

**THE EFFECT OF PERSONAL SELLING ON THE SALES OF ALCOHOLIC
BEVERAGES IN GHANA, THE MEDIATING ROLE OF CUSTOMER
SERVICE.**

KNUST
By

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A Thesis submitted to the Department of Marketing and Corporate Strategy,

School of Business, College of Humanities and Social Science, KNUST

In partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION (MARKETING OPTION)

NOVEMBER, 2017

DECLARATION

I hereby declare that this submission is my own and to the best of my knowledge it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University except where that material is duly acknowledged in the text.

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ACKNOWLEDGEMENT

My profound gratitude goes to Dr. Kofi Poku for his patience encouragement and suggestions that have contributed to the successful completion of this work. Thanks are also due to all the lecturers in the Department of Marketing and Corporate Strategy especially Mr. Samuel Akomea. I would also like to thank my family for their support during the period of the study.



ABSTRACT

Firms in the beverage industry in Ghana could largely succeed by reaching out to consumers and prospective consumers through the provision of products at the right place in good time. In the phase of this enormous competition in the beverage industry, existing firms are required to sustain customer base and make further efforts to capture greater share of the untapped market. Nonetheless, many of the firms have stuck with the traditional promotional practices that have been proven to be less effective in sustaining sale growth relative to personal selling strategy. The study therefore seeks to investigate the mediating role of customer service in the relationship between personal selling and sales of alcoholic beverages in Ghana. The quantitative research method studied 113 salespersons of Accra Brewery Limited through the collection of data through a structured questionnaire. The respondents were sampled through a simple random sampling procedure. The result of the study showed that the system and consultative personal selling strategies of the company positively influenced sales performance. The consultative personal selling strategy of the company was found to positively influence the speed and accuracy of service delivery, trustworthiness of the company and attendance to customer complaints. Thus, generally the personal selling strategy of the company was found to influence the customer service of the company. The customer service practices of the company were found to positively influence sales performance. The rate of the company's attendance to customer complaints and trustworthiness of the company were found to positively influence sales performance. Customer service was found to partially mediate the relationship between the consultative personal selling strategy of the company and the sales performance of the company. Based on these findings, the study recommends the improvement of the consultative and system personal selling strategy of the company and pay greater attention to customer complaints.

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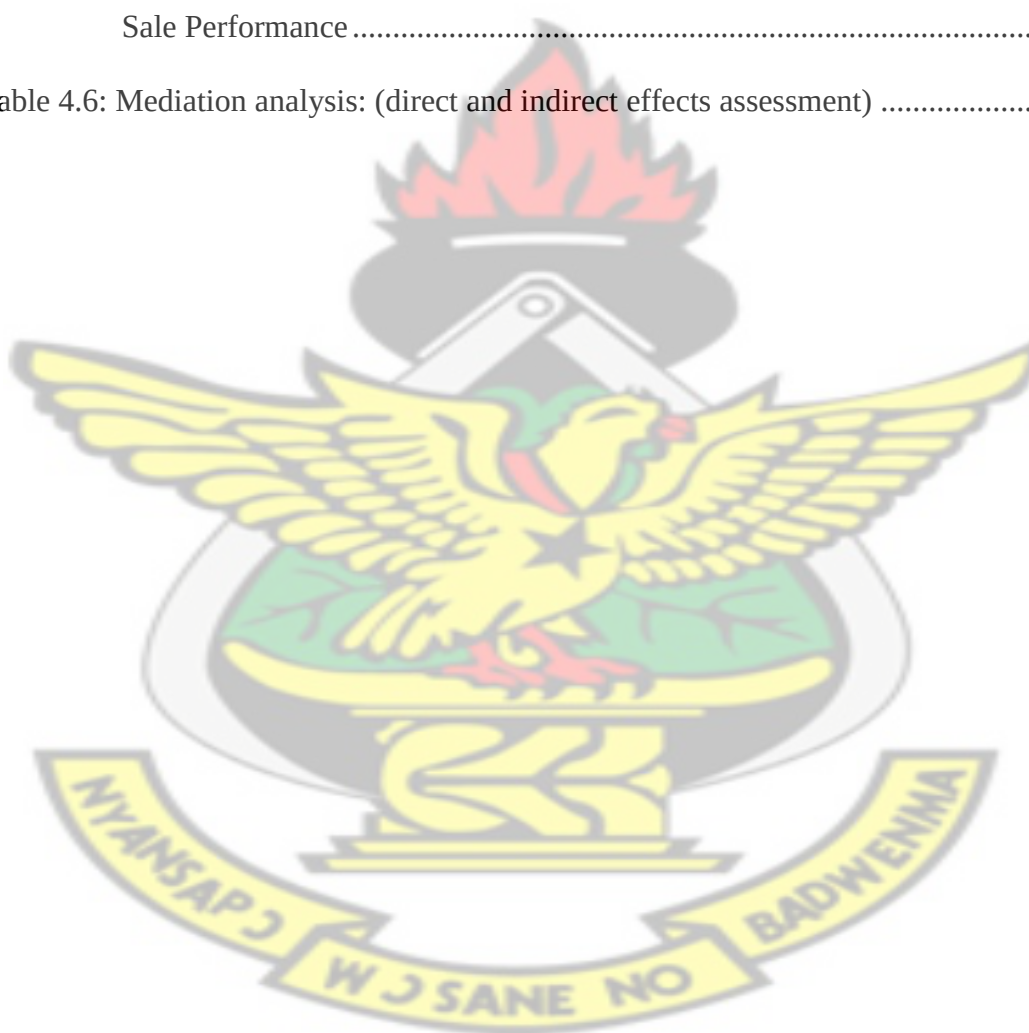
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The beverage industry plays a crucial role in the economic development of Ghana. The industry contributed about US\$125m to the GDP of Ghana in 2014, and provides employment opportunities across the value chain (Nyarko, 2015). However, the burgeoning competitive environment is seemingly a threat to the sales performances of the individual firms in the industry. The growth and survival of the firms in the industry is therefore dependent on the efficiency and the effectiveness of the adopted marketing strategies (Ahmed, Hassouna & Saeed, 2016). Firms in the beverage industry have over the years resulted to a mix of marketing strategies in retaining and competing for potential customers (Okoh, 2008). With the increasing number of firms in the industry, the primary role of firms far exceeds the reaches of product manufacturing, pricing and target market accessibility as it is also imperative to communicate effectively to present and prospective consumers and the general public. Therefore, the firms have resorted to promotion, advertisement and many varying form of marketing tools to capture larger volume of the local market.

The progression and the evolving of many companies are without the recognition of marketing as core function, let alone as a core philosophy. In some cases, a well-designed product, efficiently priced and distributed is sometimes perceived to require minimal to no promotion (Yousif, 2016). These behaviours emanates when these firms are operating within the environs of lesser competition, as the main goal of the organization is to distribute resources in accordance with client's needs. However, in reality stiffer competition exist in many markets and hence the need for effective marketing strategies to communicate with current and prospective customers. Effective

selling and sales management is therefore critical for companies to gain marketing success (Jones, Brown, Zoltners, & Weitz, 2005). Thus, companies and retailers are these days belligerent to define safely the quality of service in order to ensure the accomplishment of their goals (Levy & Weitz, 2009). The growth in the sales volume goal of the firms in a fiercely competing industry can be accomplished through personal selling. Although personal selling is much more difficult to control than other elements of advertising it is also far more effective on sales since it provides a much more personal influence on the sale (Dahlen, Lange & Smith, 2010; Sadek, Tantawi & Redding, 2016).

Personal selling is a shared flow of communication between a potential buyer and a salesperson that is designed to identify consumer needs and wants, match those needs to the firm's offered products and convince the consumer to purchase the product (Yousif, 2016). The risk in purchasing in today's market is persistently increasing due to the complexity of the market. Thus, there is the need for personal selling to ensure personal communication between a firm's sales force and customers for the purpose of making sales and building customer relationship (Kotler & Armstrong, 2008; Nyarko, 2015). Personal selling is an important ingredient of promotional mix of any firm, as the direct contact between the buyer and salesperson ensures sales for marketing organization and satisfaction for the consumer. Personal selling minimizes wasted effort, measures marketing ROI better than most tools, promotes sales, and boosts word of mouth marketing. The interaction between the salesperson and the customer is crucial to sales growth as is a precursor of customer service (Villamor & Arguelles, 2014). Personal selling creates brand awareness (Fill, 2002), and contributes to the development of customers' perceptions of service quality through their attitude, behaviour and knowledge (Wall & Berry, 2007; Sadek, Tantawi & Redding, 2016). Personal selling is

an essential marketing tool in molding customer opinion (Sadek, Tantawi & Redding, 2016). Therefore, personal selling efforts is perceived to strongly affect customer service and hence the satisfaction and loyalty of the customer (Sadek, Tantawi & Redding, 2016).

Notwithstanding the considerable significance of personal selling among the various marketing tools in ensuring higher levels of sales growth due to its effectiveness and efficiency, it is minimally adopted by firms in the beverage industry in Ghana for the marketing of their products (Nyarko, 2015). In personal selling, the sales force pinpoints the target market, makes a contact, and expends effort that has a strong probability of leading to a sale (Kotler & Armstrong, 2008). Consequently, an additional strength of personal selling is that measuring effectiveness and determining the return on investment are far more straightforward for personal selling than for other marketing communication tools, where recall or attitude change is often the only measurable effect (Futrell, 2009). In spite of these significances of personal selling to the overall marketing strategy of firms, the concept is held in minimal esteem by many firms (Emena, 2006). Furthermore, there has also been limited research in the field of personal selling in Africa as studies in this field have primarily concentrated on the American, European and Asian settings where the concept emerged in the 1970s (Fine, 2007; Albers, Mantrala & Sridhar, 2010; Villamor & Arguelles, 2014; Yousif, 2016). The situation is even mark in Ghana where there is barely any research study examining the influence of personal selling on sales performance in the beverage industry. Notwithstanding the potential influence of personal selling on the emotions and purchasing behaviour of consumers and prospective consumers through quality customer services, and hence the potential influence on sales growth of firms, there are limited studies that examine the potential mediating role of customer service in the relationship between personal selling strategy and sales

performance. On the basis of these research gaps, the current study seeks to investigate the mediating role of customer service in the relationship between personal selling on the sales of alcoholic beverages in Ghana.

1.2 Problem Statement

Firms in the beverage industry in Ghana could largely succeed by reaching out to consumers and prospective consumers through the provision of products at the right place in good time (Nyarko, 2015). In the quest of withstanding the fierce competition in the brewery industry in Ghana, companies are highly concerned with the level of services delivered to customers. Companies are persistently searching for the appropriate strategies to communicate with consumers in order to stimulate higher sales. The salespersons of some firms largely rely on scripted messages, whereas others present packaged goods. Some salespersons also largely concentrate on communicating the benefits of the features of the products to consumers. However, some salespersons also employ a consultative approach in which the salespersons become trusted advisors to consumers and often play the role of consultants. The type of personal strategy employed is perceived to influence the level of delivery of customer services (Guenzi, De Luca & Spiro, 2016). Therefore, the trustworthiness of salespersons, their level of attendance to customer complaints, tolerance to consumers etc. largely depends on the type of personal selling strategy employed in communicating the product to consumers. Thus, a more effective personal selling strategy that provides the required customer service could have significant influence on sales performance. The enormous challenge of firms is therefore the appropriate personal selling strategy to employ in communicating their products to consumers.

Moreover, there is enormous controversy about the appropriateness of personal selling strategies for all products and at certain stages of product cycle (Kotler & Keller, 2013). Personal selling has been criticized as less efficient marketing tool for presenting and communicating consumer products to customers. It is largely perceived as a marketing tool appropriate for marketing industrial products since its adoption in the marketing of consumable goods is expensive, does not enhance product quality and barely brings quick response to product offering and sales performance. However, Kotler and Keller's (2013) emphasis on personal selling as a key contributor in consumer marketing provides a perfect avenue to empirically investigate the appropriateness of personal selling strategies in the marketing of consumer goods and their effect on sales volumes.

Also, evidence from existing literature indicates that the enormous volume of studies largely concentrates on the relationship between personal selling strategy and sale performance with limited attention to the mediating role of customer services provided by the sales persons (e.g., Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016). More so, the available studies are largely in the service industry, especially the insurance sector. These research gaps therefore provide a fertile ground for the study of the mediating role customer service in the effect of personal strategies on sales of alcoholic beverages in Ghana.

1.3 Objectives of the Study

The general objective of this study is to investigate the mediating role of customer service in the relationship between personal selling and sales of alcoholic beverages in Ghana. Nonetheless, the study specifically seeks to:

1. Determine the effect of personal selling on sales performance;

2. Determine the effect of personal selling on customer services;
3. Determine the effect of customer service on sales performance; and
4. Determine the mediating role of customer service in the relationship between personal selling and sales performance.

1.4 Research Questions

In the quest to provide answers to the salient factors behind the minimal adoption of personal selling marketing strategy in the promotion of beverage products in the phase of the fierce competition in the industry, several questions have been raised including:

1. What is the effect of personal selling on sales growth?
2. What is the effect of personal selling on customer services?
3. What is the effect of customer service on sales growth?
4. What is the mediating role of customer service in the relationship between personal selling and sales growth?

1.5 Significance of the Study

The result of this study would be of immense significance to several stakeholders in the brewery industry in Ghana. The comprehension and appreciation of personal selling as a suitable marketing tool for promoting the existing and new products of the beverage industry could provide a great employment opportunities for many Ghanaians as salespersons. The adoption of personal selling strategy would imply competition among the firms in the brewery industry for professional salespersons with the requisite skills to promote the products of the brewery firms to customers and potential customers. More so, the brewery firms could be accorded the opportunity to better understand the preferences of consumers and potential consumers and hence tailor production to suit

their needs. The personal selling marketing strategy could also spur the brewery firms into understanding the attitude and purchasing behaviour of consumers and hence put policies in place to increase and sustain sales. The result of the study could also inform the managers of the brewery companies in implementing the appropriate measures or policies in the adoption of personal selling in order to ensure higher level of effectiveness and influence on sustainable sales growth and hence higher company profits. Through the result of the current study, customers and prospective customer could also be well-informed about the various characteristic of the products of the brewery firms and even ensure their contribution to the manufacturing of brewery products and hence increase the scope of their choices and their satisfaction level. The government of Ghana could also benefit from the result of this study through increase tax revenues through the growth in profit of the brewery firms achieved through higher sales.

Furthermore, researchers have largely ignored or paid minimal attention to personal selling as a crucial marketing strategy in ensuring sustainable sales growth. Moreover, the scanty research in the field of personal selling are also largely concentrated in European, American and Asian settings due to their appreciation and adoption of the strategy in the early years of marketing. African settings including Ghana have largely been ignored by researchers and hence limited reference points on personal selling from African context. Many of the researches on personal selling have also failed to link the concept to sales performance let alone examine the mediating role of customer service in the relationship between personal selling and sales performance. The current study therefore provides an avenue to fill these research gaps and further provide adequate information to serve as a reference point for academicians seeking for personal selling role in African settings.

1.6 Scope of the Study

Conceptually the study focused on three key constructs including personal selling, customer services and sales performance. The study was centered on establishing the mediating role of customer service on the relationship between personal selling and sales performance. Geographically, the study focused on the branch of Accra brewery Ltd in the Greater Accra region of Ghana. The data was obtained principally from the salespersons of Accra Brewery Limited branch in Accra.

1.7 Overview of the Research Methodology

The study was pinned on the quantitative research approach. Quantitative study approach is primarily sub-divided into simulation, inferential and experimental approaches (Creswell, 2007; Creswell, 2013). However, the current study relied on the inferential approach so as to build a data base to infer relationships or characteristics of the population. The inferential approach is usually a survey research that involves the study of sample of population through well-designed questionnaire to identify its characteristics for a possible inference that the population has similar characteristics (Babbie, 2007). This approach was adopted since the current study was basically cross-sectional. On the basis of the research objectives, the research purpose was explanatory. The explanatory method was employed since the objective of the research was to establish causal relationship between personal selling, customer service and sales performance in the brewery industry in Ghana.

The target population of the study was all salespersons of Accra Brewery Limited in the Greater Accra region of Ghana. The efficient sample size for the study was calculated using the De Vaus sample size proportion formula. The salespersons were sampled through a simple random sampling by balloting procedure. Data was taken on the

sampled salespersons through a well-designed structured questionnaire. The method of analyzing the collected data involved structural equation modeling method as the study incorporated elaborate structural equation models that is pinned on causal paths and the identification of the collective strength of multiple variables. The multiple regression method and Pearson correlation analysis were further employed to examine the causal relationships between the elements of the three constructs (Personal selling, customer service & sales performance) of the study.

1.8 Limitations of the Study

The researcher was confronted with several challenges in the area of questionnaire administration. The researcher had difficulty in convincing the authorities of Accra Brewery Limited in the Greater Accra region of Ghana. The authorities perceived the study as a give-away of their personal selling strategy to competitors. The researcher was however able to convince them that the research was purposely for academic use and not for publication. Furthermore, some of the employees were not willing to partake in the survey and others did not provide the fully required data. The shorter granted academic timeframe for the completion of the research also served as a limitation as it impeded the survey of large sample. To overcome and limit the impact of non-response, the researcher increased the calculated sample size by 10 percent.

1.9 Organisation of the Study

The study was in five chapters. Chapter One elaborates on the background to the study and further examines the problem of the study, the study objectives and research questions, justification or significance of the study and the scope of the research. Chapter Two reviewed theoretical and empirical literatures related to the concepts of personal

selling, customer service and sales performance. The salient areas reviewed in the second chapter were the theoretical underpinning of personal selling, the concept of personal selling, sales performance, effect of personal selling on sales growth, concept of customer services, effect of personal selling on customer service, effect of customer service on sales growth, the concept of mediation and the mediating role of customer service in the relationship between personal selling and sales growth. The Chapter Three involved the research methodology and research methods adopted for the study. The thematic areas of the chapter included the research design, the study population, the calculated sample size, sampling procedure, methods of data collection and the methods of data analysis. The Chapter Four presented data result using tabular method, analysed and discussed the data result. The Chapter Five summarized the key research findings, concluded and provided policy and managerial recommendations.



CHAPTER TWO

LITERATURE REVIEW

The empirical and theoretical literatures relevant and related to the current study are reviewed in this section of the study. The theoretical underpinning of the study is discussed in this chapter. The concept of personal selling, the merits and demerits of personal selling, personal selling types, personal selling process, and personal selling strategies were also some of the thematic areas reviewed. Empirical literatures establishing the effect of personal selling on sales performance, effect of personal selling on customer service and the mediating role of customer service in the relationship between personal selling and sales performance have also been reviewed. The last section of the chapter develops and elaborates on the conceptual framework of study.

2.1 Theoretical Framework

The internal feeling state or the mood and emotion of sales persons and potential customers of direct selling companies are explained by several theoretical frameworks developed over the years (Erevelles & Fukawa, 2013). The common propounded theories of such nature include the attribution theory, the mental ability theory, the anxiety models, the social learning theory, the broaden-and-build theory of positive emotions, the dual-process theory of emotion, appraisal theory, and the mood-as-information model (Erevelles & Fukawa, 2013).

2.1.1 Attribution theory

The Weiner's (1985) theory of attribution incorporates emotion as part of the motivational process. The outcome of certain events starts the motivational process of the attribution theory. Positive emotions accompany positive outcomes and negative

emotions accompany negative outcomes. In accordance with this theory, seven distinct emotions (anger, gratitude, guilt, hopelessness, pity, pride, and shame) can potentially be generated through this causal-search process. Under this theory, a salesperson who feels or perceives to have failed to achieve a sales goal due to their inability (internal cause) may generally feel lower self-esteem and motivation. However, if the sales target failure of the salesperson is largely attributed external factors, their self-esteem and motivation may not be affected. The attribution theory suggests that the attribution process for external cause is often controlled consciously whereas the attribution process for internal cause is relatively automatic (Gilbert 1989; Roedelius 1998). The anxiety theory explains how a negative emotion, such as anxiety in salespeople, often leads to poor communication with customers and poor overall performance in salespeople.

2.1.2 Dual-Process Theory

Like the attribution theory, Baumeister et al. (2007) also suggested a dual-process theory of emotion that considers two types of emotions (i.e., automatic emotion and conscious emotion). The theory is perceived to be capable of solving some long-lasting debates on competing theories without making them contradict each other. In the dual-process theory, automatic affective responses are almost free of cognitive processes and are differentiated by valence, whereas conscious affective responses are relatively complex processes that accompany arousal and are closely related with cognitive processes. In the context of sales, automatic affective responses may include, for instance, a customer's immediate positive or negative emotions toward a store or salesperson.

