Salesmanship and Sales Performance of Selected Organizations

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Abstract

This study focused on salesmanship on sales performance of selected organizations in Delta State. The specific objectives are to examine the effect of interpersonal relationship on sales performance; ascertain the effect of Salesman's commitment on sales performance; and determine the effect of Salesman's intelligence on sales performance. The cross-sectional survey research design was employed in this study. The population of this study consists of the marketing and service managers of the selected firms, which include; Asaba Aluminum, Jemok Water, Blessed Plastics, Dominion Gas, Neplat Gas, Beta Glass, Matrix Energy Limited, Ovy Global Resources, Top Feed Limited Nigeria, Datmac Global Services, Giovanni Marbles and Granites Limited who are currently on their payroll regardless of years of experience as at January 2024. The sample size of three and seventeen (317) was obtained using Taro Yamani sample size formula. A stratified sampling technique was used. The study was driven by primary and secondary data. The data were analyzed using correlation and regression analysis as analytical tools. Findings revealed that Interpersonal relationship have positive and significant effects on sales performance (β = 0.184, P < 0.002), salesman's commitment has a positive and significant effects on sales performance (β = 0.178, P < 0.004), and Salesman's intelligence have positive and significant effects on sales performance (β = 0.212, P < 0.000).The study concluded that It is vital to incorporate all sales performance indices into standard service operating procedures. This study has shown that Salesman's commitment competence influences firm sales performance. Further, this influence is mediated by strategic account management and the relationship perception between the firms The study recommended that Firms should improve the quality and reliability of their financial services and customer service to create customer satisfaction and consequently maximize profit and also Salesman's commitment competence influences firm sales performance. Further, this influence is mediated by salesman and the relationship sale performance among firms.

Keywords: Salemanship, sales performance, organization, interpersonal relationship, salesman commitment, salesman intelligence.

Introduction

Recently, there have been several options for consumers to be more discerning and make purchases by looking into a variety of channels thanks to the presentation ways of new products and services (Iyadi, 2023). An individual planning to purchase a car, for instance, would first use the internet to research several brands and models, compare them, and find out about costs and terms of payment (Iyadi & Sado, 2023). Salespeople should pay closer attention to this type of customer and proceed with greater caution when they approach her or him to purchase an automobile. When discussing their brand's strengths and weaknesses in comparison to rivals, salespeople should be very specific (Iyadi, 2023). As a result, to achieve effective selling, salespeople need to focus more on conscious customers. Yet, marketing and sales managers have been taking into account customer perceptions, customer value, customer satisfaction, and customer loyalty in addition to the necessity of contemporary marketing techniques like value-based marketing and customer relationship management (Iyadi & Oruakpor, 2023). According to salespeople, "decisions about information sources, promotions, capacities, and distribution have been proven to greatly benefit from the input of salespeople. Being on the front lines of the business, salespeople are well-positioned to sense the market's pulse (Iyadi & Ojumude, 2023).

 As the primary point of contact between a company and its clients, salespeople are considered crucial marketing assets by many (Iyadi & Itimi, 2023). According to Baldauf and Cravens (2002), salespeople play crucial responsibilities that cross boundaries since they operate at the intersection of an organization and its surroundings. An organization's ability to generate income through sales activities is measured and evaluated, and this is known as sales performance (Iyadi, 2023). Analyzing a range of data, including sales growth, revenue, client acquisition, retention, and productivity of the sales team, is also part of it. One of the abilities utilized in personal selling is salesmanship; it is a direct, in-person influence between a seller and a consumer that can convey the information required to promote a purchasing decision (Iyadi & Oruakpor, 2023). Effective selling involves convincing customers to purchase products or services at a price that benefits both the seller and the customer (Iyadi & Ojumude, 2023). The total effectiveness of a company's sales force determines its sale performance. It serves as a gauge for the collective performance of the sales force as well as the performance of individual representatives (Iyadi & Itimi, 2023). A seller's or a sales team's capacity to meet sales targets, goals, and objectives is also evaluated using sales performance metrics (Iyadi, 2023). Whether it's monthly, quarterly, or yearly, this relates to how well they achieve their goals during that time frame. Salesman performance has traditionally been linked to the selling abilities of the sales force (Churchill, Ford, Johnson, & Walker, 2022). Along with aptitude, job perception, motivation, personality, and organizational characteristics, sales skills also have an impact on salesperson success, according to Churchill et al. (2022), who are recognized for their seminal work in this field. Additionally, in a different study, selling talents were divided into three categories by Rentz, Shepherd, Armen, Tashchian, Dabholkar, and Ladd (2023): intelligence, salesmanship dedication, and interpersonal skills. It was shown that these aspects of sales talents could accurately predict how well a salesman will perform.

