

**SERVANT LEADERSHIP AND SALES FORCE  
PERFORMANCE IN THE BANKING SECTOR OF  
UGANDA**

**BY**

**MUSA KIGGWE**

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**DECLARATION**

I Musa Kiggwe, declare to the best of my knowledge that, this dissertation is my original work which has never been published and/or submitted for any award in any other University/ Institution of Higher Learning.

Signed ..... Date:.....

MUSA KIGGWE

2008/HD10/14221U

**APPROVAL**

This dissertation has been submitted for examination with our approval as supervisors and our signatures are appended against the respective names below:

Signed..... Date:.....

**DR. MUHAMMED NGOMA**

Makerere University Business School

Signed..... Date:.....

**MR. CHARLES OMAGOR**

Makerere University Business School

## **DEDICATION**

I dedicate this work to my mother, father, daughter and siblings for the over whelming support, advice and encouragement that you gave me with the help of Allah during the research process. You have always been my reason for working hard, please keep up the support.

## **ACKNOWLEDGEMENT**

With the Almighty Allah, All things are possible with you and surely this has been made possible with your unending love and presence in my life. I am forever beholden to you. Am indebted to Makerere University Business School Management for the financial support given to me to pursue this program, my supervisors Dr. Muhammad Ngoma and Mr. Charles Omagor for the priceless guidance accorded to me throughout this process. May the Almighty Allah abundantly bless you.

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## ABSTRACT

The purpose of the study was to establish the relationship between servant leadership and Sales force performance in commercial banks of Uganda. The study adopted a cross sectional and quantitative survey design. Correlational and regression designs were adopted to explain the relationships between the variables of study and the extent to which the independent variables explain the dependent variable. The study sample consisted of 379 sales people from commercial banks in Uganda. The instrument was tested for reliability and all variables were found to possess an alpha coefficient of above 0.70. Questionnaires were then analyzed using SPSS and results presented based on the study objectives.

The results from the study revealed that there is a positive and significant relationship between servant leadership and sales force commitment, sales force commitment and sales force performance and lastly servant leadership and sales force performance. This implies that to improve performance of bank sales people, sales managers should ensure their emotional healing; highly entrust their sales force with responsibilities that improve their skills as well as furthering their careers in order to improve their overall performance.

The study therefore recommends sales managers to empower their employees, ensure emotional healing and include sales force in the vision setting of commercial banks in order to ensure better sales force performance.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND TO THE STUDY**

Management expects high performance levels from the sales force because of its contribution to revenue generation (Thomas, 2005). Other line managers have often thought that sales managers possess absolute authority over the sales force and exercise it while expecting total commitment from sales people. This approach has been traditionally thought of as the most effective way to achieve high sales performance levels (Andersen, 2009). However, Stone, Russell and Patterson (2004) argue that treating salespeople as merely subordinates to be bossed around may not lead to an organization achieve its goals. This could be as a result of some managers pursuing self interest while supervising the sales force which may ultimately have negative out comes for the organization. These shortcomings have created a need to broaden the array of leadership styles to include servant leadership which according to Hamilton and Bean, (cited in West, 1994) offers an integrated way of serving anyone involved with the organization.

According to Stone et al, (2004), when a sales manager uses the servant leadership style, sales people are most likely to become servants themselves towards the achievement of organizational goals. Dubinsky, Comer, Jolson and Yammarino (1996) held a similar view when they observed that taking care of your sales people takes care of your sales performance. This treatment creates commitment of sales persons to their sales manager (Stone et al 2004) and often trickles down to favorable customer and fellow employee treatment by the sales people (Ott and Dijk, 2005).

Ssenyonyi (2009) observed that sales managers in Uganda are often referred to as bosses, a term that depicts their level of power which they use to instill fear in order to get results from their subordinates. The concept of servant leadership in Uganda is still new based on the noticeable insufficiency of servant leaders (Odeng, 2010). In his statement, Senyonyi (2009) argued that we are as bad at being servant leaders as we are at being served. This implies that sales people might not be committed to organizational objectives due to the lack of good servant leadership skills by sales managers.

## **1.2 STATEMENT OF THE PROBLEM**

Some of the sales people in the banking industry of Uganda have consistently failed to perform to the expectations of their managers. With low commitment levels, reaction is seen occasionally with threats of forced resignation (Kamuhanda & Ntayi as cited by Ntayi, Munene & Eyaa, 2009). Kamuhanda (as cited by Ntayi et al, 2009), states that these sales people attribute this failure to factors beyond their control. The low performance of the sales people could be explained by the lack of servant leadership. This study therefore sought to investigate the effect servant leadership may have on sales force performance.

## **1.3 PURPOSE OF THE STUDY**

The study was purposed to establish the relationship between servant leadership and sales force performance

## 1.4 RESEARCH OBJECTIVES

The study was guided by the following research objectives:

1. To investigate the relationship between servant leadership and sales force commitment.
2. To determine the relationship between sales force commitment and sales force performance.
3. To determine the relationship between servant leadership and sales force performance.