2.1.3 Appraisal Theory

The discussion of automatic versus cognitive-affective processes can be also found in appraisal theory. In appraisal theory, emotion is considered an outcome of an appraisal process. The appraisal process includes at least two subprocesses. During the first subprocess, a person examines whether the individual benefited or hurt by a particular situation; during the second subprocess, the person appraises what can be done about it (Lazarus & Folkman 1984). The short-term and long-term affective responses are the two varying outcomes of appraisal proposed by the cognitive-motivational relational theory (Lazarus, 1991). The physiological change of the individual is a constituent of relatively automatic and immediate emotional responses that inclined to the short-term affective responses. Long-term affective responses include continual emotional patterns, including social functioning and health issues. It is suggested that these affective outcomes are affected by environmental conditions surrounding individuals and an individual's characteristics through the appraisal process.

2.1.4 Mood-As-Information Model

Whereas the appraisal theory considers emotion as an outcome of an appraisal process, the mood-as-information model (Schwarz, 1990) suggests how persons use their state of the internal feeling to evaluate an object or individual. The assumption of the theory is that a negative affective state is associated with a problematic environment; whereas one's positive affective state is associated with a safe environment. Thus, an individual (e.g., a customer at a store) attributes their feelings to be a response toward a certain object (e.g., a store environment) or another individual (e.g., a salesperson). An individual in a positive affective state may form a more favorable response toward an object or an individual compared with an individual in a negative mood.

2.1.5 Social Learning Theory

Under the social learning theory, salespersons form impressions and cognitive representations of organizations on the basis of their personal experiences (e.g., interactions with their managers, colleagues, or customers) within the organizations (Martin & Bush 2006). The broaden-and-build theory also explains that each discrete positive emotion (e.g., joy, pride, love) is associated with a larger list of alternative thoughts and actions that become available in a given situation through a broadened mind (Fredrickson, 2003). Although cognitive social learning theory accommodates individual differences in the formation of cognitive representations of an organization, some researchers of psychological climate focus their attention on the perceptions commonly held by a majority of an organization's members, leaving individual differences out. These commonly held perceptions are sometimes called "organizational climate," instead of "psychological climate" (Campbell et al. 1970; James et al. 1978).

2.1.6 Mentality Ability Theory

Notwithstanding all the discussed theories and their role on affect or the internal feelings of persons and their effect on the personal selling process, the mental ability framework is preferred on the basis of the theory's ability to expatiate on the means individuals manage their own emotions and recognizes the emotions of others based on their personality or skill perspective (emotional intelligence). This framework or model was developed by Mayer, Salovey and Caruso in 2000 to explain how individuals on the basis of their intelligence manage their emotions and the emotions of others. Effective personal selling requires the salespersons to efficiently control their emotions and also manage the emotions of prospects to successfully make a sale. In this viewpoint, the emotional intelligence of the salesperson is viewed from three perspective including

personality, cultural trend and mental ability (Mayer, Salovey & Caruso, 2000). Literatures on sales largely emphasizes on the significance of the mental ability dimension of emotional intelligence (Kidwell, McFarland & Avila, 2007). The mental ability of the salesperson determines their ability to produce good customer services that could yield sales. Mayer, Salovey, and Caruso (2000) further produced four dimensions of intelligence including emotional understanding, emotional integration, emotional perception and emotional management. In the context of sales, the salesperson is expected to examine and be aware of the emotions of the prospective customer from bodily signals like the expressions of the face. Afterwards, the cognitive system of the salesperson receives the perceived emotions of the customer, and hence influences the salespersons own cognition. The emotions of the customer and its implications are therefore analysed by the salesperson for comprehension. The salesperson finally manages his or her emotions as well as the emotions of the prospective customer in an effort to make a successful sale. The management of the salespersons emotions and the emotions of the prospective enables the salesperson to apply his or her emotional intelligence to present the required customer services to produce successful sale.

2.2 Definition and Concept of Selling

Selling is a promoting capacity that includes deciding customer needs and reacting through arranged, customized correspondence that impacts buy choices and improves future business openings. Koschnick (1995) likewise portrayed offering as the individual or indifferent procedure of helping as well as convincing a planned client to purchase an item or an administration or to act positively upon a thought that has business essentialness to the merchant. Selling traverse beyond the borders of order-taking or customer service, as it is planned and personalized. The selling concept involves planned

communication, adding utility or usefulness to products, helping customers determine needs and creating desire for products. There are four basic tenets of selling including: (1) Maintain a relationship with your customers; (2) person(s) the product is aimed at; (3) be a good listener; and (4) be natural. In selling, it is essential to establish and nurture a relationship with current and past customers. This relationship is essential because people often purchase from people they trust and like. Furthermore, the salesperson is required to define and evaluate their precise target market. The salesperson is also required to pay greater attention to all customers of the target market. Finally, the salesperson should not be over persuasive in an attempt to sell the product. Erevelles and Fukawa (2013) also stipulated the principles of a successful sale to include listening to your customers, seeking to understand their situation, and then identifying their needs, providing proof that your solution is the best and the most cost-effective. The methods of selling adopted by the retailers are defined based on the place where the selling is done and by the way the parties are physically present, simultaneous in the same place (Brandi, 2006). There are several methods of selling including Selling inside commercial spaces, distance selling, and direct selling (Brandi, 2006; Brandi, 2007). However, this study seeks to examine the concept of personal selling, a direct selling component on sales performance.

2.3 Concept of Personal Selling

Personal selling defines the employment of personal conviction and speech to stimulate action on the part of another. Personal selling is deemed as one of the oldest form of marketing tools in the world (Kotler & Armstrong, 2008; Kotler & Keller, 2009). Several definitions of personal selling of numerous researchers have been provided. The American Marketing Associations (AMA) characterizes the term individual offering as

the individual or unoriginal procedure of helping as well as influencing a forthcoming client to purchase a product or administration to act/favourably upon a thought that has business essentialness to the merchant. Jobber and Lancaster (2009) defined personal selling as a process of conversing the sale of a company's products or service by salespersons, it is ever changing procedure including direct contact between the merchant of an item or benefit and the imminent purchaser through oral or up close and personal or phone talk or composed mail trade of thoughts through suggestion. Roseann, Gregory and Stanton (2008) also defined personal selling as coordinate correspondences between paid delegates and prospects that prompt buy orders, consumer loyalty, and record advancement. In the expressions of Philip Kotler, individual offering is an up close and personal collaboration with at least one imminent buyers with the end goal of making introductions noting questions, and getting orders. Personal selling is the individual correspondence between a company's business power and clients with the end goal of making deals and building client relationship (Kotler & Armstrong, 2013).

Not far from this definition is Dystrophy and Shuraidah (2008) definition of Individual offering as the individual Communication between a businessperson and a potential client or gathering of clients. In the expressions of Mahmod and Rudaina (2010) individual offering is the oral introduction in discussion (by a sales representative) with at least one forthcoming clients with the end goal of making deals. Ashley et al. (2011) likewise proposed individual offering as relational eye to eye communication with the end goal of making, misusing or keeping up a commonly useful trade association with others. The definitions of personal selling of these researchers are quite similar as they all emphasize on the relationship or communication between salespersons and prospective or consumers.

Individual offering is a typical element of most organizations in promoting their item and administrations (Ajogi, 2015). Products that are new, in fact unpredictable or costly require a greater amount of individual offering than any type of advancement blend. Individual offering is a viable apparatus at certain phase of the purchasing procedure, especially in working up purchaser inclinations, conviction and activities (Kotler, 2006). Individual offering as a business technique helps agents of an organization to disclose to their customers/clients how well the items/administrations can fulfill their necessities (Kotler and Armstrong, 2010). They give their customers chance to influence more enquiries about their services. This helps them to coordinate their needs and the administrations. Organization delegates (advertising officers) educate clients of new items/administrations and disclose to them how best they can utilize these items. Individual offering similarly help firms to build their business volume and extend the market by recognizing new client, holding old clients and inducing them to purchase the company's item. Individual offering in this way includes an introduction by the company's business compel with the end goal of coordinating, deals and building client relationship (Kotler & Armstrong, 2010).

The effectiveness of personal selling as a marketing tool is largely dependent on the skills and roles of salespersons of companies. Sales representative is a man who really plays out the individual offering. A sales representative in individual pitching tries to induce the prospect so he can take a choice to purchase item. It is a main consideration in making deals volume. The individual offering process is the complete self of offering (Murithi, 2015). It involves a progression of interrelated stages, which the sales representative takes after (Kotler and Armstrong, 2008) or performs in making the deal (Ingram et al., 2009), and it can be connected crosswise over many offering situations (Ahearne et al., 2008; Banerjee, 2013). The salesman utilizes a customized approach,

custom-made to meet the individual needs of the client, to exhibit the ways that the item will profit him. The client is given the chance to make inquiries, and the sales representative tends to any worries he has about the item. Interpersonal relationships between sales representative and customers are “moments of truth” that can have lasting impact on organizational goals (Cheneyteal, 2011). Salespersons are increasingly being perceived as an important contributor to a firm’s business success. Salespersons are an important promotion tool in communicating company image and persuading consumers to buy (Boone & Kurtz, 2014). Purchasers are progressively swinging to salespersons as a wellspring of data and unwavering quality. This reliance drift is all the more so if the buyers are looking for generally costly items as there is extensive proof that individual offering is being utilized by medium and high value retail firms to benefit their clients (Sawalha, Ashraf and Mohamed, 2012). Salespersons can be utilized to persuade the shoppers that the more costly items have characteristics which legitimize their top notch costs. Consequently, the customers can look to the salespersons as a wellspring of data and unwavering quality. Individual offering is an imperative advancement instrument in that it can prompt a superior connection between the purchaser and the merchant. Consequently, individual offering fits flawlessly into the present pattern in the field of relationship showcasing, where among others, its utilization was proposed to hold clients and keep them from changing to another retailer and also capture greater share of potential customers to ensure greater sales volume.

2.3.1 Merits and Demerits of Personal selling

Personal selling offers business visionaries the two favorable circumstances and disservices in correlation with alternate components of the advancement blend. On the constructive side, individual offering enables the sales representative to focus on the

message particularly to the gathering of people and get quick criticism (Banerjee, 2013). Thusly, it is more exact than different types of advancement and regularly has a more noteworthy enticing effect. The most critical quality of individual offering is its adaptability (Murithi, 2014). Salespersons can tweak their introductions to fit the necessities, thought processes, and conduct of individual clients (Bubnjević, 2011). As sales representatives see the prospect's response to a business approach, they can quickly change as required. Individual offering additionally limits squander exertion (Mbugua, 2014). Sponsors commonly consume time and cash to send a mass message about an item to many individuals outside the objective market. In individual offering, the business constrain finds the objective market, reaches, and exhausts exertion that has a solid likelihood of prompting a deal (Banerjee, 2013).

Therefore, an extra quality of individual offering is that measuring adequacy and deciding the arrival on venture are significantly more direct for individual offering than for other showcasing specialized instruments (Murithi, 2014), where review or state of mind change is frequently the main quantifiable impact (Bubnjević, 2011). The fourth advantage of individual offering is that a salesman is in a great position to urge the client to act (Mbugua, 2014). The one-on-one connection of individual offering implies that a businessperson can adequately react to and defeat protests (clients' worries or reservations about the item) with the goal that the client will probably purchase. Salesmen can likewise offer numerous particular motivations to induce a client to purchase, as opposed to the general reasons that an advertisement may ask clients to make prompt move. A last quality of individual offering is the numerous errands the business power can perform (Ajogi, 2015). For example, notwithstanding offering, a salesman can gather installment administration or repair items, return items, and gather item and showcasing data. Indeed, business people are regularly best at spreading

adverse and constructive verbal item data. In this way, people groups' information of the item is raised further, and the item mindfulness will build deals. After people groups' mindfulness they expect an expansion in deals (Murianki, 2015).

On the other hand, individual offering can't reach the same number of potential clients as publicizing; in addition to the cost of each contact is significantly higher (Ajogi, 2015). High cost is the essential drawback of individual offering (Ajogi, 2015). With expanded rivalry, higher travel and hotel costs, and higher compensations, the cost per deals contract keeps on expanding. Many organizations attempt to control deals costs by repaying deals delegates in view of commission just, in this manner ensuring that business people get paid just in the event that they produce deals. In any case, commission-just salesman may move toward becoming danger unwilling and just approach customers who have the most astounding potential return (Murithi, 2014). These salespersons, at that point, may miss chances to build up an expansive base of potential clients that could produce higher deals incomes over the long haul. Organizations can likewise diminish deals costs by utilizing integral systems, for example, telemarketing, standard mail, sans toll numbers for intrigued clients, and online correspondence with qualified prospects (Ahearne, Jones, Rapp and Mathieu, 2008). Telemarketing and online correspondence can additionally decrease costs by filling in as a real offering vehicle. The two advances can convey deals messages, react to questions, take installment, and development.

A moment burden of individual offering is the issue of finding and holding superb individuals (Boone and Kurtz, 2014). To start with, experienced salespersons some of the time understand that the main way their salary can outpace their typical cost for basic items increment is to change occupations. Second, as a result of the push for benefit,

organizations attempt to enlist experienced salesmen far from contenders as opposed to contracting school graduates, who take three to five years to achieve the level of efficiency of more experienced salespersons (Lamb, Hair and McDaniel, 2011). These two staffing issues have caused high turnover in numerous business powers. Another shortcoming of individual offering is message irregularity. Numerous salespersons see themselves as free from the association, so they outline their own particular deals procedures, utilize their own particular message systems, and participate in flawed ploys to make a deal. Therefore, it is hard to locate a brought together organization or item message inside a business drive, or between the businesses constrain and whatever is left of the showcasing blend. A last shortcoming is that business drive individuals have diverse levels of inspiration (Spiro, Gregory and Stanton, 2007). Business people may differ in their ability to make the coveted deals calls every day; to make benefit calls that don't lead straightforwardly to deals; or to utilize new innovation, for example, a tablet, email, or the organization's Web webpage. At long last, exuberant deals agents may tread a thin line amongst moral and exploitative deals systems (Banerjee, 2013). The contrast between an agreeable lunch and business payoff is some of the time obscured

2.3.2 Kinds of Personal Selling

Personal selling involves many different roles and occurs in a wide variety of contexts. However, there are two basic kinds of personal selling. These are across-the-counter selling and field selling (Murithi, 2014). An **Across-the-Counter Selling** involves a selling condition in which the clients go to the business people. It includes retail location offering (Jobber and Lancaster, 2009). It likewise incorporates the sales representatives at list retailers who take phone orders. Most business people fall into this classification. In any case, the **Field Selling** sort of individual offering is the place the salespersons go

to the clients (Baku, 2007). These individuals offer face to face at a client's place of business or home (Banerjee, 2013). These outside deals powers are occupied with field offering. These individuals offer face to face at a client's place of business or home. Outside deals compel more often than not speak to makers or wholesaling mediators, pitching to business clients (Pride & Ferrell, 2009).

The numerous forms or kinds of field sellers identified include order takers, order getters, missionary selling, cold calling and relationship selling (Baku, 2007). Order takers refer to offering that happens basically at the discount or retail levels. Request handling includes deciding the client needs, indicating stock that meets the client needs and finishing the request (Boone and Kurtz, 2014). Request getters alludes to the in-field deals movement where a business agent goes to the customer's home or work place to makes a business introduction keeping in mind the end goal to win new business or to keep up relations with existing customers (Boone and Kurtz, 2014). Evangelist Selling is regularly observed as a business bolster part. The preacher businessperson appropriates data about items or administrations, portrays item traits and leaves materials yet does not regularly bring the deal to a close. The teacher salesman regularly readies the route for a field sales representative. For instance, a pharmaceutical deals agent may approach specialists and leave tests, maker data, for example, aftereffects of clinical trials, duplicates of applicable diary articles and so on with an end goal to convince specialists to recommend a medicine or course of treatment. Icy calling alludes to a circumstance when a business delegate phones or visits a client without an earlier arrangement. Frosty calling is regularly thought to be the most difficult of the business exercises. In a chilly calling circumstance, the business agent is probably going to be more aware of the customer's opportunity, and may try to gather the business procedure by consolidating the approach and the business introduction into a solitary stride (Lamb, Hair and

McDaniel, 2011). Relationship offering (otherwise called consultative pitching) alludes to a business rehearse that includes fabricating and keeping up associations with clients so as to improve long haul connections. Relationship offering regularly includes a critical thinking approach where the business agent acts in a consultative part and turns into an accomplice in the customer's critical thinking exercise (Boone and Kurtz, 2014). Relationship offering is regularly found in innovative offering conditions.

2.3.3 Personal selling process

Personal selling process refers to a process that occurs when a sales representative meets with a potential client for the purpose of transacting a sale. The personal selling process is one of the oldest subjects in the sales literature (Moncrief & Marshall, 2005). Traditionally there are seven steps in the selling process (Long et al., 2007; Kotler, Armstrong, Wong & Saunders, 2008) that is defined in line with the sales-oriented transactional selling process (Kotler & Armstrong, 2008). The seven steps were prospecting, preapproach, approach, presentation, overcoming objections, close and follow-up (Moncrief & Marshall, 2005; Long, Tellefsen & Lichtenthal, 2007; Lichtenthal & Goodwin, 2006). The work of Bubnjević (2011) was the first to posit selling as a process. Cant and van Heerden (2008) later influenced an eminent commitment to the deals to process by proposing that as opposed to being a disrupted action, offering seems, by all accounts, to be a deliberate procedure. Nonetheless, the individual offering process is in this way changed by Jaramillo and Grisaffe (2009) mirroring the expanding consideration toward client arranged rationality. The clients have been in the focal point of center for the most recent decades in the field of individual offering process writing. Along these lines, the reception of client introduction rationality has affected the model of the individual offering process (Kidwell, McFarland

and Avila, 2007). Murithi (2014) was the first to consider the client in the individual offering process. Accordingly, Sawalha, Ashraf and Mohamed (2012) exhibited another model of the individual offering process in view of the conviction that, as offering is a piece of the promoting procedure, it should have a similar rationality. Numerous scientists (Singh and Venugopal, 2015) have talked about the adjustments in proficient offering, which have moved proficient pitching to relationship and esteem including approach (Moncrief and Marshall, 2005; Cross, Brashear, Rigdon and Bellenger, 2007). In this manner, a lot of creators today consider offering process as relationship offering process when the point is to construct long haul associations with clients (Moncrief and Marshall, 2005; Manning et al., 2010). In this way, numerous business agents depend on a consecutive deals process that normally incorporates eight stages. These eight steps of the personal selling process have been discussed in sub-sections.

2.3.3.1 Prospecting

Prospecting is a principal venture in the individual offering process (Ajogi, 2015). Prospect is a man or business, that needs the item a sales representative is offering (Amyx and Bhuian, 2009). Prospecting and situating for client, includes the businessperson looking for and distinguishing potential clients who have the need, readiness, capacity and expert to purchase the salesman's putting forth (Ashley et al., 2011). In this progression, the sales representative uses different sources to create prospective customers that may require a specific article (Ahearne et al., 2008). These leads in deals phrasing allude to a man or association that might be a potential client (Banerjee, 2013), and the most essential lead regularly comprise of a name, a telephone and an address (Baku, 2007). As it were, prospects are what salesman trusts his or her leads truly are (Berman and Evans, 2010).

Prospecting for new clients is a basic stage for a few reasons. Right off the bat, nothing can occur until the point that the offering organization finds a potential prospect and there can be no business introduction without a prospect (Ashley et al., 2011). Another prominent explanation behind prospecting is to grow deals in an area and client base, since lost clients must be supplanted with new ones. At the end of the day, to simply keep up or increment deals volume, business people should unendingly search out new clients. Johnston and Marshall (2006) call attention to that prospecting can be a standout amongst the most crippling side of offering, specifically to begin salesmen and regularly isolates the effective from the unsuccessful business people. In this manner, it is by all accounts one the most prevalent point in the business preparing programs (Berman and Evans, 2010; Banerjee, 2013). Parameters that are utilized to qualify prospects incorporate money related capacity and plausibility for deals development (Kotler et al., 2008).

2.3.3.2 Pre-approach

Pre-approach describes the mode of getting ready for the introduction. This comprises of client investigate, objective arranging, planning an arrangement and whatever other assignments important to get ready for the business introduction. Before moving toward the client, the expert salespersons are required to consider an astute procedure of arranging called the pre-approach (Cant and van Heerden, 2008), which comprises of a few post-prospecting exercises before the genuine visit with client (Moncrief and Marshall, 2005). For some specialists effective salespersons set aside an opportunity to put resources into the arranging stage (Urbiak, 2007). The pre-approach has a few goals. The main target is to accumulate significant and particular data about the client straightforwardly from client or from open sources (Boone and Kurtz, 2014), and this

data will help salespersons to better qualify the potential prospects (Cant and van Heerden, 2008) and find the prospect's needs and issues (Cheney et al., 2011). Besides, the pre-approach will give a few bits of knowledge into how to build up the best approach to approach client (Bubnjević, 2011). Urbiak (2007) takes note of that some prospect's support a direct professional approach though others incline toward an aberrant approach. The pre-approach includes planning presale targets and building up a client profile (Cross et al., 2007). In addition, the pre-approach data empowers fitting the business introduction and picking the best system for each prospect (Cheney et al., 2011) and further, shielding the business delegate from committing genuine errors before the client (Bubnjević, 2011). A sufficient pre-approach ought to likewise give the sales representative more certainty and mirrors the polished skill of the businessperson (Urbiak, 2007).