Statement of the problem

Businesses in Nigeria have found that a larger portion of their expenses is related to personnel costs due to the country's extremely high cost of doing business. The majority of businesses are unable to afford to give away their hard-earned riches to people who make little to no contribution.

Manufacturers are not charity companies; each employee needs to provide value and be compensated for their work. Their continued employment with the company must be justified. Workers shouldn't receive the same compensation because their backgrounds, training, abilities, and competency differ. Proper sizing can demoralize other employees and expose the company's technology and security software to competitors and scammers, all of which can negatively impact the company's reputation. A contingent pay system has been implemented by the majority of enterprises. It is not intrinsically reprehensible to have a compensation system that rewards effort, achievement, and contribution. Rewarding those who make a significant contribution to the achievement of the company's goals is only reasonable. Rewriting scripts may be necessary for employees who are indolent, evade duties, and lack drive, ambition, or inventiveness.

Research Questions

The study was guided by the following research questions
   i.   to what extent does Interpersonal relationship affect sales performance?
   ii.   how does Salesman's commitment affect sales performance?
   iii.   to what degree does Salesman's intelligence affect sales performance.

Research Objectives

The general objective of the study is to determine the effect of salesman's skills on sales performance. The specific objectives are to:
i.   determine the effect of Interpersonal relationship on sales performance.
ii.   ascertain the effect of Salesman's commitment on sales performance.
iii.   determine the effect of Salesman's intelligence on sales performance.

Research Hypotheses

The following research hypotheses were formulated for the study:
Ho_1:   there is no significant effect of interpersonal relationship on sales performance.
Ho_2:   sale commitment has no significant effect on sales performance.
Ho_3.   there is no significant effect between Salesman's intelligence on sales performance.

REVIEW OF RELATED LITERATURE

Conceptual Review
Salesmanship

Formal and empirical research on adaptation and sales behaviour has made a significant addition to the literature on corporate success in the field of sales theory and practice (Sujan, Weitz, and Kumar 2013). In this research endeavor, the contention is that salespeople's creation and modification skills through customer interaction account for the majority of their performance in the sales funnel (Kifordu, et al, 2022). Higher quality interactions, more customer satisfaction, and improved sales are expected when these salesmen complete the duties assigned during the service meeting (Ranjan et al., 2015). As evidenced by earlier research, one of the most crucial components of sales performance is marketing awareness (Onuorah, et al, 2022). In fact, firms are under pressure to meet high performance standards while also placing an increased emphasis on quality due to competitive dynamics. Thus cannot be used by consumers to demonstrate a product's capacity to address customer problems, therefore thus are frequently seen as rare knowledge brokers. A major factor influencing sales performance is this data. Prior studies have focused extensively on how a leader's character affects a firm's actions (Strang & Kuhnert, 2022).