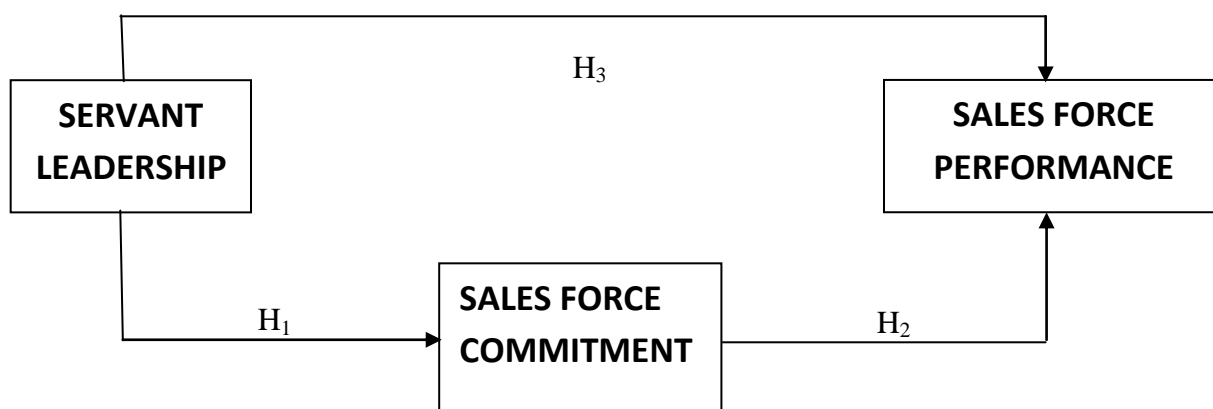
## 1.5 RESEARCH HYPOTHESIS

The study was guided by the following research hypothesis

1. Servant leadership has a positive relationship with sales force commitment.
2. Sales force commitment has a positive relationship with sales force performance.
3. Servant leadership has a positive relationship with sales force performance.

## 1.6 CONCEPTUAL MODEL

*Figure 1: Conceptual framework*



**Source:** *Self developed from literature review* (Al-Ahmadi, 2009; Silva, 2006; Stone, Russell & Patterson, 2004)

## **1.7 SCOPE OF THE STUDY**

The study was conducted around the districts of Kampala, Jinja, Wakiso and Iganga. The study was limited to servant leadership, Sales force commitment, sales force performance and the relationships that exist between these variables. The study was carried out amongst salespeople in commercial banks in Uganda in 2010.

## **1.8 SIGNIFICANCE OF THE STUDY**

1. The research will help sales managers in the Ugandan economy appreciate the value of using servant leadership as a modern leadership style. Findings of this study can be adopted by organizations in improving the performance of their sales people
2. The research will help to add on the body of existing literature thereby contributing to the world of knowledge. The literature will also help to provide reference to future students and researchers.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 SERVANT LEADERSHIP AND SALES FORCE COMMITMENT

In the words of Marques (2006), Servant leadership is a style that stresses the leader's role as a guardian of the resources provided by the organization by encouraging leaders to serve others while staying focused on achieving results in line with the organization's standards and uprightness. "A servant leader is a leader whose primary purpose for leading is to serve others by investing in their development and well being for the benefit of accomplishing tasks and goals for a common good" (Page & Wong's definition, 2000). According to Matteson and Irving (2006), the most recent conceptualization of servant leadership includes agapao love, humility, altruism, vision, trust, empowerment and service.

Amongst the first authors to report a relationship between servant leadership style and sales force commitment were Bateman and Strasser (as cited by Drury, 2004). Mowday (as cited in Okpara & Wynn, 2008) defined organizational commitment as the relative strength of the identification of the individual and involvement with his particular organization. Based on this definition, Okpara & Wynn (2008) went ahead to identify three different dimensions of this construct to include; *identification* which is the strong belief in acceptance of the organizations goals and values; *involvement* which is the willingness to exert a considerable effort on behalf of the organization and *loyalty* which is the strong intent or desire to remain with the organization.

When the Sales force experience a good relationship with their sales managers, quality supervision, favorable working conditions and ample facilitation of their career growth, they will reciprocate with commitment to organizational goals and values (Al-Ahmadi, 2009; Boyle, 1997; Okpara & Wynn, 2008). According to Chen, Silverthorne and Hung (2006), when sales managers poorly communicate to the sales force, lower organizational commitment is experienced. Whenever sales people view their managers as ones who participate in the daily activities of the organization as well as being consultative in nature, then more commitment towards organization activities is shown from the part of the sales force (Al-Ahmadi, 2009). Other qualities of a servant leader like clear vision, empowerment of workers and recognition as suggested by McNeese-Smith (as cited by Al-Ahmadi, 2009) were seen to increase sales force commitment. Generally, a positive relationship exists between servant leadership and sales force commitment (Bateman & Strasser as cited by Drury, 2004)

## **2.2 SALES FORCE COMMITMENT AND SALES FORCE PERFORMANCE**

Panagopoulos and Dimitriadis (2009) define a salesperson performance as an evaluation of his/her contribution to the achievement of organizational objectives. Sales force performance has been conceptualized to include both the outcome and behavioral dimensions. Sales outcomes have always been seen by performance oriented sales people as evidence to their behavioral performance and consequently a positive relationship has been found to exist between the job involvement component of commitment and sales force performance (Chen, Silverthorne & Hung, 2006; Silverthorne, 2004). In other words committed sales people are expected to extend greater efforts on the job there by having a direct effect on job performance (Silva, 2006). Al-Ahmadi (2009) concluded that sales force commitment is considered to be positively related to sales force performance.

### **2.3 SERVANT LEADERSHIP AND SALES FORCE PERFORMANCE**

Addae, Parboteeah and Davis (2006) are of the view that favorable treatment from the organization has always been seen to result into sales force performance in the form of sales people's identification with the firm's values.