2.3.3.3 Approach

After the prospect is recognized and the salesman has gathered important prospect data, the sales representative is prepared to move to following stage called approach. Approach alludes to the phase when the businessperson at first meets with the client. Since first contact leaves an impact on the purchaser, proficient lead, including clothing, a handshake, and eye to eye connection, is exhorted (Spiro, Gregory and Stanton, 2007). The motivation behind the approach is to open the business call, to pick up and hold clients' consideration and intrigue (Urbiak, 2007) so sales representative can connect with them all the more positively (Kotler et al., 2008) and moreover to get data and to decide prospects' needs and needs (Cheney et al., 2011). The approach takes the primary minutes of a deal introduction, which are vital to an effective deal (Boone and Kurtz, 2014), when sales representative actually contacts the prospect (Bubnjević, 2011). One

method for creating interest and consideration from the client is to indicate tests or a show of included items, (Kotler et al., 2008). An announcement that is in accordance with Kotler et al. (2008), is Dahlen et al. (2010) who guarantee that the achievement of individual offering relies on the businessperson's capacity to recognize and fulfill the client's needs. At the approach arrange, salespersons should explain a convincing motivation behind why the client should concede an arrangement (Cant and van Heerden, 2008). Hence, effective arrangement getters understand that their point is not to offer the items amid the approach employed; it is essentially to secure an arrangement (Cross et al., 2007).

2.3.3.4 Sales presentation

Many researchers have termed the sales presentation as “The core of the personal selling process” (Johnston & Marshall, 2006; Wagner & Klein, 2007). Numerous sales representatives don't play out the business introduction exercises extremely well (Johnston and Marshall, 2006). This progression can be one or different introductions over some undefined time frame and cautious readiness for deals introduction is essential (Moncrief and Marshall, 2005). As indicated by the conventional individual offering process, the motivation behind the business introduction is to give information about the item (Cross et al., 2007). Additionally, the goal is to exhibit the advantages (Ghazaleh and Mohammad, 2009), particularly if the item is actually perplexing (Johnston and Marshall, 2006). Furthermore, businessperson can appear amid the business introduction, how the item can fill the prospect's perceived needs (Cheney et al., 2011). Guenzi, De Luca and Spiro (2016) say that the business introduction is the real conveyance of outlined correspondence to exhibit an item and sales representative endeavors to energize the prospect's want for the item and to end up plainly a client. Numerous scientists have

proposed that salespersons should endeavor to direct the prospect's psyche through a four-stage AIDA-display (1. Secure Attention, 2. Stir Interest, 3. Fortify Desire, 4. Acquire Action) (e.g., Dystrophy and Shuraidah, 2008). Moreover, a powerful deals introduction ought to be controlled by the sales representative and include the prospect through inquiries and discourse (Guenzi, De Luca and Spiro, 2016).

2.3.3.5 Demonstration

The trial close or demonstration is a part of the presentation and is an important step in the selling process. In order to maintain customer's interest and to arouse their desire, the sales-person must display and demonstrate the product (Kotler et al, 2008). The salespersons are required to expatiate on the utility and distinctive qualities of the product so that the prospect realizes the need for the product to satisfy his wants (Salomon et al., 2010). The salespersons are required not to be in a hurry to impress the customer and so need to avoid controversy. The salespersons are required to suggest the uses of the product and create an impulsive urge to possess the article by appealing to human instincts of the prospective consumer.

2.3.3.6 Handling objections

A deal cannot be accomplished essentially by making interest and want. Each client needs to make the best can hope for the cash he is spending. Introduction and showing of the item are probably going to make questions and inquiries in his brain. The sales representative should clear all questions and complaints without going into a discussion and without losing his temper. Indeed, even the best arranged deals introductions will urge the prospect to make complaints (Ingram et al. 2009). Proficient business people ought to expect that the resistances will go up against in each business circumstance

(Salomon et al., 2010), and protests ought to be seen as a characteristic issue (Manning & Reece, 2007). Numerous researchers have used interchangeably sales resistance and sales objections. Guenzi, De Luca and Spiro (2016) describe resistance to sales as a kind of attitude, verbal and/or nonverbal, by a customer or prospect which appears to or actually does interfere with the likelihood of a sale. However, any question or concern raised by prospective buyers defines sales objection (Kidwell, McFarland & Avila, 2007). Franke and Park (2006) contend that the two builds are not synonymous and they trust that business resistance is a more extensive idea, whereby and sales representatives are encouraged to be set up to deal with complaint articulations and also counter-contentions to the cases they make. Notwithstanding, paying little mind to their correct shape, all business people will encounter complaints and motivation to not finish an exchange (Johlke, 2006).

In the phase of dealing with complaints, the business people endeavor to conquer prospects' restriction and imperviousness to deals introduction and hesitance to purchase (Hayes, 2009; Homburg, Muller and Klarmann, 2011). As per Jaramillo and Grisaffe (2009), this may bring about the salesman rehashing the item benefits, consoling the client of her potential choice, and helping the prospect to do the choice. It appears, that in the early years of offering, as Moncrief and Marshall (2005) also note, sales objections were seen mostly as a hurdle that salespeople had to overcome to get to the sale.

2.3.3.7 Closing the Sales

The subsequent stage in the individual offering process is known as the nearby. In the end arrange, the sales representative tries to persuade the client to buy the item (Johlke, 2006). Consequently, bringing the deal to a close is the "Activity" venture in the AIDA -

display (Homburg, Muller and Klarmann, 2011). As indicated by the early individual offering writing, the end organize was regularly exhibited as the most vital part of the business procedure (Manning and Reece, 2007). Various promoting scientists stress the need of stepping up with regards to bring the deal to a close by business people (e.g., Jobber and Lancaster, 2009). Ingram (2008) stresses that salesman can't make a deal without shutting, in light of the fact that the offering is not arrange taking. In this way, regardless of how well the sales representative has performed in before phases of the offering procedure, he or she can in any case lose the deal without shutting (Jobber and Lancaster, 2009). Along these lines, it is accentuated that the mechanical salespersons' capacity to bring the deal to a close is related with enhanced deals execution (Johlke, 2006). The closing stage is largely the stage many salespersons fail in the market (Jobber & Lancaster, 2009). The failure of salespersons to close prospective customers is largely attributed to the fear of rejection (Jobber & Lancaster, 2009). The salespersons are not required to employ varying procedures to ensure final sale; plus the 'alternative close', the 'assumptive close', the 'summary close', or the 'special-offer close', among others (Niblick, 2013).

2.3.3.8 Following-up

The follow-up stage is a moderately more up to date expansion to the means of offering (Moncrief & Marshall, 2005). It is the peak or basic point in the individual offering process. Finishing the deal is by all accounts a simple errand yet improper treatment of the client can bring about loss of offer. This should be possible through follow-up calls to ensure everything is attractive or to uncover issues (Kotler et al., 2008). After the deal, the businessperson needs to ensure that client is content with the item and that everything that was guaranteed is being conveyed (Moncrief & Marshall, 2005). Consequently, the

follow-up on clients ought to be a normal stride to business people (Jobber and Lancaster, 2009; Judea, 2014), and the follow-up is the most ideal approach to detect a "genuine deals experts" (Kidwell, McFarland & Avila, 2007). In a business to purchaser setting it might be hard to achieve the particular clients and furthermore extremely tedious; a contrasting option to making catch up calls is holding and letting the client's air conclusions through unwaveringness programs. Following up will guarantee consumer loyalty and assist set up an association with the client (Cant & van Heerden, 2008; Lamb, Hair & McDaniel, 2011).

To proficient business people a definitive objective is to have a fulfilled client (Johnston and Marshall, 2006) and the subsequent exercises can impact the fulfillment got from their buys (Johnston and Marshall, 2006). The subsequent exercises additionally decrease the contrary post-buy concerns (Jobber and Lancaster, 2009), and make goodwill between a businessperson and the clients, which over the long haul will expand deals speedier than not giving it (Johnston and Marshall, 2006). As indicated by Shulman (2001) numerous business people don't perform well the subsequent stride. In the exact the investigation of Salomon et al. (2010), it was evaluated that when a client stops purchasing from an organization, around 60 for each penny of the time it is on the grounds that the client thinks the offering company's business people built up an aloof disposition after the item was conveyed. Middleman and Lancaster (2009) contend that sales representative may delay or disregard the subsequent call, since it doesn't bring about a prompt request. Nonetheless, the salesmen should demonstrate that they truly are thinking about the client as opposed to just being occupied with making deals (Jobber and Lancaster, 2009).

To professional salespeople the ultimate goal is to have a satisfied customer (Johnston & Marshall, 2006) and the follow-up activities can influence the satisfaction derived from their purchases (Johnston & Marshall, 2006). The follow-up activities also reduce the negative post-purchase concerns (Jobber & Lancaster, 2009), and create goodwill between a salesperson and the customers, which in the long run will increase sales faster than not providing it (Johnston & Marshall, 2006). According to Shulman (2001) many salespeople do not perform well in the follow-up step. In the empirical study of Salomon et al. (2010), it was estimated that when a customer quits buying from a company, about 60 per cent of the time it is because the customer thinks the selling firm's salespeople developed an indifferent attitude after the product was delivered. Jobber and Lancaster (2009) argue that salesperson might postpone or neglect the follow-up call, because it does not result in an immediate order. However, the salespeople should show that they really are caring about the customer rather than only being interested in making sales (Jobber & Lancaster, 2009).

2.3.4 Personal Selling Strategies

Strategy in this context is a gathering of procedures that organizations use before offering their merchandise as well as administrations. The point of a decent system in offering is that one can meet a legitimate individual at the best possible time and area utilizing the best method to impact that individual. The acknowledgment of clients as the beginning stage of all advertising exercises and the main impetus of the trade procedure is to confirm that showcasing has moved toward becoming progressively client driven (Shannahan et al., 2013). Deals associations are starting to supplant endeavors to impact clients with worry over how to better react to clients' requests and attitudes. The result is co-creation marketing involving marketers and customers interacting in product or

service design, production, and consumption thus relying on collaboration, cooperation, and correspondence. One part of promoting for which joint effort, collaboration, and correspondence are especially striking is close to home offering in a social offering setting, as clients and sales representatives cooperate toward commonly useful finishes (Moncrief and Marshall, 2005). Administrators and specialists are keen on the most proficient method to grow more compelling offering procedures for expanded deals execution which can add to the production of solid and dependable positive associations with clients. Individual offering procedures contrast, contingent upon built up connection between the purchaser and the vender of a specific item. Business connections extend from value-based or one-time buys, to key associations that are frequently compared to a marriage. Some place in the middle of are useful and affiliate connections that may look like companionships. These are the establishments of the pitching technique to be utilized in light of the sort of relationship a salesman is hoping to have with the clients (Shannahan et al., 2013).

2.3.4.1 Canned Selling Strategy

Sales people retain and convey attempts to close the deal verbatim when they use content based offering technique. Content based offering is likewise called canned offering. The expression "canned" originates from the way that the attempt to seal the deal is institutionalized, or "straight out of a can." According to Jobber and Lancaster (2009), the content involves a consistent arrangement of inquiries and when the sales representative meets an impediment they recollect what is in the content and techniques for defeating it. The content covers a scope of procedures from opening the business meeting to shutting methods. This offering system functions admirably when the requirements of clients don't fluctuate much. The salesman will ask the client a couple of

inquiries to reveal his or her need, and afterward gives the points of interest that meet it as spelled out in the content. This approach is utilized by numerous telemarketers who are attempting to offer an economical item and untrained individuals are utilized for this kind of offering. The salesman essentially do all the talking and have no enthusiasm for comprehension (or fulfilling) your necessities.

Canned offering procedure has two methodologies. The first is Stimulus Response Selling. This is the least complex way to deal with offering. Boost reaction offering salesman gives jolts; purchaser reactions looked for proceed with process until buy choice is touched base at. It utilizes organized inquiries and articulations, which go about as boosts for the client and the sales representative to get the coveted reaction to support them. Words and articulations of sales representative outfit a boost in the event that they are all around arranged and hit the nail on the head. Arranging or readiness of discussion is done on the sales representative's end. This approach includes less commitment of the purchaser, it is an uneven discussion for salesman, who has the expert to offer at any cost. It is reasonable in the circumstances when purchaser is amateurish and has less learning. Illustration incorporates telemarketing, in which one content is being remembered and afterward rehashed on each call till the deal call is shut. The second approach is Format Selling. Format otherwise called Mental State offering. It is like jolt reaction offering as it likewise utilizes organized inquiry to lead the purchaser to various mental states. These mental states are AIDA (Attention, Interest, Desire, and Action). Sales representative ought to be savvy enough to monitor purchaser's mental state while making inquiries. It is somewhat specialized and requires sound mental capacity of the sales representative. In the first place he educates client regarding his item to pick up consideration, at that point tries to create customers' intrigue. Conviction comes when the sales representative portrays the capacities and advantages of items. In the following

phase of want, the sales representative ought to beat the delay in the client and influence him to warm up to his item/benefit and toward the end try to finish up the business call with a genuine deal.

2.3.4.2 System strategy

Framework offering is the way toward offering interrelated products or administrations together as a bundle as opposed to offering them independently or autonomously ("System Selling", n.d.). The products that are clubbed together are for the most part complimentary merchandise. This expands the business volume of the items and it causes the clients to spare their opportunity also, henceforth it makes a win-win circumstance for both. Further, clients are progressively searching for a frameworks' answer as opposed to the purchasing of an individual item. This implies, for instance, that to offer entryway handles to an organization like Ford a provider must not exclusively have the capacity to offer an entryway framework that incorporates entryway handles and in addition bolting and opening gadgets yet additionally have a careful learning of entryway innovation, and the capacity to propose to Ford answers for issues that may emerge.

2.3.4.3 Features strategy

A feature is something essential or extraordinary that the maker, supplier, or merchant has either included with, killed from, or made accessible in our item or administrations while an advantage is the thing that the element will improve the situation, or provide for, the prospect (Huisken, 2013). Knowledge of item highlights is inadequate for deals achievement. Since individuals purchase items for the advantages they present, effective sales representatives relate item or administration elements to purchaser benefits;

highlights are the methods by which benefits are determined. In the arranging and creating of the introduction of components versus benefits, utilization of visual guides is imperative (Ghazaleh and Mohammad, 2009). The reason for a sorted out deals introduction is to exhibit thoughts so deliberately that they prompt activity on the purchaser's part. Most prospects must be indicated purposes behind purchasing. The salesman can do this through item showings and introductions that demonstrate the components, focal points and advantages of the item to demonstrate the client why they require it. Individual offering is for the most part worried about the examination of clients' needs and, through the organization's aggregate promoting endeavors, with the arrangement of advantages to fulfill these requirements and needs. Client benefits should be imparted in wording that are important to clients. This implies, for instance, that points of interest, for example, higher efficiency may require interpretation into money investment funds or higher income for fiscally disapproved of clients. This accordingly nearly binds to require fulfillment offering that expresses that every client has an alternate arrangement of necessities/wants, along these lines the business introduction ought to be adjusted to the individual client's needs and more centered around critical thinking; this is a key favorable position of individual offering in contrast with promoting (Jobber and Lancaster, 2009; Izogo, 2017).

2.3.4.4 Consultative Strategy

The way to effective offering today is a consultative, critical thinking, relationship-building approach (Kotler and Keller, 2006; Kotler and Armstrong, 2013). Consultative offering is considered as the best deals system, especially while collaborating with imminent business accounts. It is characterized as individual offering, in which the salesman turns into a trusted counsel to the client and assumes the part of a specialist. It

requires deals experts to concentrate on distinguishing and fulfilling the necessities and needs of their clients. This strategy concentrates on building connections, making a climate of trust and offering the way clients need to purchase not the way you get a kick out of the chance to offer. The conventional sales representative is the talker; the consultative salesman is the audience. Consumer loyalty is a definitive objective of the consultative businessperson all through the offering procedure (Rustenburg and Steenbeek, 2012). The sales representative sets up a firm establishment for a beneficial association with the customer, including the utilization of an icebreaker to warm up customers before talking about any administration or item data. A consultative sales representative is an arrangements supplier who utilizes a "we can" approach and turns into a partner for the client's business. He additionally manufactures trust, tests and makes inquiries, tunes in, examines benefits, consoles and after that at long last and inconspicuously closes.

Consultative offering every now and again works as an inseparable unit with esteem included offering, in which a sales representative presents client particular advantages identified with the item or administration. The consultative approach, when legitimately executed, yields an amount of data about the prospect's needs and, which makes it simple for the sales representative to make the following stride and present the ideal advantages for those needs. Consultative deals is along these lines not a workmanship, it is a procedure in which the sales representative has exceptional listening abilities, sets aside the opportunity to assemble the relationship, comprehends clients' special issue, offers answers for the coveted outcome, recognizes and takes into account the customer's one of a kind identity style, discovers shared opinion for starting the discussion, gets customers to a place where they can feel great knowing they are settling on the correct decision, never interferes with customers and never completes clients' musings.

2.3.5 Consumer Products and Personal Selling

Consumer products are those readily available for consumption or for households (Palmatier et al., 2007). The key classes of consumer products include convenient products, shopping products, specialty products and unsought products (Tan & Steinberg, 2007). Convenient products are frequently bought products with high level of consumer awareness or knowledge on the products (Wang, Liang & Wu, 2006). Convenient products are often low priced, easily available, brand is acceptable, and price and quality are not key considerations during purchase (Dahlen et al., 2010). Examples of convenient products include salt, sugar, beverages, soap, bread and light bulbs. Shopping products are products consumed less frequently as planning and comparison are key in the purchase decision (Bubnjević, 2011).

Examples of shopping products are shoes, automobiles, radio and garments. The American marketing association defines specialty products as products with unique features identified to a specific target group of consumers (Ajogi, 2015). Examples of specialty products include special brands of cars, high priced equipment and services of legal specialist. The final category of products is unsought products that are not often consumed because of limited knowledge and awareness of the products (Boone & Kurtz, 2014). Examples of such products are video, telephone, internet facilities and life insurance products. Unsought products are predominantly promoted and communicated to consumers through personal selling medium. Personal selling contributes immensely to marketing of consumer goods (Kotler & Keller, 2014). Consumer marketers employ personal selling as a sales force to collect weekly orders from dealers and to ensure that sufficient stock is on the shelf (Kotler & Keller, 2014).

2.3.6 Alcoholic Beverages and Personal Selling

Alcohol is not just an ordinary consumer product but form part of a balanced social life (Fox, Kelly & Molcho, 2015). The liquor business delivers legitimate, generally devoured items that are commanded by moderately couple of makers; and uses an effective blend of advertising systems, sagacious promoting, political battle commitments, and modern campaigning strategies to make and keep up a domain ideal to its financial and political interests (Kamanga, 2015). Mixed drinks every year produce over \$137 billion in deals in the United States for an aggregate utilization of 7.3 billion gallons in 2002 (Fox, Kelly & Molcho, 2015). The liquor business is an effective multinational business complex. It incorporates not just the makers of lager, wine and refined spirits ("hard alcohol") and their overly complex system of merchants and wholesalers, yet additionally related "cordiality" and media outlets, for example, eateries, inns, tourism, proficient games, and retailers from resorts and clubs to bars and comfort stores (Tampah-Naah & Amoah, 2015). Many additional business sectors earn substantial profits from the sale through marketing mix of tools including personal selling.

Marketing assumes a basic part in the globalization of examples of liquor utilize and mirrors the insurgency that is happening in promoting when all is said in done (Djousse and Gaziano, 2008). Marketing of similar types of pictures show up universally. The marketing of alcohol beverages has gain much roots in many parts of the world with much emphasis on marketing tools like advertisement, direct marketing and personal selling (Sara et al., 2009). The alcohol beverage industry tends to use other marketing communications tools more prevalently (O'Shea, Dasarathy & McCullough, 2010). Among the common marketing tools used in targeting the youth in society is personal selling (Vantamay, 2012). As a matter of fact, personal selling is not a common

marketing tool employed in the alcoholic industry for communicating alcoholic products to present and potential consumers and the general public (Murithi, 2015). Personal selling is often used in the communication of products like Video, telephone, internet facilities, and life insurance consumable products that are often defined as unsought products to potential consumers (Kotler & Keller, 2014). Personal selling is predominantly used for marketing unsought products because consumers often have low level of awareness about the products (Kotler, 2013). However, alcoholic beverages are predominantly marketed through advertisement (Tampah-Naah & Amoah, 2015). Alcoholic is a convenient consumable product as consumers have knowledge about them before purchase (O'Shea, Dasarathy & McCullough, 2010). Alcoholic beverages have accepted brands, easily available, bought frequently and purchase often is not reliant on price and quality (Aduasi, Bonney & Antwi, 2013).