Interpersonal Relationship

A reciprocal duty and favor is involved in an interpersonal relationship when two people are in personal or professional relationships. It is the idea of leveraging connections or networks (Igwebuike & Iyadi, 2021). Nowadays, developing a rapport with customers is the key to successful marketing. An increasingly significant aspect of the marketing job is getting to know the consumer, developing a relationship with them, and maintaining such relationships (Iyadi & Edeme, 2022). Relationship management marketing techniques incorporate business ideology and management vision as well as other elements (Iyadi, 2023). Those that associate with comparable interests and perspectives are said to be in an interpersonal relationship. Impartiality and ambiguity tend to decrease and are replaced with more security, familiarity, and understanding as interpersonal connections grow (Iyadi, 2022). One strategic meta-option for businesses vying for clients has been discussed: relationship marketing (Hunt & Baruch, 2021). Presently, the entire marketing domain has been transformed into a web of connections. A company's ability to strategize for a prosperous future increases with the quality of its interactions with all stakeholders, as noted by Olannye (2017). Social connection between clients and service professionals is the basis for interpersonal interactions, according to Wright (2022). Many academics came to the conclusion that every point of interaction a customer has with a business, a product, or a service is included in their experience as a consumer (Iyadi & Assay, 2019). In addition to wanting to be in charge of our life and not be overly influenced by outside forces, it appears that humans also want to have a sense of belonging and solidarity with other people (Iyadi & Christopher, 2022). Strong bonds between employees who either work on the same team or for the same company are referred to as interpersonal relationships (Iyadi & Edeme, 2022). As a subset of interpersonal relationships, interpersonal communication has a significant beneficial impact on marketing effectiveness when it comes to the hotel industry's need for increased customer loyalty (Iyadi & Egwuenu, 2017).

Salesman's Commitment

Salesman's commitment seems to be a crucial factor in achieving organizational success. People that don't care enough will just put in enough effort to get by. The work and mission of the organization is not something they are passionate about (Iyadi & Obialor, 2019). The organization's overall success doesn't seem to matter as much to them as their own personal success. Shorter-term members of the organization are also more prone to regard themselves as outsiders and have lower levels of commitment. They are quite likely to leave if they receive an alluring job offer elsewhere (Iyadi, et al, 2020). High-commitment employees, on the other hand, regard themselves as an essential component of the company. Any threat to the organization also poses an immediate risk to them (Egwuenu, et al, 2019). These workers continuously consider how to improve their work and get imaginatively engaged in the organization's mission and values. Basically, dedicated workers treat the company as though it is their own (Futrel, 2019).

Salesman's Intelligence

Prior to its introduction by Mayer et al. (2000) and its conceptualization as a subject of scientific inquiry between 1990 and 1994, the phrase "Salesman's intelligence" was recognized on multiple occasions in the literature. Yoke and Panatik (2021) discovered that a salesman's IQ significantly influences their motivation, job performance, and job happiness. The four aspects of Salesman's intelligence that Goleman (2015) introduced are the ones that the majority of earlier studies developed. Establishing relationships, controlling emotions, identifying others' emotions, and

identifying one's own emotions were the four facets of Salesman's emotional intelligence (Tarurhor, et al, 2022).

Sales People's Performance

Until then, sales organizations that demonstrate high levels of effectiveness have a knowledge of sales management methods (Parvinen et al., 2013). To improve sales administration or management and increase a company's competitiveness, it is essential to identify the elements linked to improved salespeople performance (Roman & Rodriguez, 2015). According to Cheng and Chang (2015), these kinds of initiatives are beneficial in setting benchmarks that can be used to evaluate the performance of sales representatives within a company in comparison to global norms. Past studies have recognized the importance of sales representative and sales organization adequacy in sales control schemes; however, most of them have focused on determining the factors that determine each sales representative's effectiveness, with little success in elucidating the differences in their performances (Shapiro and Gómez, 2014). Because salespeople handle critical financial, product, and customer data that can easily be shared from one company to the next, their effectiveness is crucial to the success of the business (Ighoroje & Akpokerere 2022). The long-term success of companies is therefore fundamentally dependent on the inspiration and accountability of businesspeople. To improve effectiveness, salespeople need to recognize and apply innovations in their line of work (Rodriguez & Honeycutt, 2011).

Offering time-saving solutions that provide the customer with more convenience and beyond the trade value of a one-on-one transaction, the sales force creates social benefits. As a result of sharing their knowledge and expertise, businesspeople also improve their clients' ability to make decisions. According to Rodriguez and colleagues (2012), a sales representative ought to possess the ability to handle a variety of tasks and situations. They ought to take on the role of the client's specialists within the offering company, solve problems, find solutions, and facilitate commerce between businesses. According to Schwepker and Schultz (2015), salespeople increase customer satisfaction and loyalty for the company by engaging in these value-added activities. In addition, having quick access to accurate information might mean the difference between a successful sale and a lost opportunity for a competent salesperson in a dynamic, fast-paced business market or commercial center (Rozell, Pettjohn, & Parker, 2022).