This, normally, is the case because sales people always need to be credited by their supervisors for meeting objectives set by supervisors (Paparoidamis, 2006). Lin (2008) argues that most studies on empowerment have confirmed its positive relationship with sales force performance in the form of self-efficacy, enhancement of work motives amongst others. This view was further supported by the works of McDonough and Barczak as cited in Harborne and Johne (2003) that were carried out in developmental team projects. Richardson (2008) was of the view that teaching sales people in a developmental way is the most important attribute a sales manager may possess in order to meet or exceed expected performance. Therefore, when sales managers adopt the servant style of leadership sales people are endeared to them (Stone, Russell & Patterson, 2003) and their gratitude will eventually be reciprocated in the form of increased work performance (Bal, Chiaburu & Jansen, 2010).

However, Andersen (2009) states that each of the sales people in the organization has a goal in life and accordingly, these goals may be different from those of the organization in which they work. When a sales manager makes priority serving and aiding the achievement of sales people goals, then organizational goals may not be served with sincerity, which is detrimental to their performance manifested in the form of unproductive conflicts and depletion of resources. This view was supported by Stone, Russell and Patterson (2003) who stated that some aspiring servant leaders who may have poor motives, may exploit sales people's need to reciprocate towards the company for their own good in a subtly coercive manner.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 RESEARCH DESIGN**

The researcher used a cross sectional design to capture a snap shot view of servant leadership and sales force performance of organizations in Uganda. The research was both descriptive and analytical. Correlation and Regression designs were adopted to explain the relationships and effect between the variables of study and the extent to which the independent variables explained the performance of sales force as the dependent variable.

#### **3.2 SOURCES OF DATA**

The researcher used primary and secondary sources of data. Primary data was collected from bank sales people. Secondary data was sourced from; journals that provided literature as well as support to the empirical findings of the study, newspapers articles provided evidence to the study problem.

#### **3.3 DATA COLLECTION METHODS**

The main primary data collection method was the interviews with the help of self administered questionnaires, which were the main tool used for data collection from bank sales people.

### **3.4 POPULATION OF STUDY AND SAMPLING**

#### **3.4.1 POPULATION OF STUDY**

The population of study included all sales people in all commercial banks in Uganda. According to the Uganda Online Website directory (2010), there were 22 commercial banks in Uganda at the time of the study. According to Ntayi (2005), there are about 3,032 employees carrying out personal selling in these commercial banks.

#### **3.4.2 SAMPLING**

Convenience sampling was used and basing on the formulae provided by Krecjie and Morgan (1970) as cited by Chuan (2006) given a population of 3032 sales people a sample of 379 respondents was chosen within the 95% level of confidence i.e.  $p \pm 0.05$

### **3.5 MEASUREMENT OF VARIABLES**

The variable sales force performance was measured using 33 items on a Likert scale adapted from (Fatt, 2000) under the constructs of Technical knowledge, Adaptive selling, Teamwork, Sales presentation, Sales planning, Sales support and Outcome performance. Sales force commitment variable was measured using 11 items and a five point Likert scale adopted from Liu (2007) under the constructs of Organizational commitment and manager commitment. Servant leadership construct was measured using 33 items on a five-point Likert scale adopted from Barbuto and Wheeler (2006); Dennis and Bocarnea (2005) under the constructs of Altruism, Humility, Love, Trust, Empowerment, vision and Emotional Healing. Adaptations on the questionnaire items were made to suit the banking industry.

### 3.6 RELIABILITY AND VALIDITY

The measurement scales adapted for this study as seen indicated in the previous section were tested and found to be valid. The researcher however went ahead to pretest the research instruments to ensure their consistency and reliability of responses. All instruments had a Cronbach's Alpha coefficient of greater than 0.5 were thus adopted for the study.

*Table 1: Reliability of the instrument*

<b>Variable</b>	<b>Anchor</b>	<b>Cronbach Alpha Value</b>
Servant leadership	4 Point	0.9519
Sales force commitment	5 Point	0.7882
<b>Sales force performance</b>	<b>4 Point</b>	<b>0.9072</b>

*Source: primary data*

### 3.7 DATA ANALYSIS

After collecting the data, it was edited in order to eliminate and correct errors and then coded. Data was then entered using Epi-Info. The data was then analyzed using STATA and Statistical Package for Social Sciences (SPSS) version 17.0. Pearson's correlation coefficient was used to establish the relationships between servant leadership, sales force commitment and sales force performance of commercial banks in Uganda. Multiple Regression Analysis was used to determine to which extent the predictor variables can explain the dependent variable. This was because there were more than one variable thought to be affecting the dependent variable.

## CHAPTER FOUR

### ANALYSIS AND PRESENTATION OF FINDINGS

#### 4.1 SAMPLING CHARACTERISTICS OF RESPONDENTS

The results in table 1 below highlight the respondents' background characteristics in form of category; gender, age and Education level.

