



ST. MARY'S UNIVERSITY

SCHOOL OF POST GRAGUATE STUDIES

DEPARTEMENT OF BUSINESS ADIMINISTRATION

**THE EFFECT OF BUYER SELLER RELATIONSHIP ON SALES
EFFECTIVENESS: THE CASE OF NOAH REALESTATE ETHIOPIA.**

BY:

EDOMGENET GETACHEW

Feb. 2022

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Thesis Submitted to St Mary's University school of graduate studies in Partial
Fulfillment of the Requirements for the Degree of master of business administration.

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ENDORCEMENT

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Declaration

I hereby declare that the work which is being presented in this thesis entitled the effect of buyer's seller's relationship on sales effectiveness in Noah real estate is work of my own under the guidance of my advisor Dr. MesfinTsfaye, and that all sources of material used for the thesis is from different related researches.

Edomgenet Getachew

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Date: _____

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ACRONYMS / ABBREVIATIONS

SE: Sales effectiveness

SOLID: Solidarity

INFO: Information

STT: Strength of ties

SG: service guaranty

COM: commitment

SPSS: statistical package for the social science

ANOVA: Analysis of Variance

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ABSTRACT

The purpose of the present study is to examine the effect of buyers-sellers relationship on sales effectiveness in Noah Real Estate. The study developed a framework incorporating six key variables: strength of ties, information, solidarity, service guaranty, commitment and sales effectiveness. The framework was tested using data from Noah Real Estate Ethiopia. The statistical population of this study includes marketing manager; supervisors and sales persons found in marketing department. This research tried to answer questions like whether strength of ties, information, service guaranty, commitment and solidarity has significant effect on sales effectiveness. In this research, both explanatory and descriptive research designs were used. In order to collect the data, a standard questionnaire has been used. Information gathered from questionnaires were analyzed using descriptive and inferential (correlation, regression) statistical tools. The result shows that buyers-sellers relationship has significant positive effects on sales effectiveness. Predictor variable INFO with beta value of 0.478 made the first strong positive and statistically significant influence in explaining or predicting the dependent variable (SE) than Predictor variable STT made the second strong statistically significant positive influence on SE with Beta value of 0.301. Predictor variables SG also made strong statistically significant positive influence on SE with Beta value of 0.233. Generally, having better information network, Service guaranty and strength of ties between buyers and sellers brings positive effect on sales effectiveness.

Key words: *Buyer seller relationship, sales effectiveness, Real estate, information,*

CHAPTER ONE

INTRODUCTION

Buyer - supplier relationships is an increasingly important area of interest in the Academic and the business world. Companies focus strongly on the development of closer ties with other organizations in search of competitive advantage and improved market positioning. Therefore maintaining a strong relationship between buyer and supplier becomes most important. In order to win and retain the business both buyer and supplier must work together as a team. Care should be taken while choosing the suppliers to make sure that they have required capabilities and resources to fulfill the needs. (Jemaa and Tournois 2014)

A successful relationship is one in which there is mutual sharing of risk and rewards, clear understanding of each other's roles and responsibilities, high level of commitment and trust, long-term orientation, mutual information sharing, a sincere desire to win and responsiveness towards each other's and end customer's needs (Lemke et al., 2002).

From the buyer's perspective, the benefits of close relationship with suppliers at the operational level are given as improved quality of products or services, reduced cost and reduced lead-time or service completion time. At the strategic level, the benefits are obtained in the form of enhanced competitiveness, increased market share and innovation.

Within the marketing literature, Dyer & Singh (1998), Kaufman, Wood & Theyel (2000), and Nishiguchi & Anderson (1995) explicitly point to buyer-supplier relationships as an important source of a company's competitive advantage and the relationship between buyers and sellers has existed since humans began trading goods and services. These relationships developed in a natural way over time as the buyers and sellers developed trust and friendships supported by quality products and services. Today the relationships have become "strategic" and the process of relationship development is accelerated as firms strive to create relationships to achieve their goals. In this challenging environment the relationship accelerates, there is less time for the participants to carefully explore the range of long-term relationship development. (Jemaa and Tournois 2014).

1.1 Background of the study

Real estate marketing is an exchange of economic and social structure people and groups satisfy their needs and wishes by constructing, supplying and interchanging real estate products and real estate services (Knirsch, 2000).

The reason relationship marketing theory is particularly applicable to buyer-supplier contexts is because it focuses on "close interactive long-term relationships with particularly suppliers, customers or other value chain partners of the firm" (Sheth&Parvatiyar, 1995, p. 399). According to Sheth&Parvatiyar(1995, p. 399), the development of relationship marketing points to a significant shift in the axioms of marketing: competition and conflict to mutual cooperation and choice independence to mutual interdependence.

Therefore maintaining a strong relationship between buyer and supplier becomes most important. In order to win and retain the business both buyer and supplier must work together as a team. Care should be taken while choosing the suppliers to make sure that they have required capabilities and resources to fulfill the needs. A successful relationship is one in which there is mutual sharing of risk and rewards, clear understanding of each other's roles and responsibilities, high level of commitment and trust, long-term orientation, mutual information sharing, a sincere desire to win and responsiveness towards each other's and end customer's needs (Lemke et al., 2002)

The buyer-seller relationship is a significant factor which determines a salesperson performance, because salespeople often perform a great role in complex marketing services and also play important role as a relationship manager (Bradford, K., Brown, S., Ganesan, S. and Hunter, G (2010.). The existence of a good relationship becomes strong due to meditation on relations among buyers- seller rather than their attributes, as well as on the structured patterns of interaction rather than isolated actors (Lam, S.K., Kraus, F. and Ahearne, M. (2010). This concentration can be observed as a change emphasis from individual factors (e.g. intelligence, motivation, aptitude, skills and adaptive selling), organizational factors (e.g. corporate culture, leadership style, performance evaluation and training) and environmental factors (e.g. competition, sales territories and information communication technology), to the

salespeople's social networks (Steward, M.D., Walker, B.A., Hutt, M.D. and Kumar, A. (2010);Claro, D.P., Claro, P.B.O. and Neto, S.A.L. (2011; Üstüner and Iacobuci, 2012).

From the perspective of a social network the buyer–seller relationship is the collection of social bonds between buyers and sellers. The social network perspective has buyer–seller relationships with new characteristics. For example, one particular buyer–seller bond can be strong or weak, multiple or singular, asymmetric or symmetrical. In addition, the collection of social bonds between buyers and sellers constitutes a network that can be analyzed with regard to concreteness, significance, structural holes and groups. With regard to social networks, the buyer–seller relationship can be analyzed from different angles and provide new explanations for salespeople's performance. Several scholars have adopted a social network perspective and empirically concluded that buyer–seller bonds are positively correlated to sales performance (Claro et al., 2011; Bowler, W.M., Dahlstrom, R., Seevers, M.T. and Skinner, S.J., 2011).

Creating long buyer-seller relationships has been considered to be one of the main resources for a business to succeed in a competitive environment (Segoro, 2013; Vivika Viikari, 2017), as strong customer relationships are an asset that cannot be easily replicated by a contender. One of the most important concepts in the study of long-term relationships may have a possibility to be influenced by the strength of social ties, the information provided by sales person (Wong et al., 2007). In order to effectively manage customer relations through relationship quality, the company first needs to understand the factors influencing sales volume in real estate industry.

1.2 Statement of the problem

Real estate in Ethiopia is one of the most profitable, high in demand sectors. The sector majorly, resides in Addis Ababa; this sector has been one of the fastest growing segments of the Ethiopian economy. (Access Capital, 2010)

The buyer–seller relationship can be analyzed from different angles and provide new explanations for salespeople’s performance. As a result, the benefits that sellers acquire from buyer seller relationship can be used exclusively to explain how relationship affects sales effectiveness of industries (Lam, S.K., Kraus, F. and Ahearne, M 2010).

The question that comes to mind is how to develop good relations with customer in order to create level of confidence that will promote sustainable growth and profitability. The problem is to develop a differential strategy to promote a consistent positive return on investment. It is against background that all the competitors in the industry are offering very similar products(Mehalek Habtamu , W 2019).