Interpersonal Skills and Salesperson Performance

The term "interpersonal skills" refers to the mental and communication algorithms used during social contact and communication in order to accomplish specific outcomes. The components of interpersonal skills are perceived observation skills, optimism, empathy, and listening, according to Rentz et al., (2023). To serve as assessments of interpersonal abilities for forecasting salesperson success, these factors were operationalized and separately empirically tested. Therefore, these factors are likely to work together to produce effective interpersonal skills, which will then improve salesperson performance and necessitate the possession or development of strong interpersonal skills in salespeople. Conversely, empathic abilities are linked to salesman performance, according to Corner and Drollinger (1999). Furthermore, Rich and Wright (2022) discovered that people with high responsive characteristics appear to have better identification or perceptive observation abilities regarding other people's social styles—qualities that are essential for effective salespeople. . In her study on the relationship between emotional intelligence and job

performance, Rapisarda (2022) confirmed the high correlation between performance and empathic competency. Overall, prior empirical research has shown that the four aspects of interpersonal skills have a beneficial impact on salesperson effectiveness.

Salesmanship Skills and Salesperson Performance

Generally speaking, there are five subcategories of salesmanship skills: flexibility, consultative selling, questioning and bargaining, salesperson cues, and communication style skills. In order to investigate the association between salesmanship skills and salesperson performance, previous studies had used each factor independently (Rentz, 2023). Adaptive selling is the ability of a salesperson to change how they connect with consumers. It is significant since it demonstrates the level of customization that a salesperson uses. Measures of sales organizational effectiveness and salesperson performance showed a positive correlation with adaptive selling, according to Rentz.Additionally, he noted a favorable correlation between various sales outcomes and adaptive selling. Salespeople who adapt their communication style to the needs of their consumers will have a far higher chance of closing a deal, according to William et al. (2021). Moreover, nonverbal cues from an individual may affect how other people behave (Cho, 2001). Successful selling now heavily relies on the nonverbal clues of the salesperson. According to William et al. (2021), using four nonverbal symbolic expressions—voice characteristics, nonverbal vocalization, body language, and geographical distances—could increase the chance of a sale. Thus, a salesperson should feel good about their performance if they make a conscious effort to modify the sales environment in response to the buyer's cues and combine this with other complementary salesmanship skills, such as consultative selling techniques, excellent negotiation skills, the capacity to probe and question customer needs, and the possession of excellent verbal and nonverbal communication skills.

Technical and Marketing Skills Influence on Salesperson Performance

Salespeople's ability to provide information regarding product design and specifications, as well as the uses and capabilities of both goods and services, is referred to as technical knowledge. Additionally, salespeople are knowledgeable about the market, consumers, and products; they also have an understanding of competitors' offerings, policies, and product lines. Finally, they are aware of competitors' markets and products. These make up a salesperson's marketing ability. Thus, a salesperson's level of knowledge about the industry in which they work is referred to by both knowledge assets. A salesman's ability to navigate the complex market environment is facilitated by having a broad knowledge base. According to Sujan et al. (1988b), salespeople that are more successful are acknowledged to have more comprehensive and connected knowledge bases about their clients. Weitz (2020) also proposed that performance and strategy formulation competencies (i.e., requiring in-depth knowledge of the market, rivals, products, etc.) had a substantial positive link. Further evidence that marketing abilities affect salesperson effectiveness came from Ahearne and Schillewaert (2000). According to Sengupta et al. (2022), there were two more individual-level variables that significantly influenced the efficacy or performance of salespeople: strategic ability and entrepreneurial ability. Salespeople's ability to provide information regarding product design and specifications, as well as the uses and capabilities of both goods and services, is referred to as technical knowledge. Additionally, salespeople are knowledgeable about the market, consumers, and products; they also have an understanding of competitors' offerings, policies, and product lines. Finally, they are aware of competitors' markets and products. These make up a salesperson's marketing ability. Thus, a salesperson's level of knowledge about the industry in