*Table 2: Sampling Characteristics of Respondents*

		Count	Percent	Mean	St. Dev
<b>Age Group</b>	0-20 years	3	.8	2.41	.59
	20-29 years	233	61.5		
	30-39	129	34.0		
	40-49 years	12	3.2		
	Above 50 years	2	.5		
	<b>Total</b>	<b>379</b>	<b>100.0</b>		
<b>Gender</b>	Male	172	45.4	1.55	0.50
	Female	207	54.6		
	<b>Total</b>	<b>379</b>	<b>100.0</b>		
<b>Highest education attained</b>	Up to Primary level	4	1.1	4.39	1.00
	O 'level	20	5.3		
	A 'level	45	11.9		
	Diploma	80	21.1		
	Degree	214	56.5		
	Masters	16	4.2		
	<b>Total</b>	<b>379</b>	<b>100.0</b>		

*Source: Primary data*

Most of the respondents were in the age bracket of 20 to 29 years (61.5%) followed by the age bracket of 30 to 39 years with the least age bracket of above 50 years (0.5%). Generally the average respondent was aged between 20 and 29 years (Mean = 2.41). The results further indicate that majority of the respondents were female (54.6%).

Findings also indicate that most respondents were degree holders (56.5%), 1.1% of respondents attained the Primary level of education, 5.3% O' level, 11.9% A' level, 21.1%

Diploma level and 4.2% had attained a Masters as their highest level of education. Generally, the average respondent had attained a degree as the highest educational level (mean = 4.39). This would imply that most sales people in commercial banks are degree holders. However there were outliers as seen from the high standard deviation (1.00).

## 4.2 RELATIVE COMPOSITION OF VARIABLES

### 4.2.1 SERVANT LEADERSHIP

The results in table 3 below highlight the relative composition of Servant leadership in commercial banks as seen from the sales force view. Factor analysis was used in order to determine those components of servant leadership that have more factor loadings than others.

*Table 3: factor analysis for servant leadership*

	Trustworthiness	visualization	Emotional healing
My sales manager shows trustworthiness in me by being open to receive input from me	.768		
My sales manager communicates trust to me	.742		
The level of trust my sales manager places in me increases my commitment to the bank.	.735		
My sales manager creates a culture that fosters high standards of ethics	.721		
My sales manager shows concern for me	.718		
My sales manager trusts me to keep a secret	.703		
My sales manager has shown compassion in his or her actions toward me	.630		
My sales manager knows I am above corruption	.594		

My sales manager turns over some control to me so that I may accept more responsibility	.559		
My sales manager empowers me with opportunities so that I develop my skills	.535		
My sales manager has shown that he or she wants to include employees' vision into the firm's goals and objectives	.764		
My sales manager has sought my vision regarding the bank's vision	.762		
My sales manager seeks my commitment concerning the shared vision of our bank	.723		
My sales manager has asked me what I think the future direction of our bank should be	.705		
My sales manager gives me the authority I need to do my job	.661		
My sales manager entrusts me to make decisions	.659		
My sales manager lets me make decisions with increasing responsibility	.621		
My sales manager is good at helping me with my emotional issues.	.787		
My sales manager is talented at helping me to heal emotionally.	.762		
My sales manager is one that could help me mend my hard feelings.	.708		
My sales manager is one I would turn to if I had a personal trauma.	.681		
My sales manager sacrifices his/her own interests to meet my needs.	.575		
My sales manager does everything he/she can to serve me.	.546		
My sales manager puts my best interests ahead of his/her own.	.540		
My sales manager and I have written a clear and concise vision statement for our bank.	.517		
<b>Eigen value</b>	5.527	4.903	4.379
<b>Variance %</b>	22.107	19.610	17.515
<b>Cumulative %</b>	<b>22.107</b>	<b>41.717</b>	<b>59.231</b>

*Source: Primary data*

Table 3 above indicates that Trustworthiness, visualization and Emotional healing are the major components of the Servant leadership with variances of 22%, 20% and 18% respectively. With Servant leadership, specific issues that should not be overlooked if

performance of bank sales people is to be improved were; showing trust in their sales force by being ready to receive input from them (.768), communicating trust to sales people (.742), creating cultures that foster high standards of ethics (.721) and trusting sales people to keep secrets (.703). With visualization, specific issues that were emphasized if performance of sales force is to be improved were; ensuring that sales managers'; showing that they want to include the sales force's vision into the bank's goals and objectives (.764), seeking sales force vision regarding the bank's vision (.762), seeking sales force's commitment concerning the shared vision of the bank (.723). With emotional healing, , specific issues that were emphasized if performance of sales force is to be improved were; being good at helping sales force with emotional issues (.787), being talented at helping sales force in healing emotionally (.762), sacrificing their own interests to meet sales force needs (.575).

#### **4.2.2 SALES FORCE COMMITMENT**

The results in table 4 below highlight the relative composition of sales force commitment in the performance of sales force in the banking sector of Uganda. Factor analysis was used in order to determine those components of sales force commitment that have more factor loadings than others.