Previousresearches have incorporated a number of contingent variables to explain why positive relations between buyer–seller ties and sales performance are weaker or stronger in different contexts and also studies have been conducted to assess the title related to buyer seller relationship in real estate in Ethiopia on the same title effect of buyers – seller’s relationship on sales effectiveness in Ayat real estate industry (Mehalek Habtamu , W 2019)

However, the research focused on some variables only and the majority of contingency research has largely focused on work attributes or customer characteristics, such as sales tasks (ÜstünerandIacobucci, 2012), For the real estate industry to be effective, the buyer-seller relationship is one of the top determinants in line with other determinants .As to the best of the researcher’s knowledge the buyer-seller relationship at Noah real estate was not investigated. Moreover, the effect of the buyer-seller relationship on the effectiveness of the market at Noah real estate was also not studied. Therefore, this study assesses the effect of buyers–sellers relationship on sales effectiveness in Noah real estate.

1.3 Research questions

The study answers the following questions:

- 1, What are the impacts of maintaining strong solidarity between two parties on sale effectiveness in Noah real estate's industry?
- 2, Is information provided increasing the effectiveness of sales volume in Noah real estate industry?
- 3, Does commitment, positively related sellers so as to improve sales volume in Noah real estate?
- 4, what is the benefit of having Service guarantee for buyers – seller's relationship for effectiveness of seals in Noah real estate industry?
- 5, does the strength of buyer -seller ties have positive effect on sales effectiveness in Noah real estate?

1.4 Objectives of the Study

1.4.1 General objective

In order to answer the above research questions, the following general objective is designed. The aim of this research is to identify and to examine the effect of buyers–sellers relationship on sales effectiveness in Noah real estate.

1.4.2 Specific objectives

This study seeks to achieve these objectives.

- ❖ To investigate if Strength of ties significantly affect sales volume Noah real estate.
- ❖ To describe if information significantly affect sales volume Noah real estate.
- ❖ To analyze if strong solidarity significantly affects sales volume in Noah real estate.
- ❖ To identify if commitment, significantly affects sales volume in Noah real estate.

- ❖ To assess if Service guarantee significantly affects sales volume in Noah real estate.

1.5 Significance of the study

- To the **researcher**: it will enable to acquire & enhance knowledge regarding the concept of real estate marketing besides partial fulfillment of M.A Degree.
- To **readers & other** interested groups: it will create awareness and provide a clear picture regarding the real estate market in Ethiopia.
- **For companies & practitioners**: it will provide direction & suggest improvements as per the findings about the key factors that contribute to marketing effectiveness real estate companies operating in A.A , like how long term and collaborative relationships with customers will help them.

And scholars might also get evidence how it is possible to attract and retain customer through effective customer relationship in order to assure sustainable company image.

- **For new real estate companies** For whom planed join the sector It will give enough insight for Marketers and marketing managers would have better understanding on seller buyer relationship importance and get some insight on how “well used” relationship management enhance their sales •
- For the **government** policy makers and the business society: It will help serving as an input for policy decisions about the sector.
- **To other researchers**: it will encourage & motivate to go for further studies on similar topics serving as a reference and will help to compare the performance from one real estate to another. It will also have some importance in narrowing the unfilled gap in the existing literature.

1.6 Scope of the Study

The research is focused only on Noah real estate industries found around Addis since real estate activity covers much of the world and differs in idea and operation the scope of this study is limited only to Noah real estate industry. Theoretically, there are many factors which affect sales effectiveness, but to cope up with the available time and resource constraints, the study scope was limited to the effect of buyers–sellers relationship on sales effectiveness in Noah real estate. Therefore, the research also geographically limited to Noah real estate.

1.7 Limitation of the Study

For a complete judgment of the business all the real estate companies operating in the country ought to have been considered and it needs a full investigation that requires too much time and resources above the researcher's capacity. However, in order to make this paper manageable, the researcher restricts the research limited to Noah Real Estate marketing department, Addis Ababa.

Hence, the selected Real estate may not be an ideal representative of the group, they are representing. Moreover, the study is conducted by targeting workers especially the sales persons in marketing department who had at least 6 month experience on field. Time limitation was the other major problem to identify the problems at large. Sample Size is also limited in small number so this also makes the study very difficult to get reliable information. These all factors have somehow limited the outcome of this research work.

1.8 Organization of the study

This paper is organized in five chapters, The first chapter deals with Background of the study, Statement of the problem, Objectives of the study, Basic Research questions, scope and limitation of the study, Operational definitions, Significance of the study. The second chapter is concerned with review of related theoretical and empirical literatures. The third chapter discusses the methodology (design of the research; Population and sampling techniques, Sources and instruments of data collection, Procedures of Data Collection, Methods of Data analysis, Reliability and Validity and Ethical Considerations).

1.9 Definitions of terms

Customer: is an individual or business that purchases another company's goods or services (<http://smallbusiness.com>)

Sales Person: A salesperson is an individual whose fundamental job is to sell a product/service. ([https://www. Reserch gate.com](https://www.Reserchgate.com))

Seller buyer tie: strong bond between buyers and sellers to develop long term relation on established agreements. (<http://www.law.cornell.com>)

Sales volume: is the number of units that are sold in a given time period. ([https://www. Reserchate.com](https://www.Reserchate.com))

Sales: It is operations and activities involved in promoting and selling goods or services. (<http://smallbusiness.com>)

Market: “the process or technique of promoting, selling, and distributing a product or service. The market place offers different products/services to different consumers. (<http://smallbusiness.com>)

Solidarity: is an awareness of shared interests, objectives, standards, and sympathies creating a psychological sense of unity of groups or classes. (<http://smallbusiness.com>)

Service guarantees: an assurance of the quality of or length of use to be expected from product offered for sale, often with a promise of reimbursement.” . ([https://www. Reserchate.com](https://www.Reserchate.com))

Commitment: the state or quality of being dedicated to one job ([https://www. Reserchate.com](https://www.Reserchate.com))

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Overview of Buyers and sellers

The study of buyer-supplier relationships has been the central issue in relationship marketing as well as business-to-business marketing literature (Ganesan1994). Today, buyer–supplier relationships have become “strategic” and the process of relationship development is accelerated as firms strive to create relationships to achieve their goals. An important phenomenon related to buyer–supplier relationships is that many procurers are developing single source suppliers because of the pressure to increase quality, reduce inventory, develop just-in-time systems and decrease time to market. (Lysons & Farrington, 2015).

2.1.1 Theoretical Review

Within the marketing literature, Dyer & Singh (1998), Kaufman, Wood & Theyel (2000), and Nishiguchi & Anderson (1995) explicitly point to buyer-supplier relationships as an important Source of a company’s competitive advantage. Thus, if a company’s competitive advantage is based on its supply relationships Nagurney, 2010), then the development and management of these relationships should be seen as an important source of organizational competitive advantage; which in turn provides the foundation for overall organizational competitiveness (Mráček & Mucha, 2011; cf. Zich, 2010). The reason relationship marketing theory is particularly applicable to buyer-supplier contexts is because it focuses on “close interactive [long-term] relationships with [particularly] suppliers, customers or other value chain partners of the firm” (Sheth & Parvatiyar, 1995, p. 399)

2.1.2. Social capital theory

There are four social features of buyer–seller bonds: size, strength, multiplicity and asymmetry. From the four social features, strength is the most essential; Strength of ties is characterized by duration, communication frequency, and degree of intimacy and reciprocity. Salesperson

performance is an assessment of salesperson behavior based on its contribution to organizational objectives (Churchill et al., 2000). According to Menguc et al. (2007) discovery, it is a salesperson's interaction and networks which meaningfully influence his/her job performance and job satisfaction. Claro et al. (2011) also explained that a salesperson's professional network ties positively affect new product sales, as well as the likelihood of searching and closing new deals. As Bowler et al. (2011) investigation, the selling-buying choices may be affected by the interaction of buyers and sellers which is found out that social ties among buyers and sales persons within a retail sales territory are positively related to customers' purchasing behaviors. Nevertheless, research has primarily focused on the relationship between the strength of buyer seller bonds and sales performance; this ties has mainly unnoticed decisive mechanism. Social capital theory shows the underlying mechanism of network and performance.