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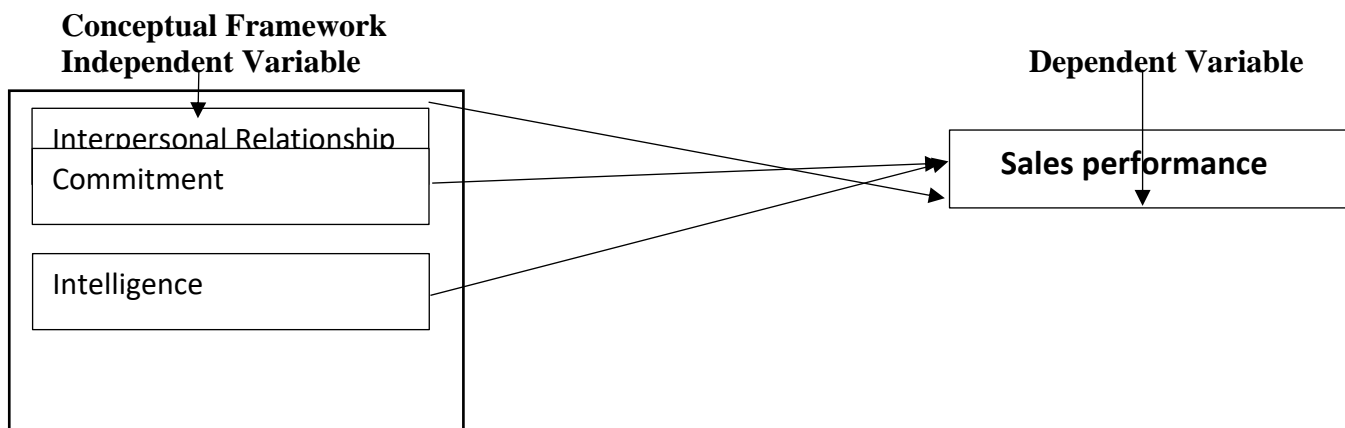
Conceptual Framework
Independent Variable   **Dependent Variable**

Figure 1: Conceptual Framework
Source: Researchers Model, (2024)
Theoretical Framework
The theory that appeals more to this study is the process theory
These theories, which are extrinsic in nature, aim to determine the connections between the dynamic factors that comprise motivation and the activities necessary to affect behavior and action. They add even more to our comprehension of the intricate structure of motivation at work (Mullins, 2005). On the other hand, because it focuses on how people interpret and understand their work environment, process theory is often referred to as cognitive theory. Guest contends that process theory offers a far more pertinent account of motivation than Maslow and Herzberg, both of which, he claims, have been refuted by substantial research. Given that cognitive theory offers more practical advice on motivational strategies than need theory, managers can benefit from it more than need theory (Armstrong, 2006).
 Empirical Review
The study conducted by Ahmed and Ali (2023) examined the "effect of reward and recognition programs on employee motivation and satisfaction." It was an exploratory research design. A questionnaire was utilized as the data gathering tool, and the study's sample consisted of 80 workers from Unilever companies. To assess the degree of association between reward, satisfaction, and motivation, data were analyzed using Pearson's correlation analysis. Principal research results showed that incentives and both motivation and job satisfaction were positively correlated. Pay (86%), promotions (74%), work circumstances (61%), and personal factors (37%)

were shown to have an impact on satisfaction. Reward and employee satisfaction were found to positively correlate, according to the analysis. On the "impact of reward and recognition on motivation and satisfaction for diverse groups of people," such as gender, race, and handicap, the researchers suggested conducting more research.