**Table 4: Factor analysis for sales force commitment**

	Commitment to manager	Organizational commitment	Organizational love
My manager's successes are my successes	.818		
When someone praises my manager, it feels like a personal compliment	.804		
I feel a sense of commitment to my manager	.740		
When I talk about my manager, I usually say “we” rather than “they”	.685		
I do not feel a strong sense of belonging to the bank		.868	
I am not emotionally attached to the bank		.860	
I do not feel like part of the family at the bank		.671	
When someone praises my manager, it feels like a personal insult to me		.669	
I would be very happy to spend the rest of my career with the bank			.771
I really feel as if any problems the bank may have are my own			.730
The bank has a great deal of personal meaning for me			.708
<b>Eigen value</b>	2.694	2.513	2.030
<b>Variance %</b>	24.489	22.850	18.456
<b>Cumulative %</b>	<b>24.489</b>	<b>47.338</b>	<b>65.795</b>

*Source: primary data*

Table 4 above indicates that sales force commitment to their managers is a major component of sales force commitment variable with a variance of 24%, followed by Organizational commitment with a variance of 23% and Organizational love with a variance of 18%. For the case of Manager commitment, specific issues that should not be overlooked if sales force performance in banks is to be improved had to do with sales force feeling; that praises to



sales manager are their own compliments (.804), a sense of commitment to their sales managers (.740). With organizational commitment, specific issues that should be emphasized if performance of bank sales force is to be improved had to do with the sales force; not feeling a strong sense of belonging to the bank (.868), not feeling emotionally attached to the bank (.860), not feeling like part of the family of the bank (.671). With Organizational love, specific issues that should be emphasized if performance of bank sales force is to be improved had to do with ensuring the sales force's; being happy with spending the rest of their career with these banks (.771), feeling that any bank's problems are their own (.730) and the company having a great deal of personal meaning to its sales force (.708).

### 4.2.3 SALES FORCE PERFORMANCE

The results in table 5 below highlight the relative composition of sales force performance. Factor analysis was used in order to determine those components of sales force performance that have more factor loadings than others.

*Table 5: Factor analysis for sales force performance*

	Sales Planning	Outcome performance	Technical knowledge
Planning each sales call	.707		
Planning sales strategies for each customer	.698		
Using established contacts to develop new customers	.664		
Planning coverage of assigned territory/customer responsibility	.648		

Working out solutions to a customer's questions and objections	.624		
Communicating their sales presentation clearly and consistently	.623		
Listening attentively to identify and understand the real concerns of customers	.588		
Planning daily activities	.582		
Providing after-sales service	.580		
Convincing customers that they understand their unique problems and concerns	.556		
Discussing selling strategies with people from various departments	.549		
Producing sales on blanket contracts with long-term profitability	.722		
Exceeding all sales targets and objectives during the year	.696		
Identifying and selling to major accounts	.696		
Quickly generating sales of new bank's services	.689		
Making sales of those products with the highest profit margins	.682		
Producing a high market share for the bank.	.675		
Generating a high level of sales revenue	.644		
Troubleshooting application problems	.519		
Follow-up on product use	.502		
Analyzing product use experience to identify new service ideas	.501		
Knowing the design and specification of bank services	.822		
Knowing the application and functions of bank services	.796		
	5.528	5.133	2.308
<b>Eigen Value</b>	<b>21.261</b>	<b>19.741</b>	<b>8.878</b>
<b>Variance %</b>			
<b>Cumulative %</b>	<b>21.261</b>	<b>41.002</b>	<b>49.880</b>

*Source: Primary data*

Table 5 above indicates that Sales planning is the major component of sales force performance variable with a variance of 21%, followed by Outcome performance with a variance of 20% and Technical knowledge with a variance of 9%. With Sales Planning, specific issues that should not be overlooked include planning each sales call (.707), planning

sales strategies for each customer (.698), using established contacts to develop new customers (.664), working out solutions to a customer's questions and objections (.624), listening attentively to identify and understand the real concerns of customers. With outcome performance, specific issues that should not be overlooked include, producing sales on blanket contracts with long-term profitability (.722), exceeding all sales targets and objectives during the year (.696), identifying and selling to major accounts (.696), quickly generating sales of new bank's services (.689), making sales of those products with the highest profit margins (.682), producing a high market share for the bank (.675), follow up on product use (.502), analyzing product use experience to identify new service ideas (.501). With technical knowledge, specific issues that should not be overlooked include, knowing the design and specification of bank services (.822) as well as knowing the application and functions of bank services (.796).

#### **4.3 RELATIONSHIP BETWEEN SERVANT LEADERSHIP, SALES FORCE COMMITMENT AND SALES FORCE PERFORMANCE.**

All the research objectives involved establishing relationships between the study variables. In order to achieve this, the Pearson (r) correlation coefficient was computed given the interval nature of the data and the need to test the direction and strength of this relationship. Table 6 below presents the correlation analysis results.

**Table 6: Pearson (r) Correlation Coefficient of the Variables**

	<b>Servant leadership</b>	<b>Sales force commitment</b>	<b>Sales force performance</b>
<b>Servant leadership</b>			
<b>Sales force commitment</b>	.516**		
<b>Sales force performance</b>	.429**	.204**	

*Source: Primary data*

Results from table 6 above indicate that Servant leadership and Sales force commitment positively relate to sales force performance. This implies that in order to improve the performance of bank sales force, sales managers should improve their servant leadership to ensure sales force commitment thereby improving overall sales force performance.

#### **4.3.1 SERVANT LEADERSHIP AND SALES FORCE COMMITMENT**

The results indicated that servant leadership and sales force commitment are positively significantly correlated ( $r = .516^{**}$ ,  $p < .01$ ). This implies that when sales managers work at improving their altruism, humility, love, trust, empowerment, vision and emotional healing towards their sales people then their sales force commitment will improve. This confirms  $H_1$ : which states that Servant leadership has a positive effect on sales force commitment.

### **4.3.2 SALES FORCE COMMITMENT AND SALES FORCE PERFORMANCE**

The results indicated that sales force commitment and sales force performance are positively significantly correlated ( $r = .204^{**}$ ,  $p < .01$ ). This implies that when sales people are committed to their managers and organization then their performance will improve. These results concur with  $H_2$ : which states that Sales force commitment has a positive relationship with sales force performance.