It should however be emphasized that the scene of mixed drink showcasing is changing, with considerably more channels and instruments accessible to empower utilization. Mixed drinks are showcased not exclusively by means of conventional communicate media, (for example, (TV) and radio) and customary non-communicate media, (for example, print media, announcements and marked stock), yet in addition through sponsorship and item position, and by coordinate promoting utilizing innovations, for example, the web, podcasts and message informing (Kotler and Keller, 2014). Besides, by highlighting liquor in movies, TV shows and melodies, the whole diversion area assumes a part in forming the desires of youngsters for the utilization of liquor (WHO, 2014). However, personal selling role could be significant in the promotion and communication of newly produced brands of alcoholic products to prospects and consumers.

2.4 Sales Performance

Sales performance is the measure of the sales volumes in a defined period (Singh & Venugopal, 2015). There are five predominantly employed measures of sales performance, marketing productivity and effectiveness (Jaramillo & Grisaffe, 2009). The considered measures include net volume, contribution to profit, share of market, return on capital employed, and the various cost and control ratios (Guenzi, De Luca & Spiro, 2016). The first four of these measures are perceived to be strategic (Wachner, Plouffe & Gregoire, 2009), that is they are useful for allocating resources and setting goals and targets, but are often only of little use in guiding the day-to-day sales effort (Moghareh-Abed & Haghighi, 2009). Except for consumer goods companies, share of market is often difficult to obtain. All of these measures are determined from historical data, so rarely is information available to the concerned line manager to achieve operational control of the day-to-day selling activities, except from reports generated within the manager's span of control by field people. This usually leaves various cost and control measures focusing on sales call activities that involves the number and quality of calls as the basis for controlling the sales force (Jaramillo & Grisaffe, 2009). In this current study, the key performance indexes employed in the sales analysis were sales per the quota of salespersons, sale per budget, sales in a period relative to other periods, sales per calls to prospects and customers acquired per prospects.

2.5 Effect of Personal Selling on Sales Performance

Businesses of different kinds employ varying personal selling strategies in an attempt to achieve the desired level of sales volumes. The various personal selling strategies revealed by numerous researchers to be adopted by salespersons of companies in their interaction with prospective consumers are consultative strategy, features strategy,

system strategy and canned selling strategy. Several studies or researches have established some level of influence of personal selling strategies on sales performance (e.g. Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016).

Banerjee (2013) in the examination of the role of personal selling in home insurance in the market indicated that personal selling strategies positively affects client acquisition and that further increases sales volumes of the insurance companies. Bubnjević (2011) also on the position and role of personal selling reported positive influence of personal selling strategies on sales performance. Moghareh-Abed and Haghighi (2009) in their examination of the effect of selling strategies on sales performance revealed positive relationship between selling strategies like adaptive, customer-oriented, sincerity salespeople, reliability salespeople, commitment of salespeople and rational selling strategies on sales performance. The general conclusion of the study was positive relationship between selling strategies and sales performance. Ahearne, Jones, Rapp and Mathieu (2008) in their test of a model that incorporates salespersons' customer service as a key marketing construct that could mediate personal selling strategy's impact on sales performance indicated that in pharmaceutical sales settings IT personal selling strategy's influences the volume of sales of pharmaceutical products. The study indicated that higher IT usage in the execution of the personal selling strategy improves the performances of the salespersons and hence higher level of customer services that is further associated with larger volume of sales. Personal selling ensures that the customers are satisfied with salespersons' performance so as to achieve customer satisfaction and hence greater volume of sales (Mohammad, 2007). Thus, personal selling is a very effective factor in establishing contact between salespersons and buyers

in two directions. The customers can inquire and ask the salespersons face-to-face questions. At the same time, they can discuss and reach a clear understanding and take a proper buying decision, which encourages them to re-deal (Alsamydai & Yousif, 2010) and hence react positively to the products of the company in the form of sales. This demonstrates that personal sale has an important role in increasing sales (Samer et al., 2012). The interaction between salespersons and customers and the quick response from them play a great role in identifying the demands and desires of the customers and fulfilling them (Ashleyet, 2011). In a more recent study, Azam et al. (2016) revealed positive relationship between personal selling strategies and sales performances. Guenzi, De Luca and Spiro (2016) in their examination of the impact of customer perceptions about a salesperson's combined use of adaptive selling (AS) and selling orientation (SO) on customer trust in the salesperson revealed that the interplay between AS and SO is negatively related to trust, and that the above situation is attenuated in sales contexts characterized by high purchase importance or enduring buyer-seller relationships.

From an African context, Murithi (2014) examining the effects of personal selling on sales of agricultural products produced by women groups revealed positive relationship between personal selling strategies and sales volumes. Mbugua (2014) also in a descriptive cross sectional survey to examine the influence of personal selling strategies and performance of pharmaceutical firms in Nairobi, Kenya established positive relationship between personal selling strategies and performance in terms of greater volume of sales, faster movement of drugs and revenue. Canned strategy resulted in sales people providing stimuli sought by the buyers until decision is arrived and provided the details that meet customer needs and also enabled salespeople to keep track of buyers' mental state. System strategy also enabled the firms to sell products as a package rather than selling them separately or independently. Ajogi (2015) also on the impact of

personal selling on the marketing of insurance services in Nigeria revealed positive effect of personal selling strategies on client's acquisition and retention. In Ghana, Nyarko (2015) in his examination of the promotion of life insurance products through personal selling strategy through the administration of questionnaires to 100 clients in Ho revealed that personal selling is an essential tool in prospecting, informing, educating and persuading life insurance clients. Nyarko's (2015) further established positive relationship between personal selling strategies and the number of clients of the insurance companies.

2.6 Concept of Customer Services

Customer service is the greater part of the retailer exercises that expansion the esteem got by customers when shopping (Levy and Weitz, 2007). Client administrations are unmistakable or immaterial esteem expanding exercises which are connected with items or administrations specifically or in a roundabout way to meet client desires lastly to give consumer loyalty and reliability (Kursunluoglu, 2011). Consumer loyalty can be given by meeting client desires by the assistance of client benefit. To live up to clients' desires, retailers must give magnificent client x benefit. Levels of client benefit offered to the market rely upon a few criteria, for example, retailer's qualities, administrations offered by the contenders, sort of stock took care of, value picture of store, salary of target showcase, cost of giving administration (Lusch et al., 2011). Fulfilling the clients through both item and client administrations gives long haul consumer loyalty. Leaving the retailer as a fulfilled client relies upon the retail blend and client administrations (Berman and Evans, 2010). For making consumer loyalty, the top notch item as well as the client administrations, for example, installment offices, after-deal administrations, and home conveyance are required. Accordingly, other than the center item, the

exhibitions of the client administrations are critical in making consumer loyalty and faithfulness.

2.7 Customer Service in Retailing

Client benefit is the demonstration of dealing with the client's needs by giving and conveying proficient, supportive, superb administration and help some time recently, amid, and after the client's necessities are fulfilled (Brown et al., 1992). Customer service is meeting the needs and desires of any customer. Some characteristics of good customer service in retailing include promptness, politeness, professionalism, and personalization (Brandi, 2007). For good customer service delivery, there is the need for service providers to promise the delivery of products on time. Thus, delays and termination of products should be avoided. Politeness is a lost art required in retailing. Thus, the sale of goods requires good manners on the part of the salespersons. Apart from the politeness of the salesperson in retailing, there is the need for professional treatment of customers. Thus, the actions of the salesperson should depict competence or skills expected of professional salespersons. There is the need for personalization in the salespersons approach towards the customer. Using the customer's name is very effective in producing loyalty. Customers like the idea that those they work with know them on a personal level.

The basic philosophy that needs to be prioritized is that the “customer is always right” This philosophy of customer service was championed by the famous retailers including Marshal Field and Harry Gordon Selfridge, both founders of the department store chains named for them (Igbojekwe, 2009). At the time, the prevailing attitude towards customers was “buyer beware”, so this philosophy of treating customer complaints seriously was a refreshing change. Today, customer service remains a key differentiator

in an increasingly crowded and competitive retail landscape. Throughout the last century, the retail industry continued to lead in delivering customer service excellence.

2.7.1 Constructs/Dimensions of Customer Service

Customer service has become a critical success factor for many organizations today (Ahearne, Jones, Rapp & Mathieu, 2008). Indeed, industrial service data suggests that 90% of rebuy decisions are heavily influenced by the quality of customer services (Murithi, 2014; Mbugua, 2014). The realized importance of customer service has led to a great deal of research, especially in the marketing area. However, researchers have disagreed about the definition of the customer service construct, and exactly which dimensions should be included in the examination of customer service behaviours (Ajogi, 2015; Guenzi, De Luca & Spiro, 2016). For example, Singh and Venugopal (2015) identify six general personality-based dimensions of service orientation, Guenzi, De Luca and Spiro (2016) posit that four dimensions comprise the customer service construct, Kursunluoglu (2011) suggests that five customer service factors are involved, and Kursunluoglu (2014) claim that customer service behaviour should incorporate seven categories.

For instance, Levy and Weitz (2007) in their investigation of the part of client benefit in building discovered two classes of client benefit. Accommodation factors that increase the value of the item and include: specialized guidance to help in look; citations; accessibility of assembling offices; simplicity of contact with provider; and money related administrations. Unwavering quality factors, that declines instability and is: quality control; substitution ensures; conveyance dependability; repair/upkeep administrations; and administrator preparing help. Comfort factors improved work and dependability factors lessened hazard. Implications from these findings are that construct

validation efforts in this area are needed to more accurately identify the customer service construct. More so, the key constructs mentioned by the researchers were courtesy of the salespersons, fast and friendly services, speedy and accurate services, reliable and dependable services, cooperation with others, attending to customer complaints, quality products, suggestive selling, tolerance, leadership abilities, competence, Good safety and environmental record, performance of employees, product related information, trust, wide range of products and problems handling.

Competence or offering knowledge and expertise on the product offered is believed to be the company's strongest area of customer service by many selling companies. This is supported by many of the earlier research findings about customer perceptions of customer service (e.g. Wei & Nair, 2006; Zolkiewski et al., 2007; Kursunluoglu, 2011). Complaint handling is also reported to be good measure of customer services in many industries (Kursunluoglu, 2011). Courtesy with respect to telephone manner and/or face-to-face interaction is mentioned as a crucial customer service element expected from the salespersons of companies (Kursunluoglu, 2014). Wei and Nair (2006) also included a good safety and environmental record in their service quality factors.

Another widely mentioned factor in the measure of customer services in marketing research was performance of employees. Personal competence was identified as a component of service quality by Zolkiewski et al. (2007) and product knowledge was identified by Ahearne, Jones Rapp and Mathieu (2008). However, although other researchers such as Ziad (2010) and Guenzi, De Luca and Spiro (2016) also saw employees' performance as an influential factor, they focused more on sales representatives' performance than others. Product performance is also expected by many consumers to match their expectations. On the basis of this, product performance is

perceived a good measure of customer service by many researchers (e.g. Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016). Customers of almost every product often require adequate information on the usage and preservation of the products. It is therefore not surprising that researchers like Singh and Venugopal (2015) and Kotler and Armstrong (2013) deem product information related as a measure of customer services. Trust, understanding, wide scope of products and problems handling have been further viewed by earlier researchers as essential additional measures of customer service across several industries. Trust is mentioned by Kursunluoglu (2011), understanding is mentioned by Lamb, Hair and McDaniel (2011) and wide scope of selling products is also mentioned by Kursunluoglu (2014). Notwithstanding these wide ranges of customer service measures given previous studies, the current study would largely rely on key customer service constructs like courtesy of the salespersons, speedy and accurate services, reliable and dependable services, attending to customer complaints, quality products, tolerance, competence, and trust. These customer service constructs were chosen as they perfectly measures customer services in the beverage industry.

2.8 Effect of Personal Selling on Customer Service

Personal selling is an old promotional marketing tool and relative effective in ensuring higher level of sales volumes. However, the level of adoption of personal selling strategies such as consultative strategy, features strategy, system strategy and canned selling strategy in an attempt to influence customer service is seemingly low (Murithi, 2014; Mbugua, 2014; Ajogi, 2015). Researches on the relationship between personal selling though not common in developing countries like Ghana, several studies in this

thematic area have been carried in the developed world (e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016).

In a more recent study, Guenzi, De Luca and Spiro (2016) in their examination of the effect of client recognitions about a salesman's joined utilization of versatile offering and offering introduction on client confide in the sales representative uncovered that the transaction amongst as is adversely identified with trust, and that the above circumstance is constricted in deals settings portrayed by high buy significance or persisting buyer–merchant connections. Ziad (2010) also revealed that the credibility of the salespersons, sense of duty regarding the guarantees, tolerance in managing clients and their appearance greatly affect consumer loyalty and deals. Retail vendors in coordinate deal stores have a key part in picking up clients, giving them significant data that influences their purchasing choice.

Singh and Venugopal (2015) in their study of salesperson's customer orientation and its effectiveness to explain the efficacy of predispositions and skills at individual level tested a model using survey data collected from salespeople within a print media company located in India revealed a mediating effect of the salesperson's customer orientation (customer services) in the relationship between personal selling strategies and sales performance. Ahearne, Jones, Rapp and Mathieu (2008) in their test of a model that incorporates salespersons' customer service as a key marketing construct that could mediate personal selling strategy's impact on sales performance indicated that in pharmaceutical sales settings IT personal selling strategy's influence on sales performance is mediated by the level of customer service rendered by the salespersons of the pharmaceutical firms.

It is therefore evident from the reviewed empirical studies that personal selling strategies adopted by salespersons of firms have the potency to influence positively customer services. Thus, since customer service variable such as reliability, commitment, patience in dealing with customers, and appearance have been found to positively influence sales performance, there is the need for firms in the beverage industry to pay great attention to personal selling strategies as they are perceived to directly influence customer services.

2.9 Effect of Customer Service on Sales Performance

In many industries, the level of customer services rendered has been revealed by researchers to positively influence sales performance. However, it is uncertain if similar result would be found in the beverage industry and hence the current study. Some of the common and more recent studies on the relationship between customer services and sales performance have been reviewed (e.g. Wei & Nair, 2006; Franke & Parks, 2006; Zolkiewski, Lewis, Yuan & Yuan, 2007; Sanuri & Mokhtar, 2013; Kursunluoglu, 2014; Singh & Venugopal, 2015; Izogo, 2017).

Wei and Nair (2006) in their study to examine the effect of customer service management on perceived business performance in Malaysian banks and finance companies through a survey of 100 questionnaires revealed positive effect of customer service on business performances. Also, Singh and Venugopal (2015) studied the salesperson's customer orientation and its effectiveness to explain the efficacy of predispositions and skills at individual level tested a model using survey data collected from salespeople within a print media company located in India and revealed a positive relationship between salesperson's customer orientation and sales performance. As the salesperson's customer orientation measures customer services of the firm, it could be suggested that the study is revealing positive relationship between customer services and

sales performance. Service reliability and affective commitment, element of customer service were perceived to directly influence customer loyalty and hence sales performance in the telecom industry (Izogo, 2017). Zolkiewski, Lewis, Yuan and Yuan (2007) reported that customer service in a business-to-business context is a complex and multifaceted issue, the different parties in a relationship have differing perceptions of what constitutes service quality and that actors from the wider network can have an impact on perceptions of service quality. The quality of service can therefore result in greater performance in the form of higher level of sales volumes (Wei & Nair, 2006). Furthermore, Franke and Parks (2006) in their meta-analytical study revealed nonsignificant effect of customer orientation on sales performance. The result of the study of Jaramillo and Grisaffe (2009) confirmed Franke and Park's (2006) findings that customer orientation has a nonsignificant direct on the static initial-level aspect of objective sales. Sanuri and Mokhtar (2013) in their study to examine the effects of customer focus on new product performance revealed that customer services rendered by firms positively influence the sales performance of new products.

Kursunluoglu (2014) indicated that customer services had effects on customer satisfaction and loyalty and hence positively influenced sales performance. Salesmanship skills comprise certain micro skills such as consultative selling (Hannan, 1990), negotiation (Fisher & William, 1991) and cues and communication style (Whittler, 1994). Earlier studies (Wachner et al., 2009) suggest that salesmanship skills have a positive influence on effectiveness of customer orientation in salespersons. However, to a salesperson, customer orientation is an important job resource that enhances his/her engagement with the job (Zablah et al., 2012). In a sales interaction, customer orientation in salespeople will lead them to identify the customer's needs, present solutions to the customer, engage in collaborative handling of any objections raised by the customer and

close sales by both using informative closing techniques and considering the customer's interests (Homburg et al., 2011). Therefore, customer orientation in salespeople will enable them to prospect for the right customers, qualify the prospects by matching customer needs, make sales presentations and close sales.

2.10 Concept of Mediation

The concept of mediation (or indirect effect) implies a causal hypothesis where an independent variable causes a dependent variable, through its effect on a mediating variable (Sobel, 1990). The mediator is often an attribute or an intrinsic characteristic of individuals (Holmbeck, 1997). A mediation or intervening effect occurs when the third construct or variable (mediator, C) carries the influence of a given independent variable (A) to a given dependent variable (B) (Wu, 2010). The mediation model seeks to discover and explicate the underlying mechanism of an observed relationship existing between a dependent and an independent variable through including a third explanatory variable, which is normally known as the mediator variable. However, the hypothesis of a meditational model is not related to a direct causal relationship between the dependent and independent variable, but the hypothesis assumes that the independent variable as the main cause of the mediator variable, which, consequently, results in the dependent variable. Therefore, it can be claimed that the mediator variable seeks to explain the nature of the relationship between the dependent variable and the independent variable (MacKinnon, 2008). Figure 2.1 presents a simple illustration of the mediation model. The mediation model in its simplest form implies the addition of a third construct or variable, the mediator (C) that has the potency to carry the effect of the independent variable (A) to the dependent variable (B). Thus, in the model, the independent variable (A) causes the mediating variable (C) that subsequently causes the dependent variable

(B). The relationship between A and B is through the direct and mediated effect indirectly causing A to affect B via C. The mediation model can be dichotomized into two more models: theoretical model, corresponding to unobservable relationship among indicators, and empirical model, corresponding to statistical analysis of actual data (MacKinnon, 2008).

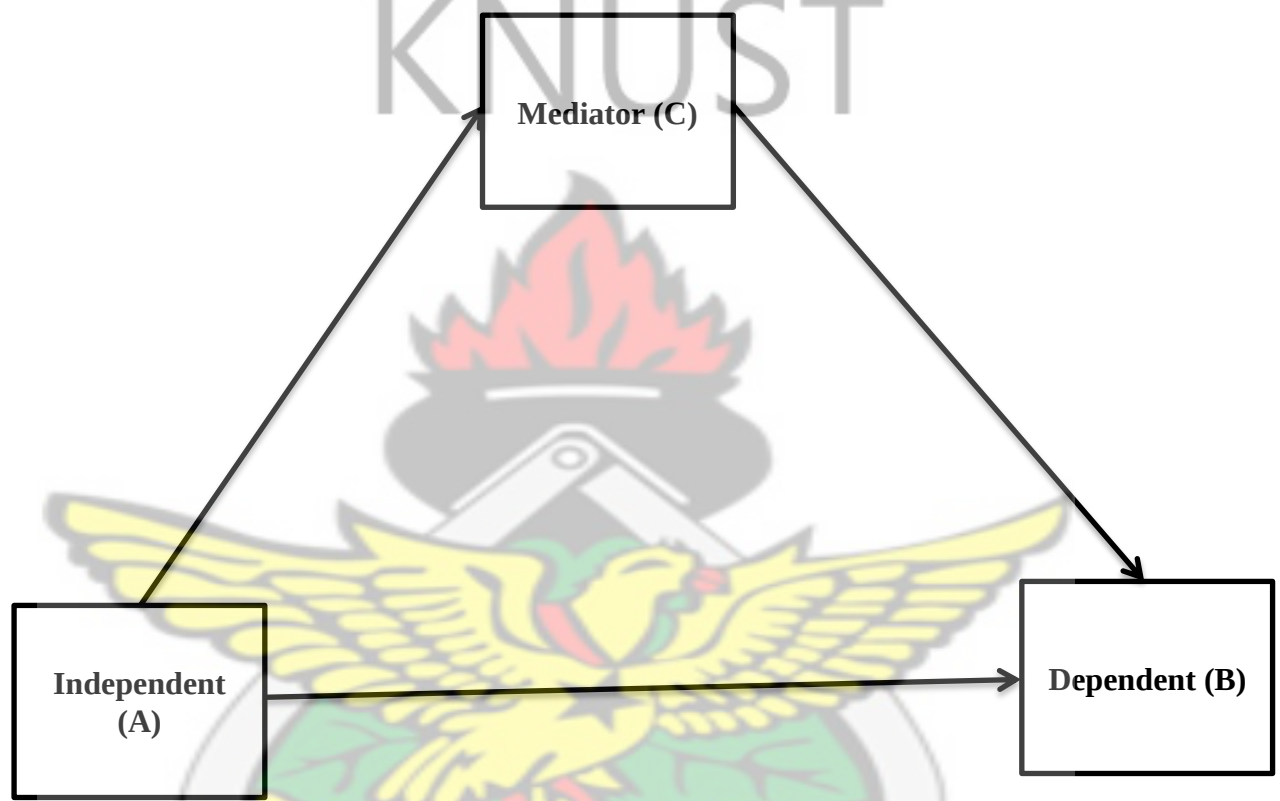


Figure 2.1: Mediating concept

Source: MacKinnon (2008:34)

2.10.1 Direct, Mediating and Total Effects

Direct effect is depicted by a causal relationship between variables or constructs (Wu, 2010). In the Figure 2.1, the direct effect is represented by λ in the path AB. However, the effect generated through the mediating variable or construct, often referred as the indirect effect in the mediating concept is defined by the product of the causal effect of the independent variable on the mediator; and the causal effect of the mediator on the

dependent variable. Thus, in the Figure 2.1, the mediating effect is the product of the coefficients of the path AC and CB (i.e. $\beta\delta$). The total effect is however the summation of the mediating or indirect effect and the direct effect. Therefore, from the Figure 2.1, the generated total effect is $(\beta\delta + \lambda)$.