In an empirical investigation conducted in the Malaysian telecommunications industry, Mohd Sah Basir & Berhad, Malaysia (2021) looks at the connection between salesperson performance and sales skills. Understanding the impact of four key sales skills dimensions—interpersonal, salesmanship, technical, and marketing—on salesperson performance at Telekom Malaysia (TM) Berhad, a significant Malaysian telecommunications company, is the main goal of this project. Results indicate that the effects of interpersonal skills favorably influenced salesperson performance. Data were collected based on a quota sample of 114 salespeople in the firm. Surprisingly, though, the results also showed that technical proficiency, marketing expertise, and salesmanship don't affect a salesperson's effectiveness.

METHODOLOGY

Research design involves defining the methodological structure or apparatus within which research is to be experimented. Agbonifoh and Yomere (1999). It is a logical model of proof that allows the researcher to draw inferences concerning causal relationship among the variables under investigation. The overall framework this study adopted was the survey research design method, which is usually concerned with the systematic gathering of information from respondents for the purpose of understanding and/or predicting some aspects of behaviour of the population of interest. the target population of this study is management and staff of Asaba Aluminum, Jemok Water, Blessed Plastics, Dominion Gas, Neplat GasBeta Glass, Matrix Energy Limited, Ovy Global Resources, Top Feed Limited Nigeria, Datmac Global Services, Giovanni Marbles and Granites Limited all in Delta State who are currently on their payroll regardless of years of experience as at December 2023. The population was generated from the firms websites and interview was held with the key personnel who are privy to the employees registers in their respective firms, the population figure is estimated at 1530.

Table Showing the Population Spread of Staff of the Selected Organizations

Categories of Employees	Asaba Aluminum	Jemok Water	Blessed Plastics	Dominion Gas	Neplat Gas	Beta Glass	Matrix Energy Limited	Ovy Global Resources	Top Feed Limited Nigeria	Datmac Global Services	Giovanni Marbles	Granites Limited	Total
Senior Staff	24	25	28	29	10	16	18	17	19	15	14	22	237
Middle Staff	27	46	31	24	18	45	56	67	54	45	34	46	493
Lower Staff	68	107	54	56	62	65	64	68	75	65	54	62	800
Total	119	178	113	109	90	126	138	152	148	125	102	130	1530

Source: Human Resource Department of the studied firms through websites 2024

Sample size was drawn using Taro Yamane in (1967) formula.

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

Where   n = sample size

e = level of significance

N = population size

The working reveals, the desired sample size thus:

$$n = \frac{1530}{1 + 1530(0.5)^2}$$

$$n = \frac{1530}{1 + 1530(0.0025)}$$

$$n = \frac{1530}{4.8325} = 317.$$

To allocate the sample size of 317 to the selected firms, the Bowley 1926 allocation formula was used. Formular is given as:

$$n_h = \frac{nN_h}{N}$$

Where:

n_h = Number of units allocated to each firm

N_h = Number of employees in each firms stratum in the population

n = Total sample

N = The total population size under study

Asaba Aluminum

$$n_h = \frac{119 \times 317}{1530} = 25$$

Jemok Water

$$n_h = \frac{178 \times 317}{1530} = 37$$

Blessed Plastics

$$n_h = \frac{113 \times 317}{1530} = 23$$

Dominion Gas

$$n_h = \frac{109 \times 317}{1530} = 23$$

Neplat Gas

$$n_h = \frac{90 \times 317}{1530} = 19$$

Beta Glass

$n_h = \dfrac{126 \times 317}{1530} = 26$

Matrix Energy Limited

$n_h = \dfrac{132 \times 317}{1530} = 27$

Ovy Global Resources
$n_h = \dfrac{152 \times 317}{1530} = 31$

Top Feed Limited Nigeria
$n_h = \dfrac{148 \times 317}{1530} = 31$

Datmac Global Services
$n_h = \dfrac{125 \times 317}{1530} = 26$

Giovanni Marbles
$n_h = \dfrac{102 \times 317}{1530} = 21$

Granites Limited n
$_h = \dfrac{130 \times 317}{1530} = 27$

Table: Proportion Sample from selected organization

S/N	Firms	Sample Size
1	Asaba Aluminum	25
2.	Jemok Water	37
3	Blessed Plastics	23
4.	Dominion Gas	23
5.	Neplat Gas	19
6.	Beta Glass	26
7.	Matrix Energy Limited	26
8.	Ovy Global Resources	31
9.	Top Feed Limited Nigeria	31

10	Datmac Global Services	26
11.	Giovanni Marbles and Granites Limited	21
12.	Swixcon Incorporated	27
Total		317

Simple random sampling technique was adopted in getting the respondents to answer the questionnaires. The primary source of data collection was employed in this research work. Based on the nature of this research, the researcher employ structured questionnaire.