### **4.3.3 SERVANT LEADERSHIP AND SALES FORCE PERFORMANCE**

The results indicated that Servant leadership and Sales force performance were significantly positively correlated ( $r = .429^{**}$ ,  $p < .01$ ). The results imply that when sales managers show altruism, humility, love, trust, empowerment, vision and emotional healing towards their sales force then their performance will improve. This confirms  $H_3$  which states that Servant leadership has a positive relationship with sales force performance.

## **4.4 THE EFFECT SERVANT LEADERSHIP AND SALES FORCE COMMITMENT ON SALES FORCE PERFORMANCE**

In the table below, the researcher presents the magnitude of the Regression model of the components of Servant Leadership to the Performance Sales people in commercial banks. This was done to determine the better predictor component as well as direction as a response to the third objective which was intending to examine the effect servant leadership has on Sales force performance. Table 8 below presents the regression analysis results.

*Table 7: Regression Analysis of Global Variables*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
(Constant)	2.597	.115		22.647	.000
Servant Leadership	.296	.036	.441	8.110	.000
Sales force Commitment	-1.85E-02	.042	-.024	-.443	.658
<b>Dependent Variable: Sales force Performance</b>					
R Square	.184			F Statistic	42.435
<b>Adjusted R Square</b>	<b>0.180</b>			<b>Sig.</b>	<b>0.000</b>

*Source; primary data*

Table 7 above shows that Servant leadership significantly predicts Sales force Performance (Beta = .441, sig. < .000). This implies that sales force management of commercial banks should ensure that they do everything they can to serve their sales people as well as putting sales peoples interests ahead of their own. Sales managers should also entrust their sales people with decisions of increasing responsibility such that they may develop their skills. This is coupled with incorporating their sales force visions into the bank's goals and objectives and thus seeking commitment concerning the shared vision of their respective banks. Though not significant (Beta = -.024, sig. <.658), Sales force commitment leads to the reduction of performance of sales people in commercial banks. This then implies that, once sales people have a negative sense of commitment to their organization that is not having a strong sense of belonging towards the bank then their performance will increase. The regression model was also valid (sig. <.000) with adjusted R Square of 0.180.

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1 DISCUSSION OF FINDINGS**

The following discussion of findings is in relation with the objectives of the study. Both the relationship and effect will be discussed concurrently

##### **5.1.1 SERVANT LEADERSHIP AND SALES FORCE COMMITMENT**

Correlation coefficients indicated that there is a significantly high positive relationship between servant leadership and sales force commitment. As a conformation to  $H_1$ , this means that if sales managers serve their sales force then their commitment will most likely improve. This is in agreement with Bateman and Strasser as cited by (Drury, 2004) who was of the view that a positive relationship exists between servant leadership and sales force commitment. The same may be said of Al-Ahmadi, (2009) who argued that whenever a good relationship comprising of quality supervision as well as favorable working conditions amongst others exists between sales people and sales force, then they will reciprocate with commitment to organizational goals and values.

The results from regression analysis show that Servant leadership has an effect on sales force commitment. This means that sales managers should ensure the incorporation of sales people in the goal setting of their organizations more and the ensuring of their emotional well being in order to improve sales force commitment. These findings are in line with Al- Ahmadi (2009) who was of the view that a

consultative sales manager who possesses a clear vision for the organization will improve the commitment of his sales force.

### **5.1.2 SALES FORCE COMMITMENT AND SALES FORCE PERFORMANCE**

Correlation coefficients indicated that there is a significant positive relationship between sales force commitment and sales force performance. As a conformation to H<sub>2</sub>, this means that if bank sales people are committed to their manager then their performance will increase. This is in agreement with Al-Ahmadi (2009) who was of the view that sales force commitment is positively correlated to sales force performance. Silva (2006) echoed the same reasoning that committed sales people are expected to extend greater efforts on their jobs which has a direct effect on sales force performance.

Though not conclusive, results from regression analysis show that sales force commitment has a negative influence on sales force performance. This means that once the sales force are committed to their organization then performance of bank sales people will decrease. These findings tend to agree with Stone *et al's* (2004) belief that employees who seem committed to their organizations may not perform as expected by their sales managers.

### **5.1.3 SERVANT LEADERSHIP AND SALES FORCE PERFORMANCE**

Correlation coefficients indicated that there is a significant positive relationship between servant leadership and sales force performance. As stated by hypothesis H<sub>3</sub>, this means that if sales managers serve their sales force then their performance will



improve. Addae et al (2006) concurred with the above statement when they asserted that favorable treatment from the organization has always been seen to result into high sales force performance. Richardson (2008) further supported this when he said that teaching sales people in a developmental way is the most important attribute a sales manager may possess in order to meet or exceed expected performance.

The results from regression analysis show that Servant leadership has an effect on sales force performance. This means that sales managers should ensure that sales people are empowered enough to deal with challenges as they come, as well as putting sales force's needs ahead of managers' needs and having their best interests at heart and then sales people should be included in the vision setting process of the bank for their performance to improve. These findings are in line with Lin (2008) who was of the view that empowered sales person possess self efficacy as well as enhancement of work motives.