Indeed, social capital theory was built with the notion of social capital, i.e. the "resources embedded in actors' social networks, resources that can be achieved or organized through ties in the networks" (Lin, 2001). The notion of social capital is network which is acknowledged by the majority social capital scholars (Bourdieu, 1985; Coleman, 1988; Putnam, 1995). Social resources theory, the ancestor to social capital theory, firstly proposed to admission and use resources found in social networks; it can lead to enhanced socioeconomic status (Lin, 1982). Further, it proposed that access to and use of social resources is, in part, determined by one's position within the hierarchical structure and by the use of weaker ties (Lin, 1982). After researching social resources theory, Lin (1999a) developed a model based on his theories about social capital. In Lin's model, structural and positional differences in one's network are taken as ancestors to social capital, accessibility and mobilization are taken elements of social capital, and instrumental and expressive returns are the kind of returns one can obtain from social capital. As it is observed, social capital theory identifies that structural and positional features in someone's network are not direct predictors of results and assets, however, they are rather the driven in resources and assists someone to access and mobilize.

Social capital theory demonstrates that resources found in one's network are not translated into results and assets, unless the individual surrounded in this network is committed and competent to work. In other words, it is the resources and benefit that actors obtain from a network, and not

the resources embedded within the network that affect the conversion from network to performance. Adler and Kwon (2002) further improved the concept of social capital and social capital theory by suggesting that social capital is the goodwill available to individuals or groups. Social construction, including market ties, social relations and hierarchical relations are antecedents to social capital. The effects of social capital, including both the benefits and the risks, move from the information, effect and solidarity accessible to the actor through the network. The final assessment of social capital, however, is contingent on more contextual factors, such as task. Contingencies and symbolic contingencies comparing the two versions of social capital theory, it is evident that Adler and Kwon's (2002) model has united a wider range of antecedents and contingencies. However, it also seems that both forms note that resources and benefits are main elements in the process of transforming network into products. Furthermore, both versions of social capital theory offer insight into the research on the underlying mechanism of buyer-seller ties and salesperson's performance.

2.1.3 Social network theory

Adler and Kwon's (2002) model of social capital theory shows that the ultimate value of social capital is dependent on background factors, such as task contingencies and symbolic contingencies. Building upon this Adler and Kwon's model, Menguc et al. (2007) focused their research on the role of task clarity, and made noticeable that task clarity increases the influence of network on job performance. Mai et al. (2011), on the other hand, show his emphasis on the moderating impact of customer behaviors on product network size and product sales. Meanwhile, Üstüner and Iacobucci (2012) recognized a contingency model that suggests what kind customers-seller's relationship is the most important to sales person's effectiveness for different sales performance. They found that real sales tasks, including opportunity identification and solution creation, bring different results on the relationship between ties and performance.

Lam et al. (2010) reports that the current personal selling research explains more on relations between customers- and sales persons and structured patterns of interaction. Similarly, contingency researches about personal selling have also begun to change their attention to well established patterns of network. The shifting area of current research toward structured patterns

of network is not only an significant change within contingency studies on personal selling, but a total advanced shift in social network theory.

A social network is the group of all the official and non-official social bonds to which buyer's seller is connected. A network analysis, including a social analysis and a structural analysis, is at the essential of social network theory. Undeniably, it is clear from social network literature that a relational analysis tries to classify categories of ties, while the intention of a structural analysis is to explore the structural characteristics of the ties among actors. Accordingly, there are four relational characteristics for a relational analysis (size, strength, multiplicity and asymmetry) and four structural characteristics for a structural analysis (centrality, density, structural holes and closure). However, the structural properties of social bonds between actors, relatively speaking, is more like the solid core of social network theory (Kilduff et al., 2006), because social network theory in nature is the result of inspirations from field theory in physics and graph theory in mathematics. Thus, using the socio gram to explore the structural characteristics of a network is not only a significant transition within contingency studies on personal selling but also a progressive shift in social network theory.

Among the above-mentioned four fundamental characteristics, density is given relatively less attention in the research. Density is the proportion between the actual number of ties and the possible number of ties within the entire network. Density shows the degree to which connectivity among network between sellers and buyers. Upon review of the literature on the effects of network density, this study explains on the risks and benefits of density. With regard to competence, density brings four risks. First, under the radical uncertainty of exploration, actors speculation should have sources to exploit and what sources to abandon when there is a high number of ties. This is the risk of redundancy of sources (Gilsing and Nooteboom, 2005). The second, tightly connected network, in scarce resources (such as information) might be tedious for buyers-sellers because such resources may already be exchanged among customers. Third, when there is no consistent network membership, but must maintain multiple ties with different network actors so as to spread their chances evenly. This is considered as the jeopardy of redundancy in ties (Gilsing and Nooteboom, 2005). Fourth, a expecting diversity of knowledge, actors may need helps from a third party to add the actor's absorptive ability or to confirm

information. This is the risk of redundancy for triangulation (Rowley et al., 2000). However, there are claims in favor of density from a governance standpoint. Coleman (1988), in particular, has stated that density enables the functioning of social norms, social control, coalitions, sanctions and reputation mechanisms. Nevertheless, there are also risks for governance. On the one hand, actor having a companion who has manifolded densely connected other network actors increases his/her opportunities for switching to other network, thus decreasing actor's influencing power. This is the risk of opportunities for opportunism (Nooteboom, 1999, 2002).

On the other hand, a high level of density may result in spill-over, thus growingly the risk that an actor will lose competitive advantage (Gilsing and Noote boom, 2005). The spill-over effect is an opportunity cost experienced by a high level of density. Discussions on the effects of density have attracted attention within organization studies. Both Carroll and Hannan (2000) and Hannan and Freeman (1989) have indicated that an increase in organizational density augments the social recognition of a business and attracts more entrepreneurs to it. However, further rises in organizational density intensify the competition among firms, because they contest for the same pool of progressively scarce resources. As a result, there is an inverted U-shaped relationship between organizational density and the number of new firms founded. Baet al. (2011) have further confirmed the negative effect of organization density and proposed that the number of cross-cutting ties negatively moderates the effects of organizational density on the formation of new firms. Rodrigo-Alarc on et al. (2017) has also found that network density generates conflicting moderating effects.

A company's involvement in a dense network hinders the positive effect of technological dynamism on the firm's innovativeness. However, while the individual effect of market dynamism on innovativeness is weak, a high network density allows firms to significantly reinforce the innovativeness derived from it. Nevertheless, despite previous scholarly efforts, density and its conflicting effects remain largely unexplored, as does density in personal selling literature. Upon completion of the literature review, it was determined to be necessary to develop a framework for researching the mechanism of buyer-seller ties on salesperson's performance.

2.1.4. Buyers –Sellers Models

A growing emphasis is being placed by marketing managers on the need to build long-term relationships between themselves and their customers. Analysis of long-term buyer-seller relationships has drawn deeply on the literature of social psychology, especially in making comparisons with family relationships. It has been proposed that buyer-seller relationships go through some form of lifecycle, paralleling cyclical relationships in other areas of human activity. However, models of the evolutionary development of buyer-seller relationships have continued largely theoretical, with little empirical validation of the life cycle concept, or analysis of the changing composition of a relationship as it progresses through a life cycle relationship-developing and sustaining factors. A number of philosophical articles have proposed evolutionary models of relationship development, often based on models developed in social psychology. However, these have remained theoretical constructs, with little empirical research to support the central hypotheses that buyer-seller relationships evolve through a number of clearly identifiable stage.