2.10.2 Mediation Conditions

There must be a significant relationship between the predictor and the dependent variable before testing for a mediating effect (Baron & Kenny, 1986). This relationship is termed as the causal step 1, which requires a significant effect of the independent variable (A) on the dependent variable (B) through the testing of the regression model: $B = \alpha_{0(1)} + \lambda A + \varepsilon_{(1)}$ (1). To examine the full and partial effects, there is the need to examine two additional causal models:

$$B = \alpha_{0(2)} + \lambda' A + \delta C + \varepsilon_{(2)} \dots \dots \dots (2)$$

$$C = \alpha_{0(3)} + \beta A + \varepsilon_{(3)} \dots \dots \dots (3)$$

For full mediation effect, the path from C to B in model 2, represented by the effect or coefficient (δ) must be significant. Furthermore, the path from A to C in model 3, represented by the effect or coefficient (β) must also be significant. However, the path from A to B in model 2, represented by the direct effect or coefficient (λ') must be insignificant. Thus, the conditions for full mediation in the mediation concept requires the presence of indirect effect, that is the influence of A on B must go through the mediator C. however, this should happen in the absence of direct effect, the insignificants of the path A to B.

For partial mediation, the path from C to B in model 2, represented by the effect or coefficient (δ) must be significant. Furthermore, the path from A to C in model 3, represented by the effect or coefficient (β) must also be significant. Likewise, the path from A to B in model 2, represented by the direct effect or coefficient (λ') must be significant. Thus, partial mediation requires the statistical significance of the direct and indirect effects. However, there is no mediation in situation where the indirect effect is insignificant and the direct effect is significant.

2.11 Mediating role of customer service in the relationship between personal selling & sales

The customer services rendered by firms of the various industries have been found by several researchers to influence the sales performance of the firms (e.g. Wei & Nair, 2006; Franke & Parks, 2006; Zolkiewski, Lewis, Yuan & Yuan, 2007; Sanuri & Mokhtar, 2013; Kursunluoglu, 2014; Singh & Venugopal, 2015; Izogo, 2017). In the context of this study, this relationship is deemed as indirect effect. In a similar note, several empirical studies have also established some level of relationship between the available personal selling strategies and customer services (e.g. Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016). In the context of this study, the relationship between personal selling strategies and customer service is also perceived as another indirect effect in the mediating concept. However, the direct effect which is the relationship between personal selling strategies and sales performance has been researched and almost similar result established (Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi,

2015; Nyarko, 2015; Azam et al., 2016). The result of these empirical studies therefore provides avenue for further review of empirical studies establishing the mediating role of customer services in the relationship between personal selling strategies and sales performance. Some of the reviewed studies in this area include those of Ahearne et al. (2008), Ziad (2010), Singh and Venugopal (2015), and Singh and Venugopal (2015).

Ziad (2010) reveals that salespersons' credibility, commitment to the promises, patience in dealing with customers and their appearance have a great impact on customer satisfaction and sales. Retail merchants in direct sale stores have a fundamental role in gaining customers, providing them with relevant information that affects their buying decision. Singh and Venugopal (2015) in their study of salesperson's customer orientation and its effectiveness to explain the efficacy of predispositions and skills at individual level tested a model using survey data collected from salespeople within a print media company located in India revealed a mediating effect of the salesperson's customer orientation (customer services) in the relationship between personal selling strategies and sales performance. Ahearne, Jones, Rapp and Mathieu (2008) in their test of a model that incorporates salespersons' customer service as a key marketing construct that could mediate personal selling strategy's impact on sales performance indicated that in pharmaceutical sales settings IT personal selling strategy's influence on sales performance is mediated by the level of customer service rendered by the salespersons of the pharmaceutical firms.

In conclusion, the reviewed studies therefore provides an avenue for the current study to also empirically investigate the mediating role of customer services in the beverage industry in the relationship between personal selling strategies and sales performance

from African and Ghanaian context. The African context of this study is greatly significant as there is limited to no literature in this area in Ghana and Africa as a whole.

2.12 The Conceptual Framework of the Study

The mental ability theory underpinning the current study requires the salespersons of a retail company to manage their emotions and the emotion of the prospective customer and current customers in order to make sales. Thus, the beverage firms are required to employ salespersons with the ability to manage their emotions and the emotion of prospects and customers through personal selling strategies such as canned, system, features and consultative selling strategies in an attempt to successfully make sales. The strategy employed by the firms depends on their goals and resource capacity. The firms in the industry are further required to ignite the interest of prospects and consumers and create desire of the prospect for the product through quality customer services. The firms in the beverage industry are required to ignite prospect interest and create desire through quality customer services in the form of courteous salesmanship, delivery of speedy and accurate services, delivery of dependable and reliable services, resolution of customer complaints, tolerance, trust and the delivery of quality products. Higher quality customer services have the potency to create customer satisfaction and customer loyalty (Kursunluoglu, 2011). Higher level of customer satisfaction and loyalty also has the potency to further create higher level of sales performance for the beverage firms (Izogo, 2017). The established concept or principal guiding the current study is shown in Figure 2.2.

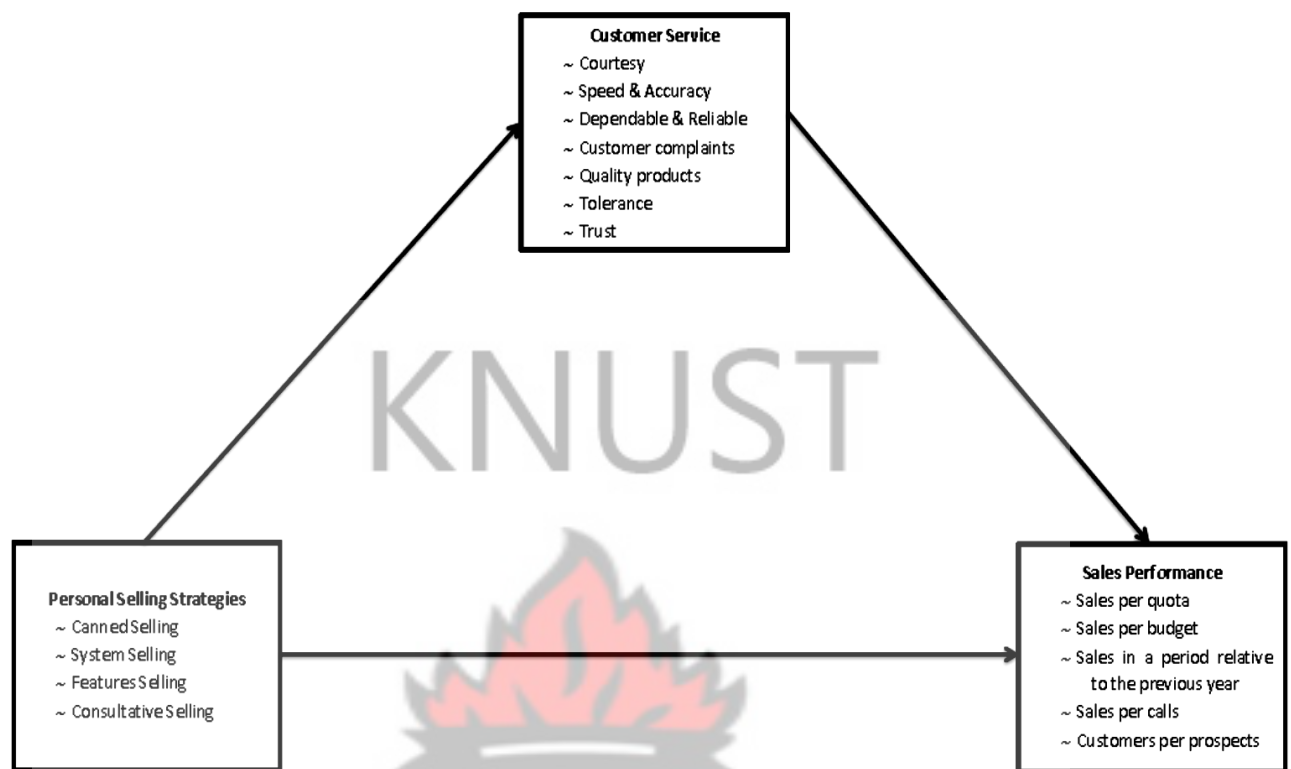


Figure 2.2: Conceptual Framework

Source: Author's Own Construct (2017)

The concept established by Figure 2.2 is defined as mediation. The level of customer services rendered to the prospects and customers of the beverage industry is perceived to mediate the relationship between the adopted personal selling strategies of the firms within the industry and their level of sales performances. In this mediation concept, the potential relationship between the personal selling strategies of the beverage firms and sales performance is defined as the direct effect of the relationship. From the reviewed empirical literatures, the personal selling strategies were found to positively influence the sales performance of firms (e.g. Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016). Murithi (2014) examining the effects of personal selling on sales of agricultural products produced by women groups revealed positive relationship between personal selling strategies and

sales volumes. This demonstrates that personal sale has an important role in increasing sales (Samer et al., 2012). Mbugua (2014) established positive relationship between personal selling strategies and performance in terms of greater volume of sales, faster movement of drugs and revenue. Canned strategy resulted in sales people providing stimuli sought by the buyers until decision is arrived and provided the details that meet customer needs and also enabled salespeople to keep track of buyers' mental state. System strategy also enabled the firms to sell products as a package rather than selling them separately or independently.

Two indirect effects are also established in the mediation concept of Figure 2.2. The potential relationship between the personal selling strategies of the beverage firms and the level of customer services rendered to prospects and customers in the mediation concepts is perceived as indirect effect. Researches on the relationship between personal selling common in the developed world have established positive effect between personal selling strategies and customer services (e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh and Venugopal, 2015; Guenzi, De Luca & Spiro, 2016). The other indirect effect established in the mediation concept of the Figure 2.1 is the relationship between customer services and sales performance. Researches on the relationship between customer services and sales performance has been proven as positive by many researchers (e.g. Wei & Nair, 2006; Franke & Parks, 2006; Zolkiewski, Lewis, Yuan & Yuan, 2007; Sanuri & Mokhtar, 2013; Kursunluoglu, 2014; Singh & Venugopal, 2015; Izogo, 2017). However, the volume of empirical literature on the mediation of customer services in the relationship between personal selling strategies and sales performance is very limited especially in Africa and hence the need for the current study.

CHAPTER THREE

RESEARCH METHODOLOGY

The chapter discusses the various research methodologies and methods employed in the study. The crucial areas of research methodology discussed in the chapter include the research design, the population of the study, sample size and sampling procedure, data type, data collection instruments, pilot study, questionnaire administration, data processing and analysis, validity and reliability and ethical consideration.

3.1 Research Design

The design of the research study stipulates the entire plan for the research. The key areas of the research design discussed in the chapter include research approach, research strategy, research philosophy, and research purpose.

3.1.1 Research Approach

The study was underpinned on the quantitative research approach. Quantitative study approach is primarily sub-divided into simulation, inferential and experimental approaches (Creswell, 2007; Creswell, 2013). However, the current study relied on the inferential approach so as to build a data base to infer relationships or characteristics of the population. The inferential approach is usually a survey research that involves the study of sample of population through well-designed questionnaire to identify its characteristics for a possible inference that the population has similar characteristics (Babbie, 2007).

3.1.2 Research Strategy

Two basic research strategies including deductive and inductive strategies have largely been mentioned in literature (e.g., Trochim, 2006). The induction design strategy is defined as moving from the specific to the general, while deduction begins with the general and ends with the specific (Creswell & Plano Clark, 2007). For many studies, inductive strategies are based on experience or observation, while arguments based on laws, rules, or widely accepted principles are best expressed deductively (Creswell, 2013). On the basis of the quantitative characteristics of the current study and the goal of the study to test existing theories on the mediating role of customer services in the relationship between Personal selling and sales performance, and the deductive strategy is employed.

3.1.3 Research Philosophy

A research paradigm is a perspective about research held by a community of researchers that is based in a set of shared assumptions, concepts, values, and practices (Johnson & Christensen, 2014). Paradigms are also known as organizing frameworks or disciplinary matrices (McKerchar, 2008), and hold identifying characteristics, methods and practices that create expectations about the nature and conduct of research. Researcher's paradigm choices are reflections of their views of the world (ontology) and of the belief that knowledge is created (epistemology) (McKerchar, 2008). The five paradigm assumptions of qualitative and quantitative study approaches include: Ontological; Epistemological; Axiological; Rhetorical and Methodological (Creswell, 2014). These assumptions therefore provide the basis for the characterization of research paradigms.

Ontological assumption is based on the question of what is reality. In quantitative research, ontological assumptions relate to the idea that there is a single reality or truth. Qualitative research, however, denotes the ontological assumption of subjectivity and multiplicity of realities. The epistemological assumption also denotes the relationship between the researcher and what is been researched. The researcher evidently dissociates themselves from the researched in quantitative research approaches whereas the researcher is highly involved in the researched in qualitative research approaches (Creswell, 2014). Thus, in qualitative research approaches the researcher interacts with that being researched (Creswell, 2014). The role of values in research studies is explained by the axiological assumption. The qualitative research approach embraces the values and biases of the researcher or the scientist whereas quantitative research is value-free and unbiased, while qualitative research is value-laden and biased (Creswell, 2014).

There are three basic philosophical paradigms underpinned by the discussed assumptions. These are the positivist, the constructivists, and the pragmatists. The positivists believe that there is a single reality, which can be measured and known, and therefore they are more likely to use quantitative methods to measure and this reality. The constructivists on the other hand perceive that there is no single reality or truth, and therefore reality needs to be interpreted, and therefore they are more likely to use qualitative methods to get those multiple realities. The pragmatists also perceive that reality is constantly renegotiated, debated, interpreted, and therefore the best method to use is the one that solves the problem. On the basis of the quantitative nature of the research, the study relied on the positivist or post-positivist philosophy. The term post-positivist philosophy is a representative of the thinking after the positivist philosophy, challenging the traditional notion of the absolute truth of knowledge (Creswell, 2013) and recognizing the difficulty of been positive about our claims of knowledge when

studying the behaviour and actions of humans. The post-positivist ideology is underpinned on a research examining relationship between two constructs in which cause determines effect or outcomes. The post-positivist philosophy is characterized by deductive strategy as the intent is to reduce the ideas into a small, discrete set to test, such as the variables that comprise hypotheses and research questions.

3.1.4 Research Purpose

On the basis of the research questions, both the descriptive and explanatory methods were employed. The descriptive method was employed in describing the personal selling practices, the customer services and the sales performances of the alcoholic beverages in Ghana. However, on the basis of the aim of the study to examine causal relationship between personal selling and sales performance and the mediating role of customer service was examined through the explanatory method.

3.2 Population of the Study

In research, the target population defines the group of elements or items to which the researcher wants to make inference (Babbie, 2010). However, a sub-set of the target population deemed accessible to the researcher is the survey or study population (Creswell, 2013). The population of the study constituted all the salespersons of Accra Brewery Limited in the Greater Accra region of Ghana. However, for the current study all the elements under study were accessible to the researchers through the sample frame of the study organization. The sample frame indicated that there were one-hundred and fifty seven (157) salespersons working with Accra Brewery Limited in the Greater Accra region.

3.3 Sample size calculation

From the total survey population of 157, the minimum and efficient required sample size for the current study was 113 salespersons of Accra Brewery Limited in the Greater Accra region. The minimum efficient sample size was calculated through the De Vaus (2004) sample size proportion formula for finite populations. The calculation was carried out on the assumption of 5% error margin (96% Confidence Level) and shown below.

$$n = \frac{N}{1 + N(\alpha^2)}; n = \frac{157}{1 + 157(0.05^2)} = \frac{157}{1 + 0.3925}; n = \frac{157}{1.3925}; n = 113 \text{ Salespersons}$$

n = Sample size

N = Population

α = Margin of error

3.4 Sampling Procedure

A sample can simply be defined as a smaller representation of the larger whole (DeVellis, 2003; Creswell, 2013). The sample of the 113 salesperson can be obtained through an appropriate and efficient sampling method. Sampling defines the process of selecting a few (sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group (Kumar, 2008). The study employed the simple random sampling method in selecting the 113 salespersons from the total population of 157. This method was applied due to the homogeneity of the survey population. Several simple random methods are available for application in social research. These methods include the fishbowl draw, computer program method, the Table of random numbers, Sampling without replacement and sampling with replacement (Kumar, 2008). Considering the small size of the sample, the fishbowl draw

or the lottery method that involves the balloting procedure was employed. The sampling units were represented with slips of papers with specific numbers. The paper slips were put in a box or a container and shuffled or mixed thoroughly. The slips were then pulled out one by one till the required number of samples were met or obtained. This method possesses several advantages as it ensures equal chance of representation for all sampling units. The sample through this method is representative of the population and hence provide avenue for making inferences and generalizations to the population (Kumar, 2008).

3.5 Data Collection Method and Instruments

Research data is defined as recorded factual material commonly retained by and accepted in the scientific community as necessary to validate research findings (Burnham, 2012). The type of data, the instrument used in the collection of the data, and the administration of the data collection instrument were discussed in this section of the chapter.

3.5.1 Data Source

The quantitative research study relied principally on primary source of data. The primary data was on issues relating to personal selling practices, customer service practices and the sales performance of Accra Brewery Limited in the Greater Accra region. The primary data was obtained through a survey method.

3.5.2 Questionnaire

The quantitative study employed a questionnaire method in the collection of data. A questionnaire is a set of questions for gathering information from individuals (Zohrabi, 2013). Questionnaire is deemed as one of the key methods of collecting primary data in

social research (Richards & Schmidt, 2002). Questionnaires are primarily in three formats including closed-ended (structured) questionnaires, open-ended (unstructured) questionnaires, and a mixture of closed-ended and open-ended questionnaires. Considering the quantitative nature of the current study, the structured questionnaire type that uses the closed-ended format of questions was employed. The closed-ended questionnaire type provides the researcher with quantitative or numerical data that are more efficient because of their ease of analysis (Blaxter et al., 2006). The forms of questions employed in designing the structured questionnaire involved binary response, category, multiple choice response, ranking and likert scaling format. The researcher employed the group administering method of questionnaires that involves the administration of questionnaires to groups of individuals all at one time and place (Brown, 2001 cited in Zohrabi, 2013). This method of questionnaire administration was chosen because it has higher level of return relative to the self-administration method.

The questionnaire was structured in four parts. The part one utilized statements and items in examining the socio-demographic information of the salespersons. The socio-demographic variables considered included gender, age, experience in the sales business, marital status etc. the second section of the questionnaire employed statements and items in measuring the personal selling activities or practices of the salespersons of Accra Brewery Limited in the Greater Accra region. The customer service activities or practices of the Accra Brewery Limited in the Greater Accra region were also examined in the third section or part of the questionnaire. In the last section of the questionnaire, items or statements were constructed to measure the sales performance of Accra Brewery Limited in the Greater Accra region. The items or statements of the questionnaire were properly constructed to ensure higher reliability and validity.

3.5.3 Questionnaire Administration

The researcher began the administration of the questionnaires by sending a cover letter, a sample of the questionnaire and a letter expatiating on the purpose of the research to the head of administration of Accra Brewery Limited in the Greater Accra region. Reminders were sent to the head of administration of the organization after two weeks. After the authorization of the head of administration, the sampled employees were also informed of the purpose of the study and the need for their cooperation and assistance in the administration of the questionnaires.

