of Fiker pure spring water and employed the quantitative approach to compute information that acquired through questionnaires from target population.

3.3 Research Design

To conduct this study, was a descriptive research method because descriptive method is used to describe the events that is happening and characteristic about the application or phenomena that being under study.

3.4. Target Population

The target populations of the study are employees of marketing department of fiker mineral water Company the sales force in marketing department employees with its members 13.

3.5. Types and Source of data

In conducting this research both primary and secondary data are use. The primary data was collected from the interviewing company's sales force marketing manager. The secondary data was obtained from related books, company broacher, sales manual sales report executive summary .research papers (both published and non-published), internet sources, and articles from different magazines and other written materials.

3.6. Method of sampling technique

The target population of the study was the marketing department of fiker mineral water Company specially the sales force of the company the study was censuses method. this methods takes an the employees of marketing department of fiker mineral water company the sales force in marketing department to select employees with its members 13.

3. 7 Method of data collection

The primary data was collected through both open ended and close ended questioner. The questionnaire helps to increase the response rate by providing easier response way. Interview schedule was developed and used for the overall control manager and marketing manager. Secondary data was obtained from company documents

3.8 Data collection procedure

The study was used the following procedures for data collection. Prepare questionnaires; Questionnaires was distributed to the employee and manager. Collect the response to answersthe

question. Determine the wording of each question, each question answers for analysis and then interpret the result.

3.9 Method of data analysis and interpretation

The collect data first was sorted, to facility for proper analysis then for proper analysis a descriptive technique. Censes data was used for percentage calculation and tabulation of data was used for percentage the result. The tool facilitates the process of comparison and summation. The process and analyze data was interpreted base on the common patterns identify through the data analysis.

3.10 Ethical considerations

The study was appreciated to use information from Fiker pure spring water company wolkite town in Agena .Thus, the study acknowledges the fact and cautions that the data to be obtained from the Fiker pure spring water company solely used for academic purposes. Having noted this, the study advises that use of the findings without expert advice,and to user. The researcher was keeping a high level of confidentiality and self awareness,to measure knowledge and integrity throughout the field work and afterwards. Further the study was treating the responses from the respondents with confidentiality it deserves. The researcher pledges that the data and information was solely used for academic purpose

CHAPTER FOURE

4 .Data analysis presentation and Interpretation

Introduction

This chapter presents the analysis of the data collected from respondents.

This section deals about analysis and interpretation that were collected from employees and manager of the company. The analysis of the data is based on the respondent's respective response to summarize the finding.

To assess of company ability in managing and evaluating sales forces performance of the Fiker pure spring water company, the researchers distribute the questionnaires to the employees of the company as well as the personal interview questions were prepared to manage of the company.

To collect from the respondents 13 questionnaires to the employees of the company, all distributed questionnaires are collected.

The data presentation was interpreted as follows:

4.1. Demographic characteristics of the respondents

To analyze the data the researcher presented demographic question to employees of the company. The data was analyzed as follows

Table 4.1 Demographic characteristics of the respondents.

No.	Variable	Category	Customer response in	
			No.	Percentage (%)
1.	Sex	Male	8	61.53
		Female	5	38.46
		Total	13	100%
2.	Age	18-25	4	30.76%
		26-35	5	38.46%
		36-45	3	23%

		Above 50	1	7%
		Total	13	100%
3.	Level of education	Primary	-	-
		Secondary	1	8%
		Certificate	3	23%
		Diploma	5	38%
		First degree	4	31%
		Total	13	100%
4.	Work experience	<1 year	3	23%
		1-5 years	6	46%
		5-10 years	4	31%
		>10 years	0	0%
		Total	13	100%

Source questionnaire 2023

This study enrolls 13 sales forces at Fiker pure spring Water Company from selected 13 total target populations. There were 8(61%) males and 5(38%) female's sales forces participated in this study. Nearly half of sales forces were diploma and in their education followed by 3 certificate and 1 secondary school graduates. Only ones sales force was with degree level of education. Workers were with five to ten years of work experience in the company. More than ten years are there no in Fiker pure spring water in the company.