2.1.4.1 Models of buyer-seller relationship

Buyers and sellers continue through a relationship if they believe that staying in it will enable them to achieve their objectives better than would be possible outside it. The decision whether to invest or divest in a relationship can be seen as dependent on the quality of the relationship so far. There is a growing research on factors that hold buyers and sellers together in a relationship. Emerging from general models of buyer behavior, a number of theoretical and empirically based models have been developed to explain the processes of interaction between buyers and sellers, both in the industrial sector and more latterly for consumer markets (Dwyer et al. 1987, Crosby et al. 1990). Many models of buyer-seller relationship growth use frameworks established in social psychology for the study of interpersonal relationships. A life cycle theoretical approach was used by Dwyer et al. (1987) to develop a model of buyer-seller relationships. Their model identifies five stages of relationship development—awareness, exploration, expansion, commitment and dissolution. It proposes that a relationship begins to develop significance in the exploration stage when the emerging fragile relationship is characterized by attempts of the seller

to attract the attention of the other party, to bargain and to understand the nature of the power, norms and expectations held by the other.

Building on the work of Frazier (1983), they see the expansion phase of the relationship resulting from the successful conclusion of the initial exploratory interaction between the parties. Exchange outcomes in the exploratory stage provide clues as to the suitability of long-term exchange relationships. The commitment phase of a relationship implies some degree of exclusivity between the parties and results in minimal information search for alternatives—if it occurs at all. However, relationship-specific investments by each party can create dependency on their actions of the other party.

2.1.5. Determinants of a Successful Buyer-Supplier Relationship

Product specifications will get the supplier in the door, but an alignment with the buyer's business model will get an invitation to stay. The demonstrated ability of a supplier to meet product specifications at a competitive cost is enough to create a market linkage, but the sustainability of the buyer-supplier relationship requires more than just delivering a product at a given price. From the buyer's perspective, if a procurement decision is only based on cost, then as new supply options emerge, there will be a next cheaper supplier producing equal or better quality. (Martin Webber, July 2007) To maintain its competitiveness, the supplier needs a full understanding of the buyer's business model, a comprehensive set of competencies to serve that business model and favorable conditions in the business environment. "Relationship adhesives" increase the probability that the supplier is aligned with, and can adapt to, the needs of the buyer over time. A supplier can successfully meet an order one year and then fail the next. Market needs can, and do shift, product specifications change and time to market shrinks. (Justin Stokes, July 2007) The supplier continually faces the challenge of keeping up with the buyer and its end-market. The ability of the supplier to stay on top of the shifting needs of the buyer is largely determined by "relationship adhesives." The specific adhesives highlighted in this report include: Donors have a role to play in ensuring that these adhesives are in place and functioning well.

Aligning incentives among buyer, supplier and facilitator is particularly critical to making a relationship stick. Facilitators (donor and government) can play an important role in linking

suppliers with buyers, coordinating technical assistance to increase supplier capacity, and exposing the supplier to dynamic market needs. However, it is also important for facilitators to weigh and understand the incentives that drive the relationships for all parties, including the incentives for the facilitators themselves. Understand the risks of relying on a cottage industry, or group of informal micro-enterprises to serve an international market. For a supplier, subcontracting production with informal micro-enterprises can provide a low cost solution for basic production, but also can expose the buyer and the entire value chain to compromised quality and labor standards. Sustainable relationships require that these risks be fully understood and carefully managed. When standards matter, continuously seek a third opinion. For relationships that require high quality and social responsibility standards, a third party to monitor the production and provide ongoing quality control based on specific, transparent criteria can be instrumental in keeping the supplier aligned with the buyer needs. Successful relationships take time to establish and develop – donors have a role to play, both in making the linkage and in setting expectations. Buyers unfamiliar with a specific production and general business environment can underestimate how long a relationship will take to develop. Donors and governments can play a role in both setting realistic expectations and building trust between the parties in the early stages of the relationship.

2.2 Empirical Review

Several empirical studies conducted in China support that buyer-supplier relationships have a positive effect on a firm's financial performance (Liu and Wang 2000; Luo 1997; Yeung and Tung 1996), or that manufacturer-distributor relationships and *guanxi* have an important impact on the performance of export ventures in China (Ambler et al. 1999). Firms engaged in long-term relationship with their customers achieve higher profitability and ROI than firms using a transactional approach (Kalwani and Narayandas 1995). Maloni and Benton (2000) found that strong buyer-supplier relationships have a significant positive effect on manufacturer performance, supplier performance, and performance of the entire supply chain. The study of buyer-supplier relationships and their impact on supply chain management is pertinent for two reasons. Research on the area have developed different theories and put their findings on the relationship between buyers sellers relationship in the market industry. Some researches focused

on the qualities of relationship and others carried out on the components of strong buyers – seller’s relationship. For example, the key elements of relationships emanates from examining the literature to define those variables that have been successful predictors of relationship performance in empirical studies. The buyer-seller relationships are drawn upon channel relationship and strategic alliance research to develop a set of constructs that seem to define the outcome of a relationship

Researchers have several practical implications. First, sales managers should initiate trainings and workshops about how to obtain high-quality information from customers, improving influencing power and establishing solidarity with customers. Sales managers should also inform salespeople that among the three network benefits, influencing power is the most important determinant. Second, salespeople should avoid conducting business with a group of customers if they are densely connected to one another (Yu Che, Yongqiang Li, Kim-ShyanFam, XuanBai, (2018) The degree of self-concept congruence This evaluation can help sales managers assign the right salesperson to the right customer. Such allocation can be in turn enhancing each salesperson’s

equity and performance. Studies demonstrate that the direct predictor of outcomes and assets is the benefits that buyers a-sellers acquire. In other words, the information, influence, and solidarity benefits that salesperson obtain from the connection from customer network determine the “appropriating” and “converting” process of ties into performance.

Most of the empirical studies on this area have proved that there is a positive relationship between information, solidarity, and performance. The studies are typically carried out in a Western context of open market, free competition, and individualistic orientation (Xiao and Tsui, 2007). Similarly, study by (Sanders, N.R., Autry, C.W and Gligor .D.M., (2011) indicated that the impact of communication in Buyer- sellers relationship on maize market performance indicated that, consistent and timely communication together with trustworthiness of exchange of information are central parameters in for effective communication because it assists in resolving arguments and aligning perceptions and expectations of maize actors. The study showed that, communication can be formal as well as informal sharing of meaningful and timely

information between parties involved in partnership. Moreover, effective communication is therefore important for successful collaboration of any relationship (Mohanty and Gahan, 2012).

According to Muhammadshaukat, malik, humaali, tahiribraheem(, 2017) investigated the magnitudes of relationship marketing on customer loyalty publicized that Customer orientation. They indicated that relationship prompts more fundamental salesmanship abilities in salesperson as they have higher level of learning around customer needs. Salesperson with notable levels of customer orientation have long haul center, more increased amounts of empathy and the ability to control/direct feelings of both self and customers (Pettijohn, Rozell and Newman, 2010).

Results from Pettijohn, Rozell and Newman,(2010) study demonstrate that customer orientation prompts more grounded feeling regulation capacities in salespeople. Our discoveries emphatically recommend that a customer-situated salesperson puts additional exertion in understanding and directing the customer's feelings to impact customer inclination in a constructive manner. This makes the salesperson successful in sales transactions and bringing deals to a close through clear customer understanding. Results from our study propose that customer orientation works through salesmanship abilities and feeling regulation to convey sales execution. This study propels an option point of view on customer orientation by proposing that the relationship between a salesperson's customer orientation and customer satisfaction is best clarified through a meditational system. Late research has additionally scrutinized the significance of customer orientation regarding its impact on results esteemed by chiefs (e.g. Franke and Park, 2009). The finding that salespersons' behavior improves salesmanship aptitudes and feeling regulation capacity bolsters the thought that behavior impacts sales execution by upgrading a salesperson's fit with the requests and estimations of a sales work (Edwards, 1996).