After the acceptance of the salespersons sampled to partake in the survey, a date was set for the purpose. The actual administration began with 52 salespersons that were available in the first week of the questionnaire administration process. In the first week, it took the researcher 20 minutes to administer a questionnaire with a salesperson. The second part of the administration of the questionnaire was carried out in the subsequent week. In that week 61 questionnaires were sent out to be administered, however, only 57 were successfully administered. The questionnaire administration in the second week with the salespersons took 15 minutes with each salesperson. Thus, 109 questionnaires were successfully administered in two weeks with the salespersons of the organization out of the total 113 questionnaires sent out. The response rate from the questionnaire administration was 96.5%. The average time it took to complete the administration of a questionnaire with a salesperson was 17.5 minutes.

3.6 Pilot-Study

The cornerstone of every good research study is pilot-study (Hazzi & Maldaon, 2015). A pilot study defines a small scale test of the methods and procedures to be used on a large scale (Porta, 2008). A pilot study is essential to unveil the possible issues related to

logistics before embarking on the actual research and hence necessary to inform feasibility and identification of modifications necessary in the actual study (Leon et al., 2011). The pilot study for the current study was carried out with the salespersons of Nestle Ghana Ltd in the Greater Accra region. The salespersons sampled for the pilot study were 32, 28.3% of the actual sample size of the study. This sample size for the pilot study is deemed appropriate as Baker (1994) indicates that the sample size required for pilot study should be between 10% and 20% of the actual sample size of the actual study. The pilot study was carried out to check the wording of the statements and items used in the questionnaire, the scale of the items or statements, examine the sampling procedure and data collection methods. The administration of the questionnaires with each salesperson of Nestle Ghana Ltd took 30 minutes. The administration of the 32 questionnaires were completed in a week. The delay in the questionnaire administration was due to the difficulty of some salespersons in understanding some of the concepts, items or statements used in the questionnaire. The data collected through the pilot study was analyzed using the statistical software programme for social sciences (SPSS). The key analysis carried out was reliability test of the key constructs of the study. Considering the delay in the questionnaire administration and the lower Cronbach alpha values of some of the items or statements, rewording of some of the items or statements of the questionnaire was carried out for better comprehension.

3.7 Data Processing and Analysis

The collected data was edited, coded and fed to the statistical software programme for social sciences (SPSS). The data was analysed using both descriptive and inferential analytical methods. The descriptive tools employed in the analysis of the data included frequency, percentage, mean and standard deviation. The inferential analysis began with

structural equation modeling (SEM) to examine the validity of the constructs of the study. After obtaining the valid and reliable items or statements, correlational and multiple regression analysis were carried out to examine the causal relationship between three key constructs (Personal selling, customer service and sales performance). The adopted regression model estimated was hierarchical model through the ordinary least squared method.

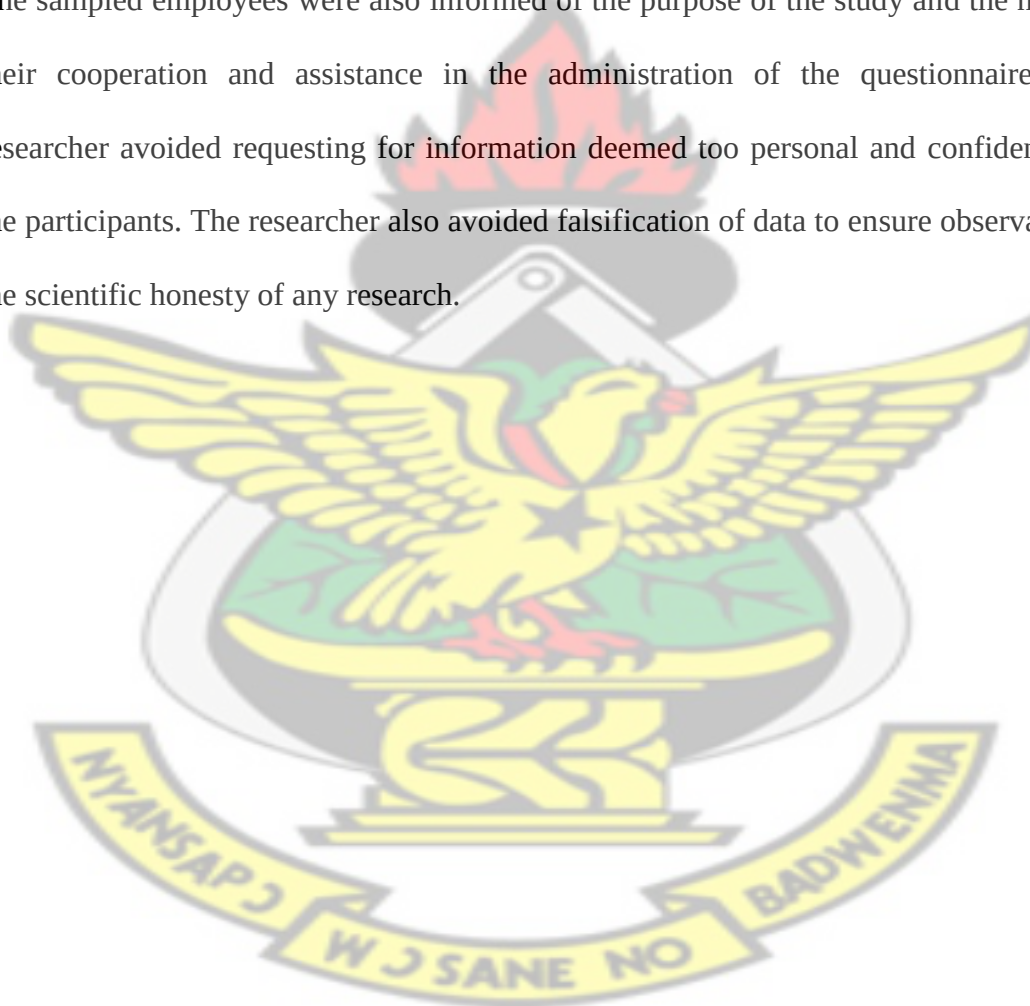
3.8 Reliability and Validity of the Study

The principles of validity and reliability are fundamental cornerstones of the scientific method. Reliability of a study defines the consistency, dependability and replicability of the study result (Hazzi & Maldaon, 2015). The items or statements of the questionnaire were constructed through guidance of several empirical research studies to ensure higher content reliability of the study instruments. The reliability of the study was further ensured through a pilot study of the sample size, sampling procedure and the data collection instrument.

Validity encompasses the entire experimental concept and establishes whether the results obtained meet all of the requirements of the scientific research method. The content validity of the study was ensured through consultation with experts and professionals in the marketing field and the specific area of the research. The content validity of the research instruments was also ensured through structural equation modeling. The construct validity was also ensured through proper and effective operational definitions of the key constructs of the study.

3.9 Ethical Consideration

Ethics are the norms or standards for conduct that distinguish between right and wrong (Dich, McKee & Porter, 2013). The researcher began the research by seeking the authorization of the supervisor and the ethical board of graduate school of KNUST. The researcher further sought the authorization of the head of administration Accra Brewery Limited in the Greater Accra region by sending a cover letter, a sample of the questionnaire and a letter expatiating on the purpose of the research to the organization. The sampled employees were also informed of the purpose of the study and the need for their cooperation and assistance in the administration of the questionnaires. The researcher avoided requesting for information deemed too personal and confidential by the participants. The researcher also avoided falsification of data to ensure observation of the scientific honesty of any research.



CHAPTER FOUR

DATA PRESENTATION, ANALYSES AND DISCUSSION OF RESULT

The chapter presents the data of the study, analyses and discusses the result. The two key sections of the chapter are the descriptive and inferential sections. The descriptive areas discussed in the chapter included the socio demographic characteristics of the respondents, the personal selling strategies of the company and the customer service practices of the company. The inferential analytical section involved both correlational result and the hierarchical model of the multiple regression.

4.1 Socio-Demographic Characteristics of Respondents

The socio demographic characteristics of the respondents are discussed in this section of the study. The critical socio demographic data discussed included gender, age, respondent's highest level of education, marital status and respondents experience as salespersons. The data on the socio demographic characteristics of the respondents is presented in Table 4.1.

Table 4.1: Socio-Demographic Characteristics

Socio-Demographic Data		Frequency	Percent
Gender	Male	86	76.2
	Female	27	23.8
Age	< 20 years	30	26.2
	21-30 years	49	43.4
	31-40 years	29	25.4
	41-50 years	5	4.9
Highest level of education	Primary	2	1.6
	JHS/Middle school	5	4.1
	SHS	22	19.7
	Tertiary	84	74.6
Marital status	Single	27	24.0
	Married	40	35.5
	Not married but in relationship	38.	33.9
	Widowed/Divorced	8	6.6
Experience as Salesperson	Less than a year	5	4.9
	1-4 years	29	25.4
	5-10 years	56	49.2
	More than 10 years	23	20.5

Source: Field Survey (2017)

The demographic result of the Table 4.1 shows that the majority (76.2%) of the surveyed salespersons of the company were males whereas 23.8% were females. The age distribution of the studies salespersons showed that 26.2% were less 20 years, 43.4% were between 21 and 30 years, 25.4% were between 31 and 40 years, and 4.9% were also between 41 and 50 years. The highest level of education of the majority of the studied salespersons was tertiary whereas 19.7% have only Senior High School (SHS) level of education. However, 1.6% and 4.1% of the studied salespersons have a highest level of education of primary and Junior High School (JHS) or Middle School levels

respectively. The distribution of the respondents in terms of their marital status showed that 24.0% were single, 35.5% were married, 33.9% were not married but in relationship and 6.6% were widowed or divorced. The Table 4.1 further showed that 49.2% and 25.4% of the respondents have 5 to 10 years and 1 to 4 years of experience as salespersons respectively. However, 4.9% and 20.5% of the respondents have less than a year and more than 10 years of experience as salespersons respectively. It is therefore evident from the result that the respondents have higher level of experience as salespersons of more than 5 years. The respondents are therefore well-equipped with adequate experience in sales activities to provide adequate information for the current study.

4.2 Personal Selling Strategies

The personal selling strategies employed in the brewery industry in Ghana are discussed in this section of the study. The personal selling strategies the section examined were canned strategy, system strategy, features strategy and consultative strategy. The result of the section is presented in Table 4.2.

Table 4.2: Personal Selling Strategies of the Company

	N	Min	Max	Mean	SD
Personal Selling Strategies					
Canned Strategy	113	1.67	5	3.57	.74
I provides the details that meet customer need spelled out in the script	113	1	5	3.14	1.17
I provides stimuli; buyer responses sought continue process until purchase decision is arrived at	113	1	5	3.63	.86
I keep track of buyer's mental state while asking questions	113	1	5	3.93	.89
System Strategy	113	1.3	5	3.77	.75
The firm I work with sells products as a package rather than selling them separately or independently	113	1	5	3.61	.98
The strategy used by my firm increases the sales volume of the products and creates a win-win situation for the company and the buyer	113	2	5	3.89	.87
The customers are increasingly looking for a systems' solution rather than the buying of an individual product	113	1	5	3.81	.999
Features Strategy	113	2	5	3.87	.71
I relate product or service features to consumer benefits	113	1	5	3.83	.85
I present ideas so systematically that they lead to action on the buyer's part	113	2	5	3.92	.79
Sales presentation of my company is adapted to the individual customer's needs and more focused on problem solving	113	1	5	3.98	.87
Consultative Strategy	113	2.3	5	4.04	.60
I focus on identifying and satisfying the needs and wants of customers	113	1	5	3.55	.98
I establishes a firm foundation for a productive relationship with the client	113	2	5	3.99	.76
I presents customer-specific benefits related to the product or service	113	2	5	4.10	.78
The strategy my firm employs yields a quantity of information about the prospect's wants and needs	113	2	5	4.02	.82
Valid N (listwise)	113				

Rank: [Strongly Agree - 5, Agree - 4, Undecided - 3, Disagree - 2, Strongly Disagree - 1]

Source: Field Survey (2017)

Table 4.2 shows that as part of the personal selling strategies of the company was the canned strategy (Mean=3.57, SD=.74). The respondents agreed that the company provides stimuli; buyer responses sought continue process until purchase decision is arrived at (Mean=3.63, SD=.86). The respondents of the company agreed to keep track of buyer's mental state while asking questions in order to have idea of the purchasing needs of the consumers (Mean=3.93, SD=.89). However, the respondents were uncertain or undecided on the role of providing consumers with the details that meet their needs spelled out in the script (Mean=3.14, SD=1.17). Evidence from the study result is that the organization partly uses the canned strategy in the communication of their products to customers. The canned strategy is script-based and involves salespersons memorizing and delivering sales pitches verbatim. In accordance with the study of Jobber and Lancaster (2009), the canned strategy or the script-based system of personal selling comprises a logical set of questions and when the salesperson meets an obstacle they remember what is in the script and methods of overcoming it. This selling strategy is critical under circumstances when the needs of customers do not vary much (Jobber & Lancaster, 2009). Literature informs that the canned selling strategy is largely employed in selling inexpensive products through the services of untrained salespersons.

Table 4.2 also shows that the respondents agreed that their company employs the system strategy as a personal selling strategy in the availing of the products of the company to customers and potential customers (Mean=3.77, SD=.75). The respondents agreed that their company sells products as a package rather than selling them separately or independently (Mean=3.61, SD=.98). The respondents further agreed that the system strategy employed by the company increases the sales volume of the products and creates a win-win situation for the company and the buyer (Mean=3.89, SD=.87). The respondents further agreed that the customers of the company are increasingly looking

for a systems' solution rather than the buying of an individual product (Mean=3.81, SD=.99). The system strategy partly employed in the selling of products to customers is largely perceived to be useful strategy for selling products as packages rather than selling them separately and the products present are often complimentary (Moncrief & Marshall, 2005).

The Table 4.2 further shows that the respondents agreed that their company employs the features strategy as a key personal selling strategy (Mean=3.87, SD=.71). The respondents agreed that the sales persons of the company relate products of the company or services features to consumer benefits (Mean=3.83, SD=.85). The respondents also agreed that the salespersons of the company presents ideas so systematically that and hence stimulate action on the purchaser's part (Mean=3.92, SD=.79). The respondents also agreed that the sales presentation of the company is adapted to the individual customer's needs and more focused on problem solving (Mean=3.98, SD=.87). The usage of the feature strategy is consistent with previous studies that indicate that Knowledge of product features is insufficient for sales success and as people buy products for the benefits they confer, successful salespeople relate product or service features to consumer benefits (Huiskens, 2013). Ghazaleh and Mohammad (2009) emphasize that the planning and developing of the presentation of features vs. benefits requires the usage of visual aids. Therefore, the sales presentation should be adapted to the individual customer's needs and more focused on problem solving (Jobber & Lancaster, 2009; Izogo, 2017).

The Table 4.2 also shows that the respondents agreed that the company employs a consultative strategy as part of their personal selling strategies (Mean=4.04, SD=.60). The respondents agreed that the salespersons of the company focus on identifying and

satisfying the needs and wants of customers (Mean=3.55, SD=.98). The respondents further agreed that the salespersons of the company establish a firm foundation for a productive relationship with the client (Mean=3.99, SD=.76). The respondents further agreed that the salespersons of the company present customer-specific benefits related to the product or service (Mean=4.10, SD=.78). The respondents also agreed that the consultative strategy employed by the company yields a quantity of information about the prospect's wants and needs (Mean=4.02, SD=.82). Evident from the study was the large reliance on the consultative personal selling strategy. This finding is consistent with previous studies that reported that the key to successful selling today is a consultative, problem-solving, relationship-building approach (Kotler & Keller, 2006; Kotler & Armstrong, 2013). In the consultative strategy, the salespersons are listeners than talkers as in the traditional circumstance (Rustenbug & Steenbeek, 2012).

4.3 Customer Service Practices of the Company

The customer service practices of the brewery company in Ghana are discussed in this section of the study. The dimensions or components of customer service discussed include courtesy, speed and accuracy, dependable and reliable, customer complaints, quality products, tolerance and trust. The result of the section is presented in Table 4.3.

Table 4.3: Customer Services Provided by the Company

Customer Service	N	Min	Max	Mean	SD
Courtesy	113	2	5	4.16	.59
I approach customers with the needed respect	113	2	5	4.07	.76
I am polite to customers	113	2	5	4.16	.73
I am always concerned with the interest of customers	113	2	5	4.25	.73
I am friendly to all customers	113	2	5	4.25	.74
Speed and Accuracy	113	2	5	4.10	.57
I deliver products and services to customers in the requested date and time	113	1	5	4.02	.72
I resolve the complaints of customer within time and date	113	2	5	4.10	.73
I communicate accurate information to customers	113	2	5	4.20	.83
Dependable and Reliable	113	2	5	4.13	.55
I deliver customers request at the required time	113	2	5	3.98	.74
I am highly dependable to customers and prospects	113	2	5	4.20	.69
I have the interest of customers at heart	113	2	5	4.19	.71
Customer Complaints	113	2	5	4.19	.55
I pay rapt attention to the complaints of customers	113	2	5	4.12	.71
I resolve all complaints of customers at the required time	113	2	5	4.19	.72
I also report customer complaints to the authorities when I cannot resolve them myself	113	2	5	4.27	.75
Quality Products	113	3	5	4.32	.55
The products I deliver to customers are of high quality	113	3	5	4.25	.65
The products I deliver are competitive in the market	113	3	5	4.40	.63
The products I deliver meets the quality expectations of customers	113	2	5	4.35	.69
Tolerance	113	3	5	4.27	.58
I have the patience to listen to all customers	113	2	5	4.28	.64
I also have the patience to tolerate all behaviours of customers and prospects	113	2	5	4.26	.75
Trust	113	2	5	4.29	.56
I am trustworthy to customers	113	1	5	4.17	.67
I am honest to customers	113	2	5	4.41	.72
Valid N (listwise)	113				

Rank: [Strongly Agree - 5, Agree - 4, Undecided - 3, Disagree - 2, Strongly Disagree - 1]

Source: Field Survey (2017)

The result of the Table 4.3 shows that the respondents agreed that their company employs courteous approach in the selling of their products to customers (Mean=4.16, SD=.59). The respondents agreed to approach customers with the needed respect and as such are polite to all customers as indicated by the approximate mean response value of 4.00. The respondents also agreed that the salespersons of the company are constantly concerned with the interest of customers and are fairly or equally friendly to all customers as indicated by the approximate mean response value of 4.00. The finding of the study that indicates that the organization's salespersons exhibit higher level of courtesy to customers is consistent with a previous study that indicates that Courtesy with respect to telephone manner and/or face-to-face interaction is a crucial customer service element expected from the salespersons of companies (Kursunluoglu, 2014).

Table 4.3 shows that the respondents agreed to deliver products and services to customers at the required speed and accuracy (Mean=4.10, SD=.57). The respondents agreed that the salespersons of the company deliver products and services to customers in the requested date and time (Mean=4.02, SD=.72). The respondents further agreed to resolve the complaints of customer within time and date (Mean=4.10, SD=.73). The respondents also agreed to communicate accurate information to customers (Mean=4.20, SD=.83). These findings are consistent with previous studies that indicate that there is need for higher level of speed and accuracy in the delivery of services or products to customers and this is perceived to be often stimulated through the personal competencies and knowledge of salespersons (Zolkiewski et al., 2007; Ahearne, Jones Rapp & Mathieu, 2008).

Table 4.3 shows that the respondents agreed that the salespersons of the company provide dependable and reliable services to customers (Mean=4.13, SD=.55). The respondents agreed to deliver customers request at the required time (Mean=3.98, SD=.74). The respondents further agreed the salespersons of the company are highly dependable to customers and prospective customers (Mean=4.20, SD=.69). The respondents further agreed that the salespersons of the company have the interest of the customers at heart (Mean=4.19, SD=.71). The salespersons of companies are required to exhibit higher level of dependability and reliability in the delivery of services or products to customers (Wei & Nair, 2006; Zolkiewski et al., 2007; Kursunluoglu, 2011).

The Table 4.3 also shows that the salespersons of the company pay greater attention to the complaints of the customers of the company (Mean=4.19, SD=.71). The salespersons of the company agreed to pay rapt attention to the complaints of customers (Mean=4.19, SD=.55). The respondents agreed that the salespersons of the company report customer complaints to the authorities when they cannot resolve them (Mean=4.27, SD=.75). The effective handling of the complaints of customers is perceived to be essential ingredient of customer purchasing and repurchasing intentions and hence greater sales performance of companies (Kursunluoglu, 2011).