Table 4.2 Shows the sales forces in Fiker pure spring water company

Items	No respondent	Percentage
Is that your salary is enough or match with your expediter		
Very enough	2	15%

Enough	4	31%
Not enough	7	54%
Total	13	100%

Source: own survey 2023

The above tables indicates, that 2(15%) of the respondents stated that their salary is very enough to cover their expenditures, where 4(35%) of the respondents said their salary as enough as to cover their expediter However the rest 7(54%) of the respondents informed that their salary as inadequate, when compared to the expenditure they mode.

Table 4.3 Response forces at Fiker pure spring water company

Item	No respondent	Percentage
Is your salary motive You work well		
Yes	8	61.53%
No	5	38.46%
Total	13	100%

Source; own survey 2023

Motivating factor for them to do well in their job.

The respondent also added other factory such as job The above table indicates that out of the total respondents, is 8(61.54) are motivated to work well because this salary is satisfactory .The rest of respondents, more specifically 5(38.46%) indicated that salary is not the only

Experience in the respective work area and their love to their work makes them to do well in their work besides their salary.

Among the reasons mentioned as to they are happy majority of them said personal selling gives them a chance to help customers to buy by understanding the customer. Need & presenting the advantage & disadvantage of their products.

Table4. 4 resources of souse forces at fiker pure spring water company

Item	Respondent	Percentages
Are you happy on your position job		
Yes	7	54%
No	6	46%
Total	13	100%

Source, own survey 2023

As shown the above table indicates that total respondent 7(54%) of the respondents where happy on your position job and the other 6(46%) of the respondents where on happy by yours position from this conclude the most of the respondents were happy by yours position job. additionally strong relationship with their customer that from the basis for a competitive advantage was mentioned as a reason for their happiness at work.

Table 4.5 how do you treat /give service/ for your customers

	Response	No respondent	Percentage %
Strategies for treating customers	According to manager order	8	61%
	On basis of my self	1	8%
	Both	4	31%
	Total	13	100%

Source own survey 2023

The above table indicated that their respondent 8(61%) percent of sales force were treating their customers in accordance with their manager order 1(8%) respondents gave service on the basis of their own strategy and 4(31%) were using both approaches of handing their customers

Question concerned with organizational management control

1. What type of mechanism uses to control the sales forces performance?
 - The employee replied that through recording data properly and customer profile
2. Are there any complaints from customers?
 - The employee replied that on the quality of the product lack of distribution in our product
3. What mechanism do you use to attract new customers?
 - The employees replied promotion, advertising, sales on different exhibitions.
4. Do you have enough service to your customers?
 - The employees replied that they have enough service for their customers, by adding extra time with working time sometime service by order plan.
5. What do you recommend for the sales force performance improvement of the organization?
 - The employees replied that as organization must be produced branded and standardized product to local and export markets.
 - The sale is the key core for the firms (organization) so that controlled and scheduled day to day.

Interview questions for the marketing manager

Assessing the identifying of an effective control in sales force, training, motivation and evaluation procedures to the factors that can affect sales force and evaluation

6. How the companies identify the vital sales force roles?
 - The manager replied that sales force as the front of the company plays an important role in meeting the company's sales target as well as building image.
7. How the company recruits, train, supervise and motivate sales force performance? And what are the criteria for recruiting and selecting sales force performance?
 - The manager replied that