## **5.2 CONCLUSIONS**

It was established from the study that there was a significant positive relationship between servant leadership and sales force commitment, a significant positive relationship between sales force commitment and sales force performance, a significant positive relationship between servant leadership and sales force performance.

The study findings' revelation of a significantly high positive relationship between servant leadership and sales force commitment implies that when sales managers put their sales force's interests at heart and before their own interests, then, sales people will reciprocate with more commitment towards them.

The study also showed that a significant positive relationship between sales force commitment and sales force performance exists which, meant that once sales people are committed to their manager then they are likely to accomplish the tasks given to them which translates into organizational performance.

According to the study findings, a significant positive relationship between servant leadership and sales force performance implied that when sales people are empowered enough, receive emotional healing and are included in the vision setting process of the organization, then they will reciprocate with better performance for the organization.

### **5.3 RECOMMENDATIONS**

The study was about the establishment of the relationship between servant leadership and sales force performance. Since there was a positive relationship between servant leadership and sales force commitment, sales force commitment and sales force performance and lastly servant leadership and sales force performance, the following recommendations were made;

Servant leadership is a predictor of sales force performance; it is therefore recommended that sales managers become altruistic in nature. This can be achieved by going beyond the call of duty to meet sales peoples' needs by putting their best interests ahead in so doing, serving them. Sales managers should also empower their sales people by giving sales people authority they need to do their jobs, entrusting them with increasing responsibilities so that they may develop their skills. Sales managers should also be visionary in nature which can be achieved through; showing their desire of including sales people's visions into the firms'

goals and objectives; seeking sales force commitment concerning the shared vision of their banks; writing clear and concise vision statements of their company.

Sales force commitment was also found to be a predictor of sales force performance. Managers should therefore build sales force commitment towards the organization through ensuring that their successes are conceived as sales people's successes, as well as ensuring that praising them feeling like personal compliments to sales people. This will in turn increase sales force performance.

Servant leadership was further found to be a predictor of sales force commitment; therefore sales managers are urged to ensure that the sales people are emotionally healed; This can be done through managers' helping sales people mend their hard feelings, ensuring that sales people turn to them when experienced with personal trauma. Sales managers should also be visionary in their style of leadership by involving sales people in the vision making processes of the organization; not forgetting to incorporate their visions into the organizational goals and objectives, showing their desire to include sales people's visions into the firms' goals and objectives.

#### **5.4 LIMITATIONS TO THE STUDY**

- The study focused on sales people in commercial banks of Uganda. This limits the generalization of the findings to other industries. However, given the large scope of commercial banks, the study gives a picture of the situation in Uganda on which other studies can build on.

- Due to lack of an official sampling frame, this study was based on a convenience sample which rendered the research not rigorous enough therefore a large and more representative sample is necessary.

## **5.5 AREAS FOR FURTHER RESEARCH**

The study concentrated on servant leadership, sales force commitment and sales force performance. There is need for research in the following areas.

- The effect Sales Manager's humility has on sales force performance.
- The effect Emotional healing of sales people has on their performance in organizations.
- The effect the Trustworthiness of a sales manager has on sales force performance.

This is because the results obtained in this study were not significant for their conclusions to hold and other tests were required more so in other industries apart from the banking industry.

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## APPENDIX

### SALESFORCE QUESTIONNAIRE

Dear respondent,

The researcher is undertaking a survey to establish the relationship between Servant Leadership and Sales Force Performance in the banking sector of Uganda. Findings of this study are expected to enhance the leadership style and performance levels of sales people in the banking sector of Uganda. We kindly request you to fill this questionnaire. Your responses will be treated with utmost confidentiality and will be used solely for purposes of this study. Thank you.

Musa Kiggwe

**Lead Researcher**

#### BACKGROUND INFORMATION

1. Address/location of respondent.....
2. Gender (please tick) : Male  Female
3. Age group (please tick)
  - a) Under 20 years
  - b) 20-29 years
  - c) 30-39 years
  - d) 40-49 years
  - e) 50 years and above
4. Education level (please tick)
  - a) Up to Primary level
  - b) O' level
  - c) A' level
  - d) Diploma
  - e) Degree
  - f) Masters
  - h) Other
5. Name of bank.....
6. Designation.....

#### A. SERVANT LEADERSHIP

Please indicate the extent to which you agree or disagree with the following statements.

	Strongly disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
<b>Altruistic calling</b>				
1. My sales manager puts my best interests ahead of his/her own.	1	2	3	4
2. My sales manager does everything he/she can to serve me.	1	2	3	4
3. My sales manager sacrifices his/her own interests to meet my needs.	1	2	3	4
4. My sales manager goes above and beyond the call of duty to meet my needs.	1	2	3	4
<b>Humility</b>				
5. My sales manager does not overestimate his or her merits	1	2	3	4
6. My sales manager is not interested in self-glorification	1	2	3	4
7. My sales manager is humble enough to consult others in the bank when he or she may not have all the answers	1	2	3	4
8. My sales manager does not center attention on his or her own accomplishments	1	2	3	4
9. My sales manager's conduct is one of humility	1	2	3	4
<b>Agapao love</b>				
10. My sales manager is genuinely interested in me as a person	1	2	3	4
11. My sales manager has shown his or her care for me by encouraging me	1	2	3	4
12. My sales manager has shown compassion in his or her actions toward me	1	2	3	4
13. My sales manager shows concern for me	1	2	3	4
14. My sales manager creates a culture that fosters high standards of ethics	1	2	3	4
<b>Trust</b>				
15. The level of trust my sales manager places in me increases my commitment to the bank	1	2	3	4
16. My sales manager shows trustworthiness in me by being open to receive input from me	1	2	3	4
17. My sales manager knows I am above corruption	1	2	3	4
18. My sales manager trusts me to keep a secret	1	2	3	4
19. My sales manager communicates trust to me	1	2	3	4
<b>Empowerment</b>				
20. My sales manager empowers me with opportunities so that I develop my skills	1	2	3	4
21. My sales manager turns over some control to me so that I may accept more responsibility	1	2	3	4
22. My sales manager entrusts me to make decisions	1	2	3	4