As far as buyers- sellers relationship concerned a study Kehinde, Oladele Joseph, Adegbuyi, A. Omotayo, Borishade, Taiye Tairat(2016) in Nigerian Banking Industry for Effective Sales Performance revealed that components of relationship marketing improve the trust of customer. And the strength of relationship fostered by considering customer expertise as a mediator. They also tried to display that out of four factors of relationship based on marketing promise that has the strongest impact at the loyalty of customer, while trust, communication and conflict

handling comes second, third and fourth respectively. Results of this study explains that commitment is the most significant factor as it inspires the customers to overcome ambiguity and build strong relationship with organizations which eventually lead to customer loyalty. According to researchers in service providing sector specifically telecom sector, commitment plays the key role because of its influence on intention to continue and increase mutual benefits both for organization and customer. Due to this, the telecom firms should first show high commitment towards its customers, and results of this will create customer loyalty that eventually leads to building strong, stable, long-term relationships.

The other research carried out by Ghazaleh Moghareh Abed and Mohammad Haghghi (2009) "The effectiveness of selling strategies on sales performance" found that an effective strategic means of an adequate formulation process, competitive positioning and proper implementation. They examined the most effective sales strategies and their research finding indicated that customer-oriented, relational selling strategies and sales person behavior have positive impact on sales performance and finally through applying such strategies managers can meet their goal of meeting customer satisfaction and establishing positive long-term relation with customers.

The relationship between the buyer and seller prove to be more efficient? How can both parties benefit in the short-term and long-term from creating a relationship? In "A Dialectical Model of Buyer-Seller Relationships" published in the Journal of Business and Industrial Marketing in 2009, authors Maud Dampérat and Alain Jolibert provide a framework for better understanding key characteristics of relationships in a business environment. The researchers show the need for sellers and buyers to be trained to maintain business relationships and emphasize certain determinants of buyer interpersonal satisfaction. Proximity is distinguished by three important concepts when related to interactions between buyers and sellers: "frequency, solidarity, and cordiality." Sellers should focus on frequency by using their meetings with buyers and other sellers to establish social contacts. Sellers should focus on solidarity when their buyers are running into difficulties with solving their problems. Sellers can use the concept of solidarity to help the buyers during this time. This can be epitomized by the slogan, "If we don't have it, we will help you find it." Solidarity is important in relationships because it increases trust between the buyer and the seller and may increase the chances of reciprocity in the future. For example,

high levels of solidarity may be shown by not asking for immediate payment. Solidarity has been shown to have a direct effect on buyer satisfaction. Sellers should also make sure that buyers perceive their interactions as being enjoyable, satisfying, and friendly. Cordiality is important in buyer-seller relationships because it lessens conflict and leads to a better understanding between both parties. (Preston Sneed 2009)

2.3 Seller's Commitment

Firms that trust their partner are more committed to their relationship Trust and commitment encourage firms to work at preserving relationship investments by cooperating with exchange partners and to resist short-term alternatives in favor of expected long-term benefits (Anderson and Narus 1990; (Morgan and Hunt 1994)

At the core of commitment of the buyer-supplier transactions, inventory positioning is an Essential factor for buyers to consider. Having a committed supplier, capable of addressing the needs of the buyer by availing the needed resources in time to help avoid possible shortages Caused by delay of resources is important. According to Craig *et al.* (2016),

The purpose of supply chain management is to ensure that there is continuity in the supply for the needed inputs and outputs and the supplier's focus is on revenue from the sales. In the context of social exchange theory, buyers and suppliers benefit from the relationship. According to WachumaandShalle (2016), commitment should aim at helping firms to effectively employ efficient inventory management techniques including just-in-time delivery concept where frequent buffer inventory is used to help in minimizing the costs and increase the firm performance. While one supplier is not adequate to fill the gaps of possible shortage, way too many non-committed do not lead to optimality. Similarly, non-committed buyers do not guarantee optimality in terms of revenue generation. Commitment helps in enhancing firm performance, as both parties are ready to act even beyond their usual ways to ensure that the buyer-supplier is protected from the potential inefficiency hence attainment of the desired optimality. Gualandris and Kalchschmidt (2016) assert that buyer-supplier commitment implies teamwork with the aim of achieving mutual benefits

Many researchers indicate that commitment is a key success factor that contributes to improving the supply chain relationship performance and satisfaction (Monczka et al., 1998; Nyaga et al.,

2010; Palmatier et al., 2007). Morgan and Hunt (1994) argue that various literature on relationships indicate that “parties identify commitment among exchange partners as key to achieving valuable outcomes for themselves, and they endeavour to develop and maintain this precious attribute in their relationship” (Morgan and Hunt, 1994, p. 23). Therefore, commitment can be considered as a critical element that is central to all the relational exchanges. *Commitment* has been defined as "an implicit or explicit pledge of relational continuity between exchange partners" (Dwyer *et al.*, 1987, p. 19). It refers to the willingness of trading partners to exert effort on behalf of the relationship and suggests a future orientation in which firms attempt to build a relationship that can be sustained in the face of unanticipated problems.

2.4 Service guarantee

The universal description of what comprises service guarantee does not exist (Shin & Ellinger, 2013; Meyer et al., 2014). In this work, we consider two key components of guarantee, namely quality and perceived value towards declaring service utility. Specifically, when service guarantee offerings are consistent, market expectations are fulfilled and become a reference point for value estimations. In this case, the propositions of loss aversion and prospect theory (Kahneman & Tversky, 1979; Tversky & Kahneman, 1991, 1992) hold.

Existing literature shows that service guarantee’s effectiveness has a motivating relationship with customer opinions regarding quality, loyalty and satisfaction (Hays et al., 1998). Service guarantees are an external force acting as a precursor signalling quality (Ostrom & Jacobucci, 1998), thus boosting customer satisfaction (McCollough & Gremler, 1999). The present work suggests that service guarantees have a zero one variable and serves as a reference point in a mediation mode that assesses the degree to which a market signals definite service quality standards. The absence of such guarantees impacts the effectiveness of diminishing quality prospect signals which should be assessed. In the field of tourism, Han & Kim (2010) and Han (2015) show that administration quality and “perceived ramifications for esteemed articles” play important roles in affecting typical “behavioral credence”, which exhibits a causative rather than a contextual relationship.

Service guarantees are frequently used by companies across sectors, such as hospitality, banking and professional services (e.g., Co-operative Bank's guarantee on customer service, Royal Mail's guarantee on delivery services). The prevalence of service guarantees has spurred conceptual and empirical studies examining the characteristics of service guarantees and the impact of these policies on consumer perceptions and behavior. In this regard, Hart (1988) proposed the precepts of service guarantee policies, whilst Ostrom and Iacobucci (1998) investigated the role of service guarantees in shaping customer satisfaction and quality perceptions. Following on the above studies, several other issues relating to service guarantees have been examined, for instance, the influence of guarantees on customer preferences (McDougall *et al.*, 1998) and perceptions of risk (Wirtz and Kum, 2001; Wirtzet *al.*, 2000), service guarantee as a signaling mechanism (McCollough and Gremler, 2004), the impact of guarantees on customer cheating intentions (Wirtz and Kum, 2004), customer choice of the service provider (Wu *et al.*, 2012), and purchase decisions (Jin and He, 2013). Despite the above advances, little empirical research has addressed how a service guarantee functions in a recovery context, and the impact of this policy on customer perceptions of recovery fairness.

2.5 Research hypothesis

The study wants to test the following research hypothesis

H1: strength of ties between buyers and sellers has significant influence on sales effectiveness of Noah real Estate.

H2: information network between buyers and sellers has significant influence on sales effectiveness of Noah real Estate.

H3: salesperson solidarity between buyers and sellers has significant influence on sales effectiveness of Noah real Estate.

H4: salesperson commitment between buyers and sellers has significant influence on sales effectiveness of Noah real Estate.

H5: service guaranty between buyers and sellers has significant influence on sales effectiveness of Noah real Estate.