Construct validity was done by rigorously investigating with appropriate instruments, the specific traits being measured in all their ramifications. It makes the concepts more meaningful. Construct validity can be obtained by relating a measuring instrument to general theoretical framework in order to determine whether the instrument is tied to concepts and theoretical assumptions (Bhandari, 2022). Most variables used in this study where sourced from existing literature and had been pre-tested and validated by previous studies. A pilot study was conducted using 25 respondents within a week using test-retest method. The respondents were randomly drawn from the employees of the companies under the study. The result of the pilot test is shown below:

Result of Pilot Test

NO	Construct	Cronbach's Alpha	No of Items	No of Respondents
1	Interpersonal relationship	0.871	7	25
2	Salesman's commitment	0.798	7	25
3	Salesman's intelligence	0.765	7	25
4	Sale Performance	0.965	5	25

Source: *Researchers computation*

All the independent variables are in good reliability since Cronbach's Alpha exceeds 0.70. The dependent variable, sales performance is yielding excellent reliability result with Cronbach's Alpha of 0.939. In conclusion, all variables fall under good reliability score ranges. The rule of thumb indicated that Cronbach's Alpha of coefficient 0.7 to <0.8 and 0.8 to <0.9 is very good.

DATA ANALYSIS TECHNIQUE

In order to meet the research objectives of the study, all valid responses were assessed using regression analysis via the use of Statistical Package of Social Sciences (SPSS) version 27. Multiple regression was used to predict whether there is any significant relationship between the independent variables (innovation/innovativeness, proactiveness, risk taking propensity, competitive aggressiveness and autonomy) and the dependent variables (organisational performance).

Multicollinearity Test
Collinearity statistics of Independent Variables

Independent variable	Tolerance	VIF
Interpersonal relationship	0.843	1.166
Salesman's commitment	0.784	1.276
Salesman's intelligence	0.939	1.065
Mean		1.16925

Source: computed from SPSS analysis of field survey data, 2024
The result in Table above shows the test for variance inflation factor test (VIF); the mean VIF value Reported is 1.16925 which is less than the benchmark value of 10 point to the absence of multicollinearity.

Multiple Regression Analysis of Coefficients [a]

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.034	.488		6.215	.000
	Interpersonal relationship	.147	.047	.184	3.130	.002
	Salesman's commitment	.143	.049	.178	2.914	.004
	Salesman's intelligence	.168	.047	.156	2.897	.001
		.142	.070	.118	2.026	.003

a. Dependent Variable: Sales Performance

Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598[a]	.678	.147	.78019

a. Predictors: (Constant), Salesman's intelligence, Interpersonal relationship, Salesman's commitment

The multiple regression analysis was adopted to test the relationship Interpersonal relationship, Salesman's commitment, Salesman's intelligence and sales performance. The results were shown in table 4.4: From the data shown, the correlation R=.598 means that the four (4) factors have high relationship with sales performance. In this regression, the independent variables at 67% (R square= 0.678), ANOVA statistics (F=13.552, p<.05) indicated that the overall model is statistically significant. When considering the regression data of independent variables.

ANOVA ᵃ

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.996	4	8.249	13.552	.000ᵇ
	Residual	175.304	288	.609		
	Total	208.300	292			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), , Salesman's intelligence, Interpersonal relationship, Salesman's commitment

If the total regression model fits the data well, it is tested by the F-ratio in the ANOVA Table. The regression model is appropriate for the data since $F(4, 288) = 34.298$, $p<.005$, the table shown that the independent factors (salesman's intellect, interpersonal interaction, and commitment) strongly predict the dependent variable (sales performance).