- Personality
 - Fitness
 - Time management
 - Relationship management is the criteria for recruiting and selecting sales forces in Fiker Water Company.
8. What do you think about the importance of these criteria?
 - The manager replied that critical and of equal importance. Training has to be providing to internalize the above criteria.
 9. What type of training method you use in the factory?
 - The manager replied that in the factory they give a lot of trainings like, initial training, on the job training, off the job training and sales meeting and conferences.
 10. What the factor that affects the company's sales force management and evaluation?
 - The manager replied that motivation and rewards are the factors that affect the company sales force management and evaluation the next is independent work assignments give to the employee to improve their quality of service.
 11. What do you recommend to improve the company's sales force performance evaluation?
 - The company manager replied that the objective evaluation with rewarding mechanism

4.2 Summary of finding

Many firms believe in developing strong and effective controls in administrating sales activities to gain higher market share. Such administrative controls include policies and practices that are built around training a salesperson on strategic perspectives, effective supervision of assigned tasks, providing motivation and cognitive support to sales personnel, developing surveillance over sales territories and conducting periodical performance appraisals. In fiker water company majority of workers were with diploma level of education that indicate the company should give a chance for sales force to get higher level of education that would benefit the company.

The payment to workers at fiker water company was no as to their expectations. Managers need to acknowledge that certain salespeople respond positively to fixed salary plans whereas others respond positively to incentive (pappas and Flaherty, 2006). The information provided by the respondent revealed managerial approaches is needed in marketing the payment as to sales force

expectations. So that an incentive to sales force should be considered in order to improve their performance. Sales manager need to predict how and alternative and relatively complex compensation schemes would affect sales revenues and profit, as well as their likely impacts on sales force morale and turnover (Darmon, 1997). Majority of the workers were happy at their job because of their enthusiastic to the relational marketing and managers should use this advantage in order to measure the performance of sales forces.

Sales forces were using so many innovative strategies in attracting new customers that shows their dedication to work. Majority of them believe their ability to serve their customer this can be attributed to their devotion to work with the company and honesty in presenting sales effectively. Even though sales forces have the motive to work with the company absence of training for them many make them to decline form their regular duty. This shows there should be a training of the sales team that directed at developing awareness of the advantages of adopting relational behaviors and boosting capabilities and skills. Continuous evaluation of workers was not implemented as it is intended by the organization. The system for controlling and appraising the sales force may be designed for the long term (Schultz and good, 2000) and provide incentives for relational behaviors, if behavior-based control system are used and utilizing relational performance indicators is a good approach

CHAPTER FIVE

5.SUMMARY CONCLUSION AND RECOMMENDATION

Introduction

This chapter the researcher tries to summarize and draw a conclusion about the outcomes of the research and give some recommendation, which could be important for the organization his research is entitled as assessment on managing and evaluate sales force performance.

5.1. SUMMARY

Although typical organization is making up number of different resources, now in the period of stiff competition, each company needs to have effective sales force because it occupies an important place in the sales organization. The success of any selling organization largely depends on ability and willingness of the sales force to work for the achievement of the desired goal. Now the role of sales force to work for the achievement of the production orientation era when there is an excess demand, the producers need for having qualified sales force was limited.

In this view the objectives of the study was to assess whether the company Is effective in managing its sales force or not, to assess the company's recruitment, selection, training, supervision, motivation and evaluation procedure, to identify the factors that affect the company's sales force management and evaluation.

The research grassed some important things from the theoretical early study of assessment on managing and evaluating sales forces performance. Over view of personal selling, careful selection, motivation of sales controls and supervision of the sales force evaluation of performance.

In this finding and analyses parts the research has used research method like deals with results and discussion of data collected through primary data colocation method, interview, questioner and the secondary data collection method like documentary evidence. It also examines the

information through interview is going to analyzed and presented in the table form and seems appropriate to interpret each data which are presented in the table form and that researcher in this section practice of assessment on managing and evaluating sales force performance in case of Fiker pure spring water company.

5.2. CONCLUSION

This study reveals that a payment to sales forces at Fiker pure spring water company was not enough and that didn't motivate them to work.