2.6 Conceptual framework

Independent Variable

Strength of ties

Information network

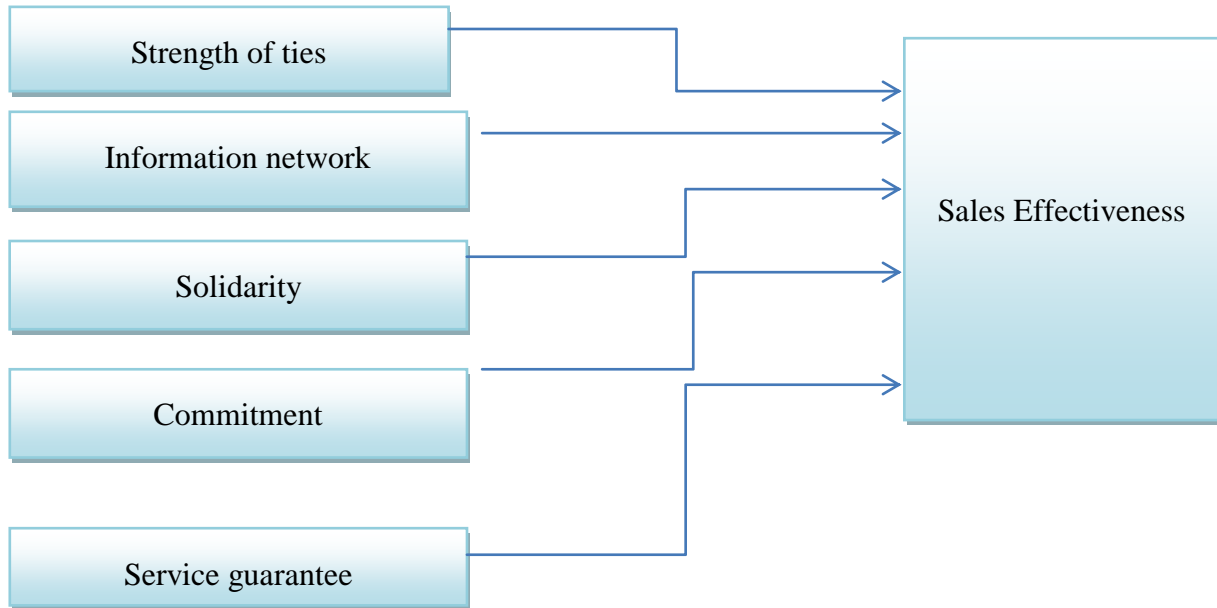
Solidarity

Commitment

Service guarantee

Dependent Variable

Sales Effectiveness



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter deals with the research design and methodology that are used to achieve the objective of the study. Research approaches research design, data sources & instruments of data collection, population of the study, sampling procedure & technique, sample size determination, procedure of data collection and method of data analysis, reliability, ethical consideration and validity of the study.

3.1 Research approaches

The researcher uses both quantitative and qualitative research approaches were used. Quantitative research method deemed necessary to conduct this study through objective data collection procedures. This emanated from the mere fact that quantitative research tools are ideal for descriptive studies. And it applied to get insight and understanding of the situation about the real estate market in Ethiopia. The researcher has collected quantitative data through close-ended questions using questionnaire, is also used to examine the variables of the study. Uses quantitative research is a means for testing objectives theories by examining the relationship among variables.

3.2 Research design

Kothari (2004) stated that the research design is the conceptual arrangement within which the research conducted; it constitutes the blueprint for the collection, measurement and analysis of data. Therefore, this research was adapted descriptive and explanatory (Cause and effect) research design to analyze the data. Adams et.al. (2007), states that explanatory research describes the phenomena as well as explains why behavior is the way it is. This research was applied descriptive and explanatory research design. Final analysis and presentation are done based on the data collected from the questioner.

3.3 Population of the Study

The populations of the study were taken from Noah Real Estate from marketing department. That means marketing manager; supervisor and sales personnel who are directly related to sales volume 80 participants of Noah Real Estate were the population of this study. This population is relevant because all are directly related to sales promotion work and sales volume.

3.4 Sampling Techniques

The researcher used the census methods. Census methods are methods of statistical enumeration where all the member of the population will be studied. Therefore all the sales persons in the real estate will be taken a subject of the study. They all are taken in order to gather reliable and adequate information about buyer's sellers' relationship and its output.

3.4.1 Sampling size

The researcher used the census method, all sales persons, supervisors and marketing manager will be taken. The total population of the study is totally 80 in number. 80 of them were taken as a subject of the study.

3.5 Data types and Data sources

Information was gathered from primary sources. From the primary data sources survey questionnaire used. Close ended questions are included in the survey questionnaire the secondary data was collected from different books journals and brochures.

3.6 Data gathering instruments

Information gathered from primary data and secondary data sources and survey questionnaire used. Close ended questions are included in the survey questionnaire which is designed to gather information. The real estate market effectiveness measured using five attributes. These include service guaranty, commitment, solidarity, strength of tie and information. And a five-point

Likertscale, ranging from 1 to 5 used. i.e., 1 - Strongly Disagree, 2 - Disagree, 3 - neutral, 4 - Agree, 5 - Strongly agree.

3.7 Data analysis techniques

After information gathered both in qualitative and quantitative methods of data collection, were rearranged in some order. The researcher was used SPSS program version 20 as a statistical tool to measure the sample population. Data analyzed to summarize and relate variables which will be attained from the administered questionnaires. Mainly, measures of central tendency (mean), measures of dispersion (standard deviation) will be used for descriptive statistics. The Pearson correlation (r) was used to see the correlation between the three dimensions and overall sales effectiveness. linear regression analysis models applied to test the hypothesis illustrated in the research hypothesis. The linear regression model was also be used for inferential analysis.

3.8 Validity and reliability

3.8.1 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). The content of validity of the data collection instrument was determined through discussing the research instrument with the researcher experts in the field of study especially the researcher's supervisor. The valuable comments, corrections, suggestions, given by the research advisors and consultants on the subject matter assisted the validation of the instrument

3.8.2. Reliability

Reliability is defined as be fundamentally concerned with issues of consistency of measures. (Bryman and Bell,2003). According to Hair, et al., (2006), if Cronbach α is greater than 0.7, it means that it has high reliability and if Cronbach α is less than 0.7, then it implies that there is low reliability. Cronbach alpha has been employed to evaluate the reliability scale of construct

and dimension of each construct. Reliability scale of the overall service quality dimension was 0.878 this means that it has high reliability.

Table 1: Cronbach's Alpha for each field of the questionnaire No

NO	Field	No of item	Cronbach's Alpha
1	Strength of ties	5	.855
2	Information	4	.854
3	Solidarity	4	.818
4	Commitment	4	.855
5	Service guarantee	4	.858
6	Sales effectiveness	5	.818

Source; Researcher's survey finding (2021)

The Cronbach's coefficient alpha was calculated for each field of the questionnaire. The table 1 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha ranged from 0.818 and .858 this range is considered high as the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.878 for the overall questionnaire which indicates very good reliability of the entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.

3.9. Ethical consideration

Each discipline should have its own ethical guidelines regarding the treatment of human participants on the research (Vanderstoep and Johnston 2009). Research ethics deal with how we treat those who participate in our studies and how we handle the data after we collect them. The researcher was keeping privacy (that left any personal questions), anonymity (protecting the identity of specific individuals from being known) and confidentiality or keeps the information confidential. Accordingly, the questionnaire was distributed to voluntary participants and had a clear introduction and instruction parts regarding the purpose of the research.

CHAPTE FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Demographic Analysis of Respondents

A total of 80 structured questionnaires distributed to sales persons, supervisors and marketing manager and data required for this research paper was collected from questionnaires and all 80 were completed and usable, the analysis was based on those 80 respondents which were collected. Statistical analysis for social sciences (SPSS) version 20 was used and the response rate was 100%. In this section the researcher tries to analyze age, sex, educational level and work experiences and position of the respondents in their respective department. The following table depicts frequency and Percentage of the age, sex, educational level and work experiences and position of the respondents.