TEST OF RESEARCH HYPOTHESES

Hypothesis one

Ho_1 There is no significance effect of Interpersonal relationship on sales performance in the selected organization.

From the coefficient Table above Interpersonal relationship exhibited positively with sales performance given the Beta value ($\beta=.184$ $p<..002$). Giving the result, the null hypothesis is rejected to accept the alternate hypothesis thereby implying that there is significant positive relationship between Interpersonal relationship and sales performance.

Hypothesis two

HO_2: There is no significant effect of Salesman's commitment on sales performance in the selected organization.

The coefficient Table above showed the extent to which Salesman's commitment positively affects sales performance. Given the Beta value ($\beta=.178$, $p<.001$). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that, there is significant positive relationship Salesman's commitment and sales performance.

Hypothesis three

HO_3 There is no significant effect of Salesman's intelligence on sales performance in the selected organization.

The coefficient table above showed the extent to which customer satisfaction positively affects sales performance. Given the Beta value ($\beta=.156$, $p<.001$) The regression analysis for Salesman's intelligence and firm performance on the test of hypothesis one.Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that, there is significant positive relationship between Salesman's intelligence and sales performance.

Discussion of Results

In conformity with the data analyses carried out in chapter four and the review of extent literature in chapter two, the discussion of the findings of this research study is accordingly presented below:

Interpersonal relationship and Sales performance

The data analysis results revealed that the variables related to psychological wellness have positive correlation coefficient values overall, indicating that they are suitable indicators and dimensions. The results demonstrated the degree to which interpersonal relationships explained the variation in sales performance (β=.184, P< 0.02). This is a strong positive correlation between sales performance and interpersonal relationships. This conclusion was consistent with Rentz's (2023) findings, which said that employee behaviors and beliefs must be converted into organizational activities. The final product and services are then perceived by customers as a reflection of these behaviors and beliefs.

Salesman's commitment and Sales performance

All of the variables in the table that indicate a salesman's dedication had overall positive correlation coefficient values, indicating that the measurements were all appropriate. According to the results, there is a substantial positive link between salesman commitment and sales performance variance (β=.178, P<0.002). This validates Irving and Coleman's (2023) findings, which proposed that perspective and determine how the supplier and buyer should collaborate to produce results that could not be accomplished separately. Developing a truly synergistic perspective on how value might be co-created would be great. This would include figuring out the normal buyer activities that support the salesman's commitment and assessing whether new empirical measurements are worthwhile.

Salesman's intelligence and Sales performance

Customer happiness significantly improves sales performance, according to the regression analysis's outcome. The results indicated that the goal setting's contribution to the change in sales performance was (β=.156, P< 0.001). This is in keeping with the findings of Gabbott and Hogg (2022), which demonstrate a strong relationship between retail profitability in a firm and employee satisfaction. Also, it was found in research with Jane and Deeter-Schmelz (2022) that customers' financial acceptability is a direct result of banks' services living up to their expectations. The hypothesis one results indicated a positive and substantial association between consumers' perceptions of banks' financial services being acceptable and how well they feel their expectations are met.

Conclusion

Making sure that standard operating procedures include all sales performance indexes is crucial. Based on the findings of this study, firm sales success is influenced by the commitment and competency of salespeople. Additionally, the relationship perception between the firms and strategic account management act as mediators for this influence. The indirect relationships between interpersonal relationships and cost-benefit analysis, employee satisfaction, and innovation lead to consumer happiness in the route model. This presents a potential area of inquiry and development in the future. Meanwhile, unhappy patrons in the majority of establishments typically go elsewhere to do business.

Recommendations

After the study's conclusion and analysis of its results, the following suggestions were put forth:
i. To increase client happiness and, as a result, optimize profit, businesses should enhance the caliber and dependability of their financial services and customer care.

ii. The research suggests that the chosen organizations create and implement a practical policy on salesmanship abilities for their staff to improve efficiency in providing services and guaranteeing client pleasure, both of which will increase sales performance.

iii. Sales performance of the company is influenced by the devotion and competency of the salesman. Salespeople and the connection between sales successes among firms also act as mediators for this influence.

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