Despite of the fact that the payment did not motivate those sales forces at Fiker water company. Were happy at their position because of personal selling that gave them a chance to help customers to buy-by understanding the customers' needs and presenting the advantages and disadvantages of their products.

High rate of customers compliance was identified by the sales force of the company, because of the company policy followed such as production oriented strategy of the company as a primary factor for customers to complain.

Absence of continuous evaluation of workers for sales force to know their position to towards achievement of company's strategies and objective was also identified in this study no refreshment training was conducted for sales forces at fiker pure water company that would benefit the company from its workers with personal development.

5.3. RECOMMENDATIONS

Effective management of sales people is important to managers of a give company. Sales manager may implement such control effectively by establishing coordination, training and feedback rather than imposing command and control policy. Respondents information revealed that managing and evaluation of sales force performance are needed. For this the following pints are forwarded on the basis of findings.

- Salary and compensation for sales personnel should be implemented and it should be a mix of salary and commission methods. Manager may emphasis more on commission oriented task as they are liked with performance. A successful sales commission plan should possess the following three characteristics

- The plan should offer an immediate positive reward to the sales person for his achievement.
- The composition plan linked to the career path should be clear easy to understand.
- It should be relatively free of influence from factors outside the control of sales personnel
- Sales teams need to be organized in view of territorial attribute such as a critical distance, density of customers and location of service provider to improve extensive coverage of customers spread across the operational area. As it is known managers may categorically monitor and control the task of the sales personnel within the broad frame work of the sales process to enhance their performance.
- Sales force should participate in collecting basic information about consumers, reference, joining a prospect of organization, initiating communication, negotiation on the orders, delivery, pre and post-sales service, organizational benefit and the like.
- The company must consider the relationship between the differing roles of internal sales personnel and external selling partners, the size of the sales force, its degree of specialization, and how sales personnel share their effort among different customers, products and activity. Those variables are critical because they determine how quickly a sales force a firm responds to the market opportunity, influences performance of sales personnel and affect the revenue cost and profitability of the firm.
- Manager may define clear sales task to ensure significance results from sales people and effective performance feedback. A firm may focus on administrating sales activity in four major process, territory -target- based deployment of the sales force, efficiency in managing the client accounts working with the improved

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APPENDIX
WOLKITE UNIVERSTY
College of Business and Economics
Department of Marketing Management

Questionnaire

To be filled by Marketing Manager

Questionnaire prepared to assessment of company ability in managing and evaluating sales force performance (In case of Fiker pure spring water company)

Dear respondents.

This questionnaire is designed to assess company ability in managing and evaluating sales force performance

The questionnaire is prepared by MULUNESH TILAHUN, for the partial fulfillment of the requirement of award of BA degree in Marketing Management .Therefore, the information which is expected from the respondents has a great role only for the success of the research. Please assist me in giving correct and complete information to present a representative finding on the study. Your participation is entirely voluntary and the questionnaire is completely anonymous.

Finally, I confirm you that the information that you share me was been kept confidential only used for the academic purpose. No individual's response will be identified as such and the identity of persons responding will not be published and released to anyone. All information will be used for academic purposes only. Thank you on advance for your kind cooperation and dedicating your time.

Thank you in advance for your kind cooperation.

Sincerely, Name Mr,Muluken Hailu (MBA)

Instructions:

1. Before you attempted to answer, please read the instruction.

1. What type of mechanism uses to control the sales forces performance?

2. Here any complaints from customers?

3. What mechanism do you use to attract new customers?

4. Do you have enough service to your customers?

5. What do you recommend for the sales force performance improvement of the organization?

Interview questions for the marketing manager

1. How the companies identify the vital sales force roles?

2. How the company recruits, train, supervise and motivate sales force performance? And what are the criteria for recruiting and selecting sales force performance?

3. What do you think about the importance of these criteria?

4. What type of training method you use in the factory?

5 What the factor that affects the company's sales force management and evaluation?

6. What do you recommend to improve the company's sales force performance evaluation?