Table 4.3 shows that the respondents agreed that their company provide quality products to customers (Mean=4.32, SD=.55). The respondents agreed that they deliver high quality products to customers (Mean=4.25, SD=.65). The respondents further agreed that the products delivered by the company are competitive in the market (Mean=4.40, SD=.63). The respondents agreed that the products delivered by the company meets the quality expectations of customers (Mean=4.35, SD=.69). This finding is consistent with previous studies that indicate that for higher level of sales performance companies are

required to present quality products to their customers and prospects (Wei & Nair, 2006; Zolkiewski et al., 2007; Kursunluoglu, 2011).

The result of the Table 4.3 further shows that the respondents agreed that the salespersons of the company are tolerant to all customers as they have the patience to listen to all customers and also tolerate all behaviors of customers and prospective customers as shown by the approximate mean response value of 4.00. The respondents also agreed that the customers of the company have higher level of trust in the company to deliver their needs as shown by the mean response value of 4.17. The respondents agreed that the salespersons are trustworthy and honest to customer as indicated by the approximate mean response value of 4.0. The higher level of trustworthiness perceived to be entrusted in the salespersons of the company is essential for the sales performance of the company as previous studies indicate that trust as a customer service measure largely stimulates repurchases (Kursunluoglu, 2011; Lamb, Hair & McDaniel, 2011).

4.4 Correlational Result

The correlational result of the study is presented in this section of the study. The correlational analysis considered the 13 key constructs of the study. The section was meant to examine the magnitude of the relationship between the constructs and the direction of the relationship. The Spearman's rank correlation rho values or coefficients below 0.5 are considered weak and the rho values above 0.5 are termed strong. Moreover, rho values with negative direction imply inverse relationship between the constructs whereas positive rho values imply direct relationship between the constructs. The correlations result is presented in Table 4.4 below

The correlational result of the Table 4.4 shows that there is positive correlation of 0.344 between the canned strategy of the company and the sales performance of the company ($r=.344$, $p<.01$). This result indicates that any significant unit improvement in the canned strategy of the company is associated with 0.344 unit increase in the sales performance of the company. The system strategy of the company was also found to positively correlate with the sales performance of the company ($r=.409$, $p<.01$). This therefore indicates that any significant unit improvement in the system strategy of the company is associated with 0.409 unit improvement in the sales performance of the company. The feature strategy of the company is positively correlated with the sales performance of the company ($r=.358$, $p<.01$). Thus, a unit improvement in a feature strategy of the company is associated with 0.358 unit increase in the sales performance of the company. The consultative strategy of the company positively correlates with the sales performance of the company ($r=.319$, $p<.01$). This therefore indicates that a unit improvement in the consultative strategy of the company is associated with 0.319 unit improvement in the sales performance of the company. The positive relationship between the personal selling strategies of the alcoholic beverage company and sales performance is consistent with several previous studies that also report positive relationship between personal selling strategies and sales performance (e.g. Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016).

The customer services rendered by the company positively correlates with the sales performance of the company ($r=.349$, $p<.01$). This therefore implies that a unit improvement in the customer services of the company is associated with 0.349 unit increase in the sales performance of the company. This finding is consistent with previous studies that reported positive correlation between customer service and sales

performance of companies (e.g. Wei & Nair, 2006; Franke & Parks, 2006; Zolkiewski, Lewis, Yuan & Yuan, 2007; Sanuri & Mokhtar, 2013; Kursunluoglu, 2014; Singh & Venugopal, 2015; Izogo, 2017).

The speed and accuracy of delivery of services to customers was found to positively correlates with the sales performance of the company ($r=.318$, $p<.01$). Thus, a unit improvement in the speed and accuracy with which the salespersons delivered services to customers was associated with 0.318 unit increase in the sales performance of the company. This result is consistent with the study of Izogo (2017) that also reported positive correlation between the speed and accuracy of delivery of services and products and sales performance. The dependability and reliability of the delivery of services to customers was found to positively correlates with the sales performance of the company ($r=.300$, $p<.01$). This therefore indicates that any significant unit improvement in the dependability and reliability of the salespersons in the delivery of their services to customers is associated with 0.300 unit increase in the sales performance of the company. This result is consistent with the study of Izogo (2017) that also reported positive correlation between the dependability and reliability of delivery of services and products and sales performance.

The rate of the salespersons attendance to the complaints of customers was found to positive correlates with the sales performance of the company ($r=.377$, $p<.01$). Thus, a unit improvement in the attendance to the complaints of customers was associated with 0.377 unit increases in the sales performance of the company. This finding is consistent with the study of Homburg et al. (2011) that revealed positive correlation between salespersons attendance to customer complaints and sales performance. The quality of the products delivered to customers was found to positively correlates with the sales

performance of the company ($r=.189$, $p<.01$). This therefore implies that any significant unit improvement in the quality of the delivered products and services to customers is associated with 0.189 unit increases in the sales performance of the company. This finding is consistent with the study of Wei and Nair (2006) that reported positive correlation between the delivery of quality products to customers and sales performance of companies. The tolerance level of the salespersons of the company was found to positively correlates with the sales performance of the company ($r=.213$, $p<.05$). The trustworthiness of the salespersons of the company was also found to positively correlates with the sales performance of the company ($r=.247$, $p<.01$). Therefore, higher level of tolerance and trustworthiness of the salespersons of the company is associated with 0.213 unit and 0.247 unit increases in the sales performance of the company respectively.

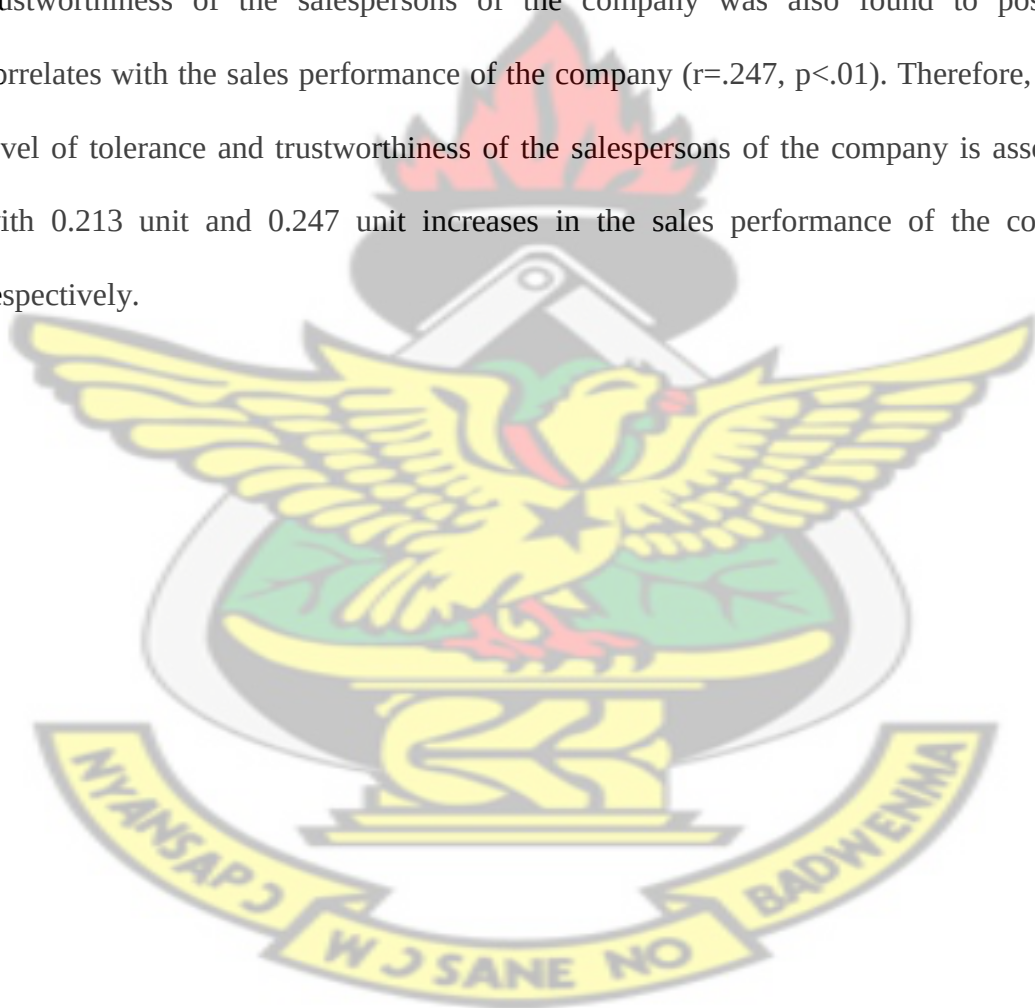


Table 4.4: Correlational Result of the Relationship between Personal Selling Strategies, Customer Service and Sale Performance

		SP	CA	SY	FE	CO	CS	CR	SA	DR	CC	QP	TO	TR
	Variables													
SP	Sales Performance	1.000												
CA	Canned Strategy	.344**	1.000											
SY	System Strategy	.409**	.437**	1.000										
FE	Features Strategy	.358**	.463**	.524**	1.000									
CO	Consultative Strategy	.319**	.150	.270**	.316**	1.000								
CS	Customer Service	.349**	.082	.209*	.270**	.427**	1.000							
CR	Courtesy	.162	.008	.139	.225*	.458**	.631**	1.000						
SA	Speed & Accuracy	.318**	.158	.244**	.278**	.370**	.722**	.373**	1.000					
DR	Dependable & Reliable	.300**	.152	.303**	.298**	.417**	.715**	.389**	.562**	1.000				
CC	Customer Complaint	.377**	.114	.156	.186*	.277**	.748**	.410**	.555**	.625**	1.000			
QP	Quality Product	.189*	-.063	.076	.117	.190*	.593**	.397**	.175	.272**	.400**	1.000		
TO	Tolerance	.213*	.066	.069	.164	.253**	.696**	.284**	.407**	.412**	.422**	.368**	1.000	
TR	Trust	.247**	.039	.100	.149	.224*	.658**	.312**	.416**	.270**	.287**	.412**	.555**	1.000

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

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

Source: Field Survey (2017)

4.5 Relationships between Personal Selling Strategies, Customer Service and Sale Performance

This section inferentially examines the relationship between the personal selling strategies of the Brewery Company and sales performance and possibility of the mediating influence of customer service in the relationship. The hierarchical modeling method was employed in the study and the result is presented in the Table 4.5. The section considered nine models with five dependent variables including sales performance, speed and accuracy, customer complaint, trust and customer service. The model 1 regressed the control variables such as gender, age, education and experience on sales performance and the R^2 result was 0.015.

The Durbin-Watson result of the model 1 of 1.935 provides evidence of the absence of autocorrelation in the model 1. The model 2 that regressed control variables and the personal selling strategies on sales performance produced an R^2 value of 0.252 indicating about 25% of the variation in the outcome variable (sales performance) was explained by the predictors. The Durbin-Watson result of the model 2 of 1.961 also provides evidence of the absence of autocorrelation in the model 2. The model 3 that regressed control variables, the personal selling strategies and the customer service variables on sales performance produced an R^2 value of 0.343 indicating about 34.3% of the variation in the outcome variable (sales performance) was explained by the predictors. The Durbin-Watson result of the model 3 of 1.861 also provides evidence of the absence of autocorrelation in the model 3. The significance of the F-statistics also provides evidence of the good-fit of the model 3. The model 4 that regressed control variables and the personal selling strategies on customer service delivery produced an R^2 value of 0.145 indicating about 14.5% of the variation in the outcome variable (sales performance) was

explained by the predictors. The Durbin-Watson result of the model 4 of 1.806 also provides evidence of the absence of autocorrelation in the model 4.

The model 5 that regressed control variables and the personal selling strategies on the speed and accuracy of service delivery produced an R^2 value of 0.202 indicating about 20.2% of the variation in the outcome variable (Speed & Accuracy) was explained by the predictors. The Durbin-Watson result of the model 5 of 1.863 also provides evidence of the absence of autocorrelation in the model 5. The model 6 that regressed control variables and the personal selling strategies on customer complaint produced an R^2 value of 0.294 indicating about 29.4% of the variation in the outcome variable (Customer Complaint) was explained by the predictors. The Durbin-Watson result of the model 6 of 1.878 also provides evidence of the absence of autocorrelation in the model 6. The model 7 that regressed control variables and the personal selling strategies on the trustworthiness of the company produced an R^2 value of 0.310 indicating about 31% of the variation in the outcome variable (Trust) was explained by the predictors. The Durbin-Watson result of the model 7 of 2.010 also provides evidence of the absence of autocorrelation in the model 7. The model 8 that regressed control variables and the personal selling strategies on customer service produced an R^2 value of 0.244 indicating about 24.4% of the variation in the outcome variable (customer service) was explained by the predictors. The Durbin-Watson result of the model 8 of 1.994 also provides evidence of the absence of autocorrelation in the model 8.

Table 4.5: Relationships between Personal Selling Strategies, Customer Service and Sale Performance

	Unstandardized Estimates									
	SP	SP	SP	VIF	SP	SA	CC	Trust	CS	VIF
	Model 1	Model 2	Model 3		Model 4	Model 5	Model 6	Model 7	Model 8	
Predictors										
(Constant)	4.062(6.692)***	1.749(2.567)***	.185(.240)			2.215(3.815)***	3.017(5.053)***	3.701(5.931)***	2.798(7.079)***	
Control Path										
Gender	-.118(-.779)	-.093(-.681)	-.066(-.507)	1.085	-.130(1.711)*	.057(.490)	-.072(-.604)	-.027(-.220)	.014(.185)	1.072
Age	.057(.569)	.089(1.004)	.087(1.011)	1.858	.081(-.915)	-.089(-1.182)	.058(.750)	-.072(-.893)	-.021(-.401)	1.779
Education	.037(.386)	-.043(-.493)	-.061(-.728)	1.128	.000(-.002)	-.040(-.538)	.036(.465)	.033(.408)	.040(.782)	1.114
Experience	-.099(-.939)	-.141(-1.500)	-.105(-1.136)	1.928	-.082(-.823)	.117(1.459)	-.092(-1.122)	-.037(-.434)	-.047(-.873)	1.797
Strategies										
Canned (CA)		.126(1.379)	.134(1.530)	1.463		.065(.836)	.003(.035)	.031(.368)	.014(.263)	1.445
System (SY)		.210(2.256)**	.205(2.308)**	1.559		.068(.857)	.019(.230)	.008(.089)	.030(.557)	1.547
Features (FE)		.103(1.030)	.069(.713)	1.651		.134(1.574)	.094(1.072)	.058(.633)	.083(1.427)	1.615
Consultative (CO)		.254(2.551)**	.175(1.780)*	1.218		.234(2.766)***	.183(2.110)**	.163(1.795)*	.254(4.410)***	1.133
Customer Service (CS)					.637(4.197)***					
SA			.026(.194)	1.973						
CC			.269(2.119)**	1.691						
Trust (TR)			.221(2.043)**	1.306						
R	.123	.502	.585		.381	.450	.506	.530	.494	
R ²	.015	.252	.343		.145	.202	.294	.310	.244	
Δ R ²		.237	.106							
Adjusted R ²	-.018	.199	.277		.108	.146	.230	.251	.190	
Std. Err. Estimate	.69732	.61825	.58758		.65252	.52403	.51869	.51307	.35668	
F-statistics (DF)	.452(4)	4.768(8)***	5.212(11)***		3.936(5)***	3.586(8)***	4.867(8)***	4.975(8)***	4.555(8)***	
Durbin-Watson	1.935	1.961	1.861		1.806	1.863	1.878	2.010	1.994	

Note: Speed & Accuracy (SA), Customer Complaint (CC), Trust (TR), Sales Performance (SP)

Note: t-values are in the parenthesis; *p < .1, **p < .05; ***p < .01

Source: Field Survey (2017)

4.5.1 Effect of Personal Selling Strategies on Sales Performance

From the Table 4.5, the model 1 regressed control variables such as gender, age, education and experience of the salespersons on sales performance. Gender and experience were found to be negatively related to sales performance. However, the relationship was not significant. Age and education of the salespersons were found to be positively related to sales performance. However, the relationship was found to be insignificant.

The model 2 regressed the control variables and the personal selling strategies like canned, system, features and consultative on sales performance of the company. From the Table 4.5, the model 2 regression result revealed positive relationship between the system personal selling strategy of the company and the sales performance of the company ($\beta=.210$, $p<.05$). The result therefore implies that any significant statistical unit improvement in the application of the system personal selling strategy of the company is associated with 0.210 unit increase in the sales performance of the company. The consultative personal selling strategy of the company was also found to be positively related to the sales performance of the company ($\beta=.254$, $p<.05$). This result therefore indicates that any significant statistical unit improvement in the consultative personal selling strategy of the company is associated with 0.254 unit increases in the sales performance of the company. These findings are consistent with previous studies that provide evidence of positive relationship between the personal selling strategies of companies and sales performance (e.g. Mohammad, 2007; Ahearne, Jones, Rapp & Mathieu, 2008; Alsamydai & Yousif, 2010; Bubnjević, 2011; Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016). The study of Banerjee (2013) reported that personal selling in the home insurance positively affects client acquisition and hence increases sales volumes of the insurance companies.

Personal selling strategies allow customers to discuss and reach a clear understanding and take a proper buying decision, which encourages them to re-deal (Alsamydai & Yousif, 2010) and hence react positively to the products of the company in the form of sales. This demonstrates that personal sale has an important role in increasing sales (Samer et al., 2012).

The model 3 result of the Table 4.5 regressed control variables, the personal selling strategies and the customer service variables like speed and accuracy of delivery of services, customer complaint and trust on the sales performance of the company. The result of the model revealed that there was positive relationship between the system personal selling strategy of the company and the sales performance of the company ($\beta=.205$, $p<.05$). This result therefore implies that any significant statistical unit improvement in the system personal selling strategy of the company is associated with 0.205 unit increases in the sales performance of the company. The consultative personal selling strategy in the model 3 was also found to be positively related to the sales performance of the company ($\beta=.175$, $p<.10$). This therefore indicates that any significant statistical unit improvement in the consultative personal selling strategy of the company is related to 0.175 unit increases in the sales performance of the company. The positive relationship between consultative personal selling strategy and sales performance is supported by several previous studies that also provided evidence of positive relationship between personal selling strategies and sales performance (Banerjee, 2013; Murithi, 2014; Mbugua, 2014; Ajogi, 2015; Nyarko, 2015; Azam et al., 2016).

4.5.2 Effect of Customer Service on Sales Performance

The model 3 of the Table 4.5 shows that the level of salespersons attendance to the complaints of the customers was found to be positively related to the sales performance of the company ($\beta=.269$, $p<.05$). This result therefore implies that any significant statistical unit improvement in the level of salespersons attendance to customer complaints is associated with 0.269 unit increases in the sales performance of the company. This finding is consistent with the study of Homburg et al. (2011) that revealed positive relationship between salespersons attendance to customer complaints and sales performance. The level of trustworthiness of the salespersons of the company was found to be positively related to the sales performance of the company ($\beta=.221$, $p<.05$). This result therefore indicates that any significant unit improvement in the trustworthiness of the salespersons of the company is associated with 0.221 unit increases in the sales performance of the company. This result is consistent with previous studies that revealed positive relationship between the trustworthiness of salespersons and sales performance (e.g., Wei & Nair, 2006; Zolkiewski et al., 2007; Kursunluoglu, 2011).

The model 4 of the Table 4.5 regressed the control variables and a composite variable of customer services on the sales performance of the company. The result of the model 4 shows that there is positive relationship between the customer service practices of the company and the sales performance of the company ($\beta=.637$, $p<.01$). This result therefore indicates that any significant statistical unit improvement in the services of the company rendered to the customers is associated with 0.637 unit increases in the sales performance of the company. This finding is consistent previous studies that reported positive relationship between customer services and sales performance (e.g. Wei & Nair,

2006; Franke & Parks, 2006; Zolkiewski, Lewis, Yuan & Yuan, 2007; Sanuri & Mokhtar, 2013; Kursunluoglu, 2014; Singh & Venugopal, 2015; Izogo, 2017).

4.5.3 Effect of Personal Selling Strategy on Customer Services

The model 5 result of the Table 4.5 regressed the control variables and the personal selling strategies of the company on the speed and accuracy of service delivery of the company. The result of the model 5 revealed that there is positive relationship between the consultative personal selling strategy of the company and the customer services of the company in terms of the speed and accuracy of the delivery of services to customers ($\beta=.269$, $p<.05$). This result therefore indicates that any significant unit improvement in the consultative personal selling strategy of the company is associated with 0.269 unit improvement in the speed and accuracy of the delivery of services to customers. This finding is consistent previous studies that reported positive relationship between consultative personal selling strategy and customer service (e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016).

The model 6 result of the Table 4.5 regressed the control variables and the personal selling strategies of the company on the level of attendance to the complaints of customers. The result of the model 6 also revealed that there is positive relationship between the consultative personal selling strategy of the company and the level of attendance to the customer complaints ($\beta=.183$, $p<.05$). This result therefore indicates that any significant unit improvement in the consultative personal selling strategy of the company is associated with 0.183 unit improvement in the level of attendance to the complaints of customers. This finding is consistent previous studies that reported positive relationship between consultative personal selling strategy and customer service

(e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016).