Table 2:- Frequency and Percentage of Background Variables

Background variable	Group	Frequency	Percent
Gender	Male	37	46.3
	Female	43	53.8
	Total	80	100%
Age	20-30years	55	68.8
	31-40 years	23	28.7
	41-50 years	1	1.3
	>50 years	1	1.3
	Total	80	100%
Educational level	collage/university level	80	100
	Total	80	100%
Position	Marketing manger	1	1.3
	Sales person	73	91.3
	Supervisor	6	7.3

	Total	80	100%
Work experience	Less than one year	3	3.8
	1-3 years	40	50.0
	4-5 years	23	28.7
	>5 years	14	17.5
	Total	80	100%

Table 2 shows frequency and percentage of background variables of participants participated in this study. A total of 80 participants participated in this study of which almost equal proportion of 46.3% and 53.8 % were male and female respectively. The majority of participants (68.8%) were in the age range of 20-30 years old whereas the remaining minorities, 1.3% were in the age group of 41-50 and >50 years old . Regarding educational level of participants, all participants, 100%, were having educational level of college/university degree level this implies that respondents who participate in this study are considered that they have better understanding to give accurate information on the questionnaires.

The position of participants in which they are currently working in their organization is also concerned and the majority of participants, 91.3%, were working as salesperson. Whereas, the other 7.3% and 1.3%, of participants were working supervisor and marketing manager respectively. Finally, concerning work experience of participants in the current organization, relatively the majority of participants, 50.0%, were having work experience of 1-3 years. 3.8% of participants were having work experience of less than 1 year. Relatively, the other of participants, 28.7% and 17.5% were having work experience of 4-5 years and more than 5 years respectively. This implies that having working better experience on the area helps to see the opportunities and challenges observed on the effectiveness of buyers-sellers relationship.

4.2. Descriptive Analysis

Descriptive analysis with analysis of mean, standard deviation of the indicator variables (independent variables) and dependent variable of sales effectiveness on strength of ties, solidarity, information , service guaranty and commitment.

The study interpretation of the data represented from 1 to 1.80 represents (strongly Disagree), from 1.81 until 2.60 represents (Disagree), from 2.61 until 3.40 represents (Neutral), from 3.41 until 4.20 represents (agree) and from 4:21 until 5:00 represents (strongly agree).

The mean & standard deviations of respondents presented in tables below:

Table 3:- Descriptive Statistics (strength of ties)

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I have a strong relationship with my customers	80	1.00	5.00	4.5000	.87149
I have a long term acquaintance with my customers	80	1.00	5.00	4.4750	.87113
We immediately solve any challenge with customers if there is.	80	1.00	5.00	4.2875	.84485
I am committed to improve the relationship I have with customers to increase mutual benefits	80	1.00	5.00	4.1750	.95168
Continuing our relationship with our customers is a high priority for us	80	1.00	5.00	4.0125	.87863
Grand Mean	80			4.29	

Five questions were distributed to the strength of ties in Noah real-estate Company and the respondent's response shows; the mean range is between (4.0125-4.5000), this implies that most

of the respondents are agreed that all the elements under strength of ties in Noah Real Estate Company.

The respondent strongly agreed on having a strong relationship with customers will increase seals volume (mean of (4.5). The respondents believe that also having long term acquaintance with customers have effect on seals effectiveness at the mean of (4.4). The rest of the questionnaire survey result shows that all the elements under strength of ties are important to have effective sales. The overall result shows that the grand mean of the respondent result is (4.29)for that, Strong and continuous relationship with long term acquaintance and solving any challenge immediately for customers will help them to increase seals.

Table 4:- Descriptive Statistics (solidarity)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I try to establish mutual relationship with customers.	80	1.00	5.00	3.5341	.87140
I am cheerful and pleasant to customers	80	1.00	5.00	3.5705	.84485
Customers approach me as friend.	80	1.00	5.00	3.4111	.95168
I strive to establish long-term relationships with customers.	80	1.00	5.00	3.5100	.97863
Grand Mean				3.50625	

Four questions distributed to assess solidarity; the result shows that the majority of respondents are agreed that most of the elements under Solidarity have impact on their increasing seals effectiveness. The range is between (3.11-3.57) Indicates that the respondent agreed that they try to establish mutual relationship with customers and they are cheerful and pleasant to customers to have good sales. The overall result shows that the grand mean of the respondent result is (3.506)this shows friendly approach with customers' long-term relationships with customers, establishing mutual relationship with customers and to be cheerful and pleasant to customers, increases their sales.

Table 5:- Descriptive Statistics (information)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The information from my network is valuable.	80	1.00	5.00	4.3000	.87149
I think of my network as information resource.	80	1.00	5.00	4.3625	.87502
My network has a unique value for information.	80	1.00	5.00	4.0125	.87863
Information on quality performance is readily available for my customers.	80	1.00	5.00	4.0025	.87863
Grand Mean				4.169	

The mean range for the information is between 4.01- 4.3. This implies that most of the respondents are strongly agreed that all the elements under information in Noah Real Estate Company.

The respondent strongly believes that their network with different customers is as information resource and valuable information from their network helped them for better sales effectiveness. And the overall result the grand mean of the respondent (4.169) this implies that most of the respondents are agreed that the elements related to information is factors that influence to have high sales volume.

Table 6:- Descriptive Statistics (Service guaranty)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I always ask feedback from customers who get our service	80	1.00	5.00	4.7625	.80040
I am providing a service regarding reducing consumer risk perceptions and giving compensations.	80	1.00	5.00	4.7875	.80140
My customers are satisfied with this service.	80	1.00	5.00	4.2875	.87240
service that we deliver suits their needs and wishes	80	1.00	5.00	4.3875	.84512
Grand Mean)					

The above table shows that the mean range for the Service guaranty fall in between (4.3875-4.7825).This implies that most of the respondents answers represents they strongly believe that all the elements under service guaranty, like providing a service by reducing consumer risk and giving compensations and asking feedback from customers who get their service in Noah Real Estate Company will help them to increase seals effectiveness. The grand mean of the respondent result represents Service guaranty have impact on their increasing seals effectiveness.

Table 7 :- Descriptive Statistics (commitment)

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I created positive and strong relationship with customers for Future expectations and intentions.	80	1.00	5.00	4.4625	.87067
I dedicated to continuing to do business with current buyers again in the future.	80	1.00	5.00	3.7875	.82831
I need to keep collaborating with our potential buyers.	80	1.00	5.00	3.2171	.72831
I am willing to invest time and other resources in to the relationship with these buyers.	80	1.00	5.00	3.9875	.83831
Grand Mean				3.846	

Respondents were asked their opinion on commitment, the mean range for the commitment is between (3.221- 4.46). This implies that respondent strongly believe that creating positive and strong relationship with customers for Future expectations and intention and investing time and other resources in to the relationship with these buyers will help for seals effectiveness.

And respondent also agree on others elements and the overall result shows that the grand mean of the respondent result is (3.84) this implies that most of the respondents are agreed that the elements related to commitment..

Table 8:- Descriptive Statistics (Sales Effectiveness)

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I achieved my target and increase the number of my customers and market share of the company.	80	1.00	5.00	4.5000	.87149
I provide good and quality service and successful on providing high profit and growth	80	1.00	5.00	4.5125	.87140
I develop good company image for customers and increased revenue	80	1.00	5.00	4.2875	.84485
The sales transactions is high in my working territory	80	1.00	5.00	4.1750	.95168
I achieve maximum financial return and customer loyalty from my sales efforts.	80	1.00	5.00	4.0125	.87863
Grand Mean				4.29	

Five questions were distributed to the self-effectiveness and respondents were asked to put their level of agreement, the respondent's response shows that the mean range for most of the factors is above average and the overall result shows that the grand mean of the respondent result is (4.29) This implies that the respondents are agreed that all the elements influence sales effectiveness positively which indicates that the respondents' perceptions were close to one another regarding seals effectiveness.

4.3 Results of inferential statistics

In this section, the results of inferential statistics are presented. For the purpose of assessing the objectives of the study, Pearson's Correlation Coefficient and multiple regression analyses were performed. With the aid of these statistical techniques, conclusions are drawn with regard to the sample and decisions are made with respect to the research hypothesis

4.3.1 Pearson Correlation analysis

Pearson correlation (r) was used to describe according to Reimann, Filzmoser, Garrett and Dutter (2008) correlation analysis estimates the extent of the relationship between any pair of variables. The correlation coefficient is a measure of this relationship and depends on the variability of each of the two variables. Because of covariance, correlation coefficient can take a number with + or - sign (Reimann et.al, 2008). One of the widely-used methods to calculate a correlation coefficient is the Pearson product moment correlation. This method result in a number between -1 and +1 that expresses how closely the two variables are related, ± 1 shows a perfect 1:1 relationship (positive or negative) and 0 indicates that no systematic relationship exists between the two variables (Reimann et.al, 2008).