23. My sales manager gives me the authority I need to do my job	1	2	3	4
24. My sales manager lets me make decisions with increasing responsibility	1	2	3	4
<b>Vision</b>				
25. My sales manager has sought my vision regarding the bank's vision	1	2	3	4
26. My sales manager has shown that he or she wants to include employees' vision into the bank's goals and objectives	1	2	3	4
27. My sales manager seeks my commitment concerning the shared vision of our bank.	1	2	3	4
28. My sales manager has asked me what I think the future direction of our bank should be	1	2	3	4
29. My sales manager and I have written a clear and concise vision statement for our bank	1	2	3	4
<b>Emotional healing</b>				
30. My sales manager is one I would turn to if I had a personal trauma.	1	2	3	4
31. My sales manager is good at helping me with my emotional issues.	1	2	3	4
32. My sales manager is talented at helping me to heal emotionally.	1	2	3	4
33. My sales manager is one that could help me mend my hard feelings.	1	2	3	4

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**The following questions relate to Organizational and manager commitment of the bank's sales person**

Please indicate the extent to which you agree or disagree with the following statements

**SALES FORCE COMMITMENT**

	Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
<b>Organizational commitment</b>					
1. I do not feel a strong sense of belonging to the bank	1	2	3	4	5
2. I am not emotionally attached to the bank	1	2	3	4	5
3. The bank has a great deal of personal meaning for me	1	2	3	4	5
4. I do not feel like part of the family at the bank	1	2	3	4	5
5. I would be very happy to spend the rest of my career with the bank	1	2	3	4	5
6. I really feel as if any problems the bank may have are my own	1	2	3	4	5
<b>Manager commitment</b>					
7. When someone praises my manager, it feels like a personal insult to me	1	2	3	4	5
8. When I talk about my manager, I usually say "we" rather than "they"	1	2	3	4	5
9. My manager's successes are my successes	1	2	3	4	5

10. When someone praises my manager, it feels like a personal compliment	1	2	3	4	5
11. I feel a sense of commitment to my manager	1	2	3	4	5

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**The following questions relate to the performance of the sales person**

Please indicate how well your performance is in terms of the following criteria where

**SALESFORCE PERFORMANCE**

<b>BEHAVIORAL PERFORMANCE</b>				
	Bad	Somewhat bad performance	Somewhat good performance	Good performance
<b>Technical Knowledge</b>				
1. Knowing the design and specification of the bank's services	1	2	3	4
2. Knowing the application and functions of bank's services	1	2	3	4
3. Keeping abreast of your bank's production and technological developments	1	2	3	4
<b>Adaptive selling</b>				
4. Experimenting with different sales approaches.	1	2	3	4
5. Being flexible in the selling approaches used	1	2	3	4
6. Adapting selling approaches from one customer to another	1	2	3	4
7. Varying sales style from situation to situation	1	2	3	4
<b>Teamwork</b>				
8. Generating considerable sales volume from team sales (sales made jointly by two or more salespeople)	1	2	3	4
9. Building strong working relationships with other people in our bank	1	2	3	4
10. Working very closely with non-sales employees to close sales	1	2	3	4
11. Coordinating very closely with other bank employees to handle post-sales problems	1	2	3	4
12. Discussing selling strategies with people from various departments	1	2	3	4
<b>Sales presentation</b>				
13. Listening attentively to identify and understand the real concerns of customers	1	2	3	4
14. Convincing customers that they understand their unique problems and concerns	1	2	3	4
15. Using established contacts to develop new customers	1	2	3	4
16. Communicating their sales presentation clearly and consistently	1	2	3	4
17. Working out solutions to a customer's questions and objections	1	2	3	4
<b>Sales planning</b>				
18. Planning each sales call	1	2	3	4

19. Planning sales strategies for each customer	1	2	3	4
20. Planning coverage of assigned territory/customer responsibility	1	2	3	4
21. Planning daily activities	1	2	3	4
<b>Sales support</b>				
22. Providing after-sales service	1	2	3	4
23. Checking on product delivery	1	2	3	4
24. Handling customer complaints	1	2	3	4
25. Follow-up on product use	1	2	3	4
26. Troubleshooting application problems	1	2	3	4
27. Analyzing product use experience to identify new service ideas	1	2	3	4
<b>Outcome performance</b>				
28. Producing a high market share for the bank	1	2	3	4
29. Making sales of those services with the highest profit margins	1	2	3	4
30. Generating a high level of sales revenue	1	2	3	4
31. Quickly generating sales of new bank's services	1	2	3	4
32. Identifying and selling to major accounts	1	2	3	4
33. Producing sales on blanket contracts with long-term profitability	1	2	3	4
34. Exceeding all sales targets and objectives during the year	1	2	3	4

***Thank you very much for your time***