The model 7 result of the Table 4.5 regressed the control variables and the personal selling strategies of the company on the trustworthiness of the salespersons of the company. The result of the model 7 also revealed that there is positive relationship between the consultative personal selling strategy of the company and the trustworthiness of the salespersons of the company ($\beta=.163$, $p<.05$). This result therefore indicates that any significant unit improvement in the consultative personal selling strategy of the company is associated with 0.163 unit improvement in the trustworthiness of the salespersons of the company. This finding is consistent previous studies that reported positive relationship between consultative personal selling strategy and customer service (e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016).

The model 8 result of the Table 4.5 regressed the control variables and the personal selling strategies of the company on the customer service of the company. The result of the model 8 also revealed that there is positive relationship between the consultative personal selling strategy of the company and the customer service practices of the company ($\beta=.254$, $p<.01$). This result therefore indicates that any significant unit improvement in the consultative personal selling strategy of the company is associated with 0.254 unit improvement in the customer services of the company. This finding is consistent previous studies that reported positive relationship between consultative personal selling strategy and customer service (e.g. Ahearne, Jones, Rapp & Mathieu, 2008; Ziad, 2010; Singh & Venugopal, 2015; Guenzi, De Luca & Spiro, 2016).

Table 4.6: Mediation analysis: (direct and indirect effects assessment)

Path	Unstandardized β s			Sobel test statistic	Form of mediation
	Direct effect (D)	Indirect effect (I)	Total effect (D+I)		
CA → SA → SP	.126	.065*.026 = .002	.128	0.189	No Mediation
CA → CC → SP	.126	.003*.269 = .001	.127	0.035	No Mediation
CA → TR → SP	.126	.031*.221 = .007	.133	0.362	No Mediation
CA → CS → SP	.126	.014*.637 = .009	.135	0.266	No Mediation
SY → SA → SP	.210	.068*.026 = .002	.212	0.189	No Mediation
SY → CC → SP	.210	.019*.269 = .005	.215	0.229	No Mediation
SY → TR → SP	.210	.008*.221 = .002	.212	0.089	No Mediation
SY → CS → SP	.210	.030*.637 = .019	.229	0.552	No Mediation
FE → SA → SP	.103	.134*.026 = .003	.106	0.193	No Mediation
FE → CC → SP	.103	.094*.269 = .025	.128	0.957	No Mediation
FE → TR → SP	.103	.058*.221 = .013	.116	0.605	No Mediation
FE → CS → SP	.103	.083*.637 = .053	.156	1.351	No Mediation
CO → SA → SP	.254	.234*.026 = .006	.260	0.194	No Mediation
CO → CC → SP	.254	.183*.269 = .049	.303	1.495	Partial Mediation
CO → TR → SP	.254	.163*.221 = .036	.290	1.348	Partial Mediation
CO → CS → SP	.254	.254*.637 = .162	.416	3.040 [†]	Partial Mediation

Note: [†] mediation significant at 1%; ^{**} mediation significant at 5%; ^{***} mediation significant at 10%; CA= Canned; SY= System; FE= Features,

CO= Consultative; SA= Speed & Accuracy; CC= Customer Complaint; TR=Trust, CS=Customer Service

4.5.4 Mediation of Customer Service in the Relationship between Personal Selling Strategy and Sales Performance

The result of the Table 4.6 shows that the speed and accuracy of service delivery does not mediate the relationship between the canned personal selling strategy of the company and sales performance. The direct effect of the relationship between canned strategy, speed and accuracy of service delivery and sales performance was found to be 0.126 whereas the indirect effect was 0.002 and hence produced a total effect of 0.128. The result of the Table 4.6 further indicates that customer complaint does not mediate the relationship between canned strategy of the company and the sales performance of the company as part of the indirect path of the relationship was not significant. Also, the trustworthiness of the salespersons of the company did not mediate the relationship between the canned personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant. The general customer service of the company did not mediate the relationship between the canned personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant.

The result of the Table 4.6 shows that the speed and accuracy of service delivery does not mediate the relationship between the system personal selling strategy of the company and sales performance. The direct effect of the relationship between system personal selling strategy, speed and accuracy of service delivery and sales performance was found to be 0.210 whereas the indirect effect was 0.002 and hence produced a total effect of 0.212. The result of the Table 4.6 further indicates that customer complaint does not mediate the relationship between system personal selling strategy of the company and the sales performance of the company as part of the indirect path of the relationship was not significant. Also, the trustworthiness of the salespersons of the company did not

mediate the relationship between the system personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant. The general customer service of the company did not mediate the relationship between the system personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant.

The result of the Table 4.6 shows that the speed and accuracy of service delivery does not mediate the relationship between the features personal selling strategy of the company and sales performance. The direct effect of the relationship between features personal selling strategy, speed and accuracy of service delivery and sales performance was found to be 0.103 whereas the indirect effect was 0.003 and hence produced a total effect of 0.106. The result of the Table 4.6 further indicates that customer complaint does not mediate the relationship between features personal selling strategy of the company and the sales performance of the company as part of the indirect path of the relationship was not significant. Also, the trustworthiness of the salespersons of the company did not mediate the relationship between the features personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant. The general customer service of the company did not mediate the relationship between the features personal selling strategy of the company and sales performance as part of the indirect path of the relationship was not significant.

The result of the Table 4.6 shows that the speed and accuracy of service delivery partially mediates the relationship between the consultative personal selling strategy of the company and sales performance. The direct effect of the relationship between consultative personal selling strategy, speed and accuracy of service delivery and sales performance was found to be 0.254 whereas the indirect effect was 0.006 and hence

produced a total effect of 0.260. However, the partial mediation of speed and accuracy of service delivery in the relationship between consultative personal selling strategy and sales performance was found to be not significant through the sobel statistical test. The result of the Table 4.6 further indicates that customer complaint partially mediates the relationship between the consultative personal selling strategy of the company and the sales performance of the company as all part of the indirect path and the direct path of the relationship were found to be significant. However, the partial mediation of level of attendance to customer complaints in the relationship between consultative personal selling strategy and sales performance was found to be not significant through the sobel statistical test. Also, the trustworthiness of the salespersons of the company partially mediates the relationship between the system personal selling strategy of the company and sales performance as the indirect path and the direct path of the relationship were all significant. However, the partial mediation of the trustworthiness of the salespersons in the relationship between consultative personal selling strategy and sales performance was found to be not significant through the sobel test statistical test. The customer service of the company was found to mediate the relationship between the consultative personal selling strategy of the company and the sales performance of the company. The direct effect of the relationship of 0.254 and the indirect effect of 0.162 were found to be significant through the sobel statistical test.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The chapter summarizes the key findings of the study, concludes and suggested appropriate and feasible measures to improve the sales performance of firms in the brewery industry.

5.1 Summary of Findings

This section of the chapter provides a summary of the key findings of the study on the basis of the defined specific objectives.

5.1.1 Effect of Personal Selling On Sales Performance

The study revealed that the company employs four key personal selling strategies including canned, system, features and consultative strategies. The system and consultative personal selling strategies of the company were found to positively influence the company's sales performance. The consultative personal selling strategy produced the highest effect on sales performance.

5.1.2 Effect of Personal Selling On Customer Services

The consultative personal selling strategy of the company was found to influence the speed and accuracy of the company's delivery of services or products to customers. The consultative personal selling strategy of the company also positively influenced the company's level of attendance to customer complaints. The level of trustworthiness of the customers in the company was also found to be positively influenced by the personal selling strategy of the company. Thus, generally the personal selling strategy of the company was found to influence the customer service of the company.

5.1.3 Effect of Customer Service on Sales Performance

The customer service practices of the company were found to positively influence sales performance. Thus, higher level of customer services of the company is associated with higher or increasing level of sales performance. The rate of the company's attendance to customer complaints was found to positively influence sales performance. The trustworthiness of the company to customers was also found to positively influence sales performance. However, the highest influence of customer service on sales performance was through the company's attendance to the complaints of customers.

5.1.4 Mediating Role of Customer Service in the Relationship between Personal Selling and Sales Performance

The customer service practice of the company was found to statistically significantly mediate the relationship between the consultative personal selling strategy of the company and the sales performance of the company. The partial mediation influence of the customer complaint practices of the company in the relationship between the consultative personal selling strategy of the company and sales performance was found to be insignificant. The trustworthiness of the customers in the company was also found partially mediate the relationship between the consultative personal selling strategy and sales performance. However, the partial mediation influence of trustworthiness was found to be insignificant.

5.2 Conclusion

The brewery industry in Ghana is often involved in active innovation of their products and hence requires appropriate strategies for introducing the new products to customers. The higher level of innovation and introduction of new products is necessary due to the higher level of competition from locally produced alcoholic drinks and the enormous importation of alcoholic products. The brewery company studied was therefore found to be fervently involved in the employment of canned, system, features and consultative personal selling strategies to inform customers about their products. The employed canned strategies involve the provision of the details that meet customer needs and keeping track of the customer's mental state while asking questions. The system strategy involves selling products as a package rather than selling them separately. The feature strategy has to do with the company relating product or service features to consumer benefits and also presenting ideas systematically with the intention of stimulating the action intent of the customer. Furthermore, the feature strategy of the company ensures that the company is adaptable to the needs of individual consumers. The company's intention in the employment of these personal selling strategies was to improve the level of customer services and hence improve sales performance. The study therefore revealed that system and consultative personal selling strategies of the company positively influenced the level of sales performance of the company.

The services delivered to the customers of the company were generally perceived to be very high. The salespersons of the company were perceived to be courteous to the customers of the company. The salespersons approached customers with the needed respect and politeness and always have the interest of the customer at heart. The company also delivered products and services to customers with higher level of speed and accuracy. Salespersons delivered products and services to customers in the requested

data and time. The reliability and dependability of the company was also evident in their delivery of products to customer at the required time and rarely failed customers. The company pays rapt attention to the complaints of customers and resolved their complaints at the required time. In addition to the delivery of quality products, the salespersons of the company were tolerant and trustworthy in their dealings with customers.

The delivered customer service through the personal selling strategies of the company was found to influence the sales performance of the company. The customer service of the company was found to positively influence the sales performance of the company. The company's ability to pay greater attention to the complaints of customers and ensure higher level of customer trustworthiness positively influenced the company's sales performance. The consultative personal selling strategy of the company positively influenced the speed and accuracy of service delivery, the company's attendance to customer complaints and the trustworthiness of customers in the company. This positive relationship was therefore perceived to stimulate higher level of sales performance. Thus, the consultative personal selling strategy of the company positively influenced the customer service practices of the company and hence produced higher level of sales performance. Thus, the customer service practices of the company partially mediated the relationship between the consultative personal selling strategy of the company and sales performance.

5.3 Recommendation

Base on the findings and conclusions drawn in the study, numerous measures for the improvement of the sales performance of companies have been suggested.

5.3.1 Improve the Consultative Personal Selling Strategy of the Company

The study revealed positive relationship between the consultative personal selling strategy of the company and sales performance of the company. Therefore, any form of improvement in the consultative personal selling strategies of the company has the potency to increase the sales performance of the company. The company can improve the consultative personal selling strategy by increasing their interest in identifying and satisfying the needs and wants of customers. Thus, the personal selling strategy of the company should largely be customer-specific benefit centered.

5.3.2 Improve the System Personal Selling Strategy of the Company

The study revealed positive relationship between the system personal selling strategy of the company and sales performance of the company. Therefore, any form of improvement in the system personal selling strategies of the company has the potency to increase the sales performance of the company. The company can improve the system personal selling strategy by improving the package of products sold to customers. Each product within the package should meet the quality demands of customers.

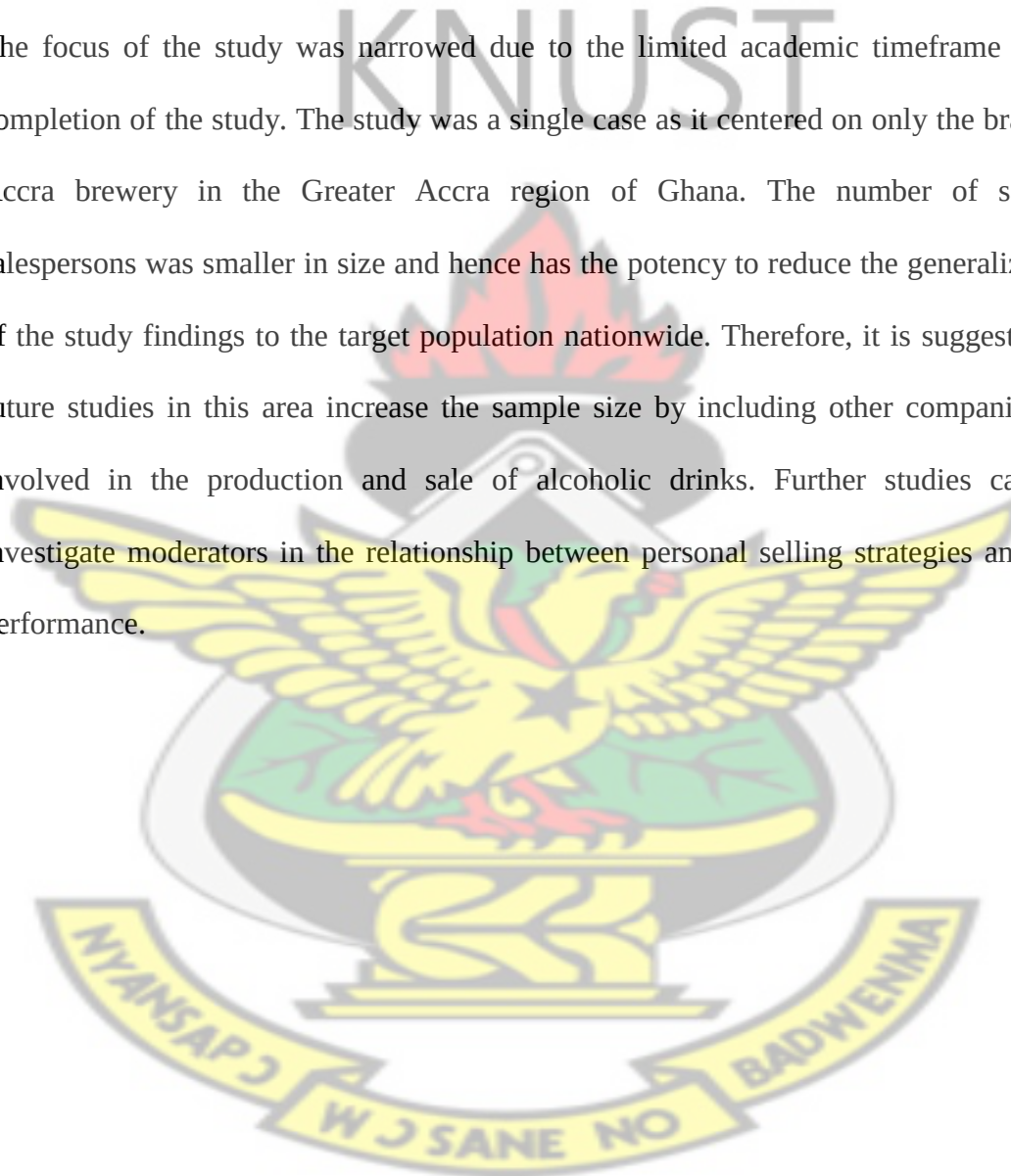
5.3.3 Pay greater attention to customer complaints

The level of the company's attendance to customer complaints was found to positively influence sales performance. Moreover, attention to customer complaint was found to partially mediate the relationship between consultative personal selling strategy and sales

performance. Therefore, improvement in the ability of the company to pay greater attention to the complaints of customers and resolve complaints at the required time has the potency to greatly improve the sales performance of the company.

5.4 Suggested Areas for Further Studies

The focus of the study was narrowed due to the limited academic timeframe for the completion of the study. The study was a single case as it centered on only the branch of Accra brewery in the Greater Accra region of Ghana. The number of sampled salespersons was smaller in size and hence has the potency to reduce the generalizability of the study findings to the target population nationwide. Therefore, it is suggested that future studies in this area increase the sample size by including other companies also involved in the production and sale of alcoholic drinks. Further studies can also investigate moderators in the relationship between personal selling strategies and sales performance.



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APPENDICES
QUESTIONNAIRE

Kwame Nkrumah University of Science and Technology

School of Business

Department of Marketing and Corporate Strategy

Survey Instrument@2017

SALES PERSONS

Please this short survey is about an investigation into the Effect of Personal Selling on Sales of Alcoholic Beverages in Ghana, the Mediating Role of Customer Service. Read each question carefully before responding, and then circle or tick the appropriate answer in the designated space. Please answer to the best of your ability. You are rest assured that the study is for only academic purposes; all and every information provided will therefore be treated with the utmost confidentiality. Thank you.

A) SOCIO DEMOGRAPHIC INFORMATION

1. What is your gender?

☐ Male ☐ Female

2. What is your age?

☐ < 20 years ☐ 21-30 years ☐ 31-40 years ☐ 41-50 years ☐ > 50 years

3. What is your highest level of education?

☐ No Formal Education ☐ Primary ☐ JHS/Middle school ☐ SHS ☐ Tertiary

Others (Specify).....

4. What is your marital status?

☐ Single ☐ Married ☐ Not Married but in a Relationship ☐ Widowed/Divorce

5. What is your year of experience as a salesperson?

☐ Less than a year ☐ 1-4 years ☐ 5-10 years ☐ more than 10 years

B) PERSONAL SELLING STRATEGIES

Please indicate your level of agreement to the under-listed statements by choosing from 1 [Strongly Disagree] to 5 [Strongly Agree]. [Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), & Strongly Agree (5)]

[Please tick in the spaces provided for the purpose]

		1	2	3	4	5
Personal Selling Strategies						
<i>Canned Strategy</i>						
6	I provide the details that meet customer needs as spelled out in the script					
7	I provides stimuli; buyer responses sought continue process until purchase decision is arrived at					
8	I keep track of buyer's mental state while asking questions					
<i>System Strategy</i>						
9	The firm I work with sells products as a package rather than selling them separately or independently					
10	The strategy used by my firm increases the sales volume of the products and creates a win-win situation for the company and the buyer					
11	The customers are increasingly looking for a systems' solution rather than the buying of an individual product					
<i>Features Strategy</i>						
12	I relate product or service features to consumer benefits					
13	I present ideas so systematically that they lead to action on the buyer's part					
14	Sales presentation of my company is adapted to the individual customer's needs and more focused on problem solving					
<i>Consultative Strategy</i>						
15	I focus on identifying and satisfying the needs and wants of customers					
16	I establishes a firm foundation for a productive relationship with the client					
17	I presents customer-specific benefits related to the product or service					
18	The strategy my firm employs yields a quantity of information about the prospect's wants and needs					

C) CUSTOMER SERVICE

Please indicate your level of agreement to the under-listed statements by choosing from 1 [Strongly Disagree] to 5 [Strongly Agree]. [Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), & Strongly Agree (5)]

[Please tick in the spaces provided for the purpose]

	Customer Services	1	2	3	4	5
	<i>Courtesy</i>					
19	I approach customers with the needed respect					
20	I am polite to customers					
21	I am always concerned with the interest of customers					
22	I am friendly to all customers					
	<i>Speed and Accuracy</i>					
23	I deliver products and services to customers in the requested date and time					
24	I resolve the complaints of customer within time and date					
25	I communicate accurate information to customers					
	<i>Dependable and Reliable</i>					
26	I deliver customers request at the required time					
27	I am highly dependable to customers and prospects					
28	I have the interest of customers at heart					
	<i>Customer complaints</i>					
29	I pay rapt attention to the complaints of customers					
30	I resolve all complaints of customers at the required time					
31	I also report customer complaints to the authorities when I cannot resolve them myself					
	<i>Quality products</i>					
32	The products I deliver customers are of high quality					
33	The products I deliver are competitive in the market					
34	The products I deliver meets the quality expectations of customers					
	<i>Tolerance</i>					
35	I have the patience to listen to all customers					
36	I also have the patience to tolerate all behaviours of customers and prospects					
	<i>Trust</i>					
37	I am trustworthy to customers					
38	I am honest to customers					

D) SALES PERFORMANCE

Please indicate your level of agreement to the under-listed statements by choosing from 1 [Strongly Disagree] to 5 [Strongly Agree]. [Strongly Disagree (1), Disagree (2), Fairly Agree (3), Agree (4), & Strongly Agree (5)]

[Please tick in the spaces provided for the purpose]

Sales performance						
		1	2	3	4	5
39	Sales per the quota of salespersons have increased					
40	Sale per budget has increased					
41	Sales this period is greater than the previous year					
42	Sales per calls to prospects has increased					
43	Customers acquired per prospects have increased					