Table 9:- Classification of the Strength of Relationship

Correlation strength	Positive values	Negative values
Small	$r=0.10$ to 0.29	$r = -0.10$ to -0.29
Medium	$r=.30$ to $.49$	$r= .30$ to -0.49
Large	$r=.50$ to 1.0	$r= -0.50$ to -1.0

Source: Cohen (1988)

Table 10: correlations

		Correlations					
		SE	STT	INFO	SOLD	COM	SG
SE	Pearson Correlation	1	.469*	.676	.023	.119	.629
	Sig. (2-tailed)		.016	.294	.043	.018	.041
	N		80	80	80	80	80
STT	Pearson Correlation	*	1	.125	.659	.017	.103
	Sig. (2-tailed)			.268	.021	.879	.363
	N			80	80	80	80
INFO	Pearson Correlation			1	.158	.034	.312
	Sig. (2-tailed)				.162	.764	.035
	N				80	80	80
SOLD	Pearson Correlation				1	.453**	.198
	Sig. (2-tailed)					.000	.079
	N					80	80
COM	Pearson Correlation					1	.417
	Sig. (2-tailed)						.301
	N						80
SG	Pearson Correlation						1
	Sig. (2-tailed)						
	N						80

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

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

Note: SE = sales effectiveness, STT = strength of ties, SOLID=solidarity, INFO=information
 SG = service guaranty , COM= commitment

Table 10 shows correlation between STT, INFO, SOLID, SG, COM and SE. Accordingly, as indicated in table 3, Pearson correlation analysis of the study variable shows that the correlation between predictor variables (i.e. strength of ties, solidarity, information service guaranty, commitment and dependent variables (sales effectiveness) .

Accordingly, sales effectiveness has moderate positive correlation and statistically significant with strength of ties ($r=0.469$), $P < 0.05$). Service guaranty has strong positive correlation with sales effectiveness and statistically significant ($r= 0.629$) with significance value of $P < 0.05$.

And sales effectiveness has weak positive correlation and statistically significant with solidarity and commitment respectively ($r= 0.023$, $r= 0.119$). $P < 0.05$).

Sales effectiveness has strong positive correlation and statistically significant with information ($r=0.676$), $P < 0.05$).

This entails that establishing good strength of ties, maintaining service guaranty and information cooperatively improve buyers-sellers relationship and help to promote effectiveness of sales.

Table 10 Also shows correlation among independent variables. There were statistically positive correlations among independent variables. The moderate statistically significant correlation was between COM with SG, COM with SOLID ($r= 0.41$, $r= 0.43$ respectively, $p < 0.05$) the second moderate statistically significant correlation between independent variables was between SG and INFO ($r= 0.31$), $p < 0.005$. The third strong statistically significant correlation was between STT and SOLID, $r = 0.656$, $p < 0.01$.

4.3.2 Multiple Linear Regressions

Tests of assumptions for Multicollinearity, Outliers, normality, linearity, Homoscedasticity, independence of residuals

4.3.2.1. Multicollinearity

The assumption of multi collinearity can also be assessed using SPSS as part of multiple regression procedure.

In the collinearity statistics section, Tolerance and VIF values are given. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the

other independent variables in the model and is calculated using the formula $(1 - R^2)$ for each variable. If this value is small (less than 0.10) it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi collinearity. Tolerance values that are very high indicate that the variable has very low correlations with other variables in the model.

In the present study the tolerance value for each independent variable was not less than 0.10 therefore, this also suggests that the assumption of multi collinearity was not violated.

The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value if any of the VIF values exceeds 5 or 10, it implies that the associated regression coefficients are poorly estimated because of multi collinearity (Montgomery, 2001). But the table below indicates non multi collinearity since the VIF is too low, this also indicates that the assumption of multi collinearity was not violated.

Table 11:- Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	STT	.962 1.039
	INFO	.943 1.061
	SOLD	.702 1.424
	COM	.755 1.325
	SG	.917 1.090

4.3.2.2 Homoscedasticity

It states that the variances of the same variable, selected from independent samples, will be equal. In regression analysis, this assumption states that the variances of the Ys, for each X, will be equal. The standard suggestion for examining the assumption of homoscedasticity in regression analysis is to plot the predicted Y values against the residual values. The scatterplot

shows that the points are concentrated around 0 which shows that no violation of homoscedasticity (see figure1)

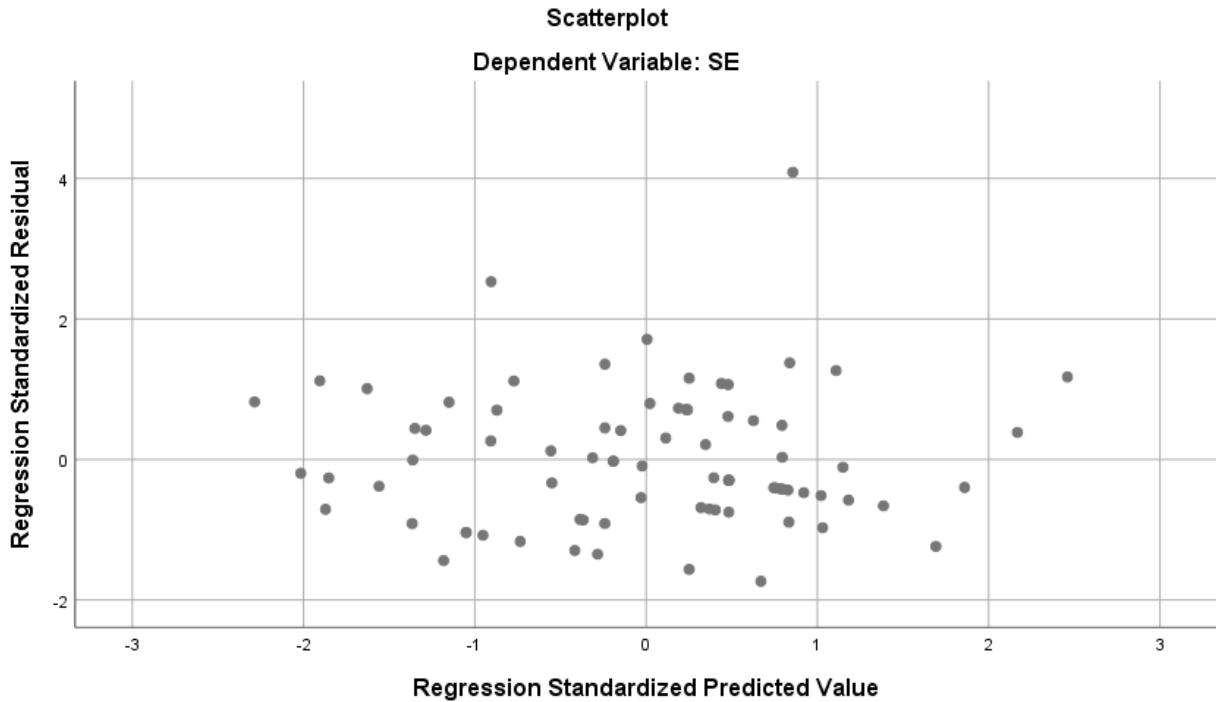


Figure 1:- scatter plot of SE.

4.3.2.3 Normality

Normality test will help to determine whether the data used is normal or not, and this assumption is met for statistical tests.

The assumptions can be checked by inspecting the Normal Probability Plot (P-P) of the Regression Standardized Residual and the Scatterplot shown as part of the analysis. If points lie in a reasonably straight diagonal line from bottom left to top right in the Normal P-P plot, no major deviation from normality can be suggested. In the present study, we can easily inspect from the Normal P-P plot that points line in a reasonably straight diagonal line from bottom left to top right for all dependent variables (see figure 2). This suggests that the assumption of normality was not violated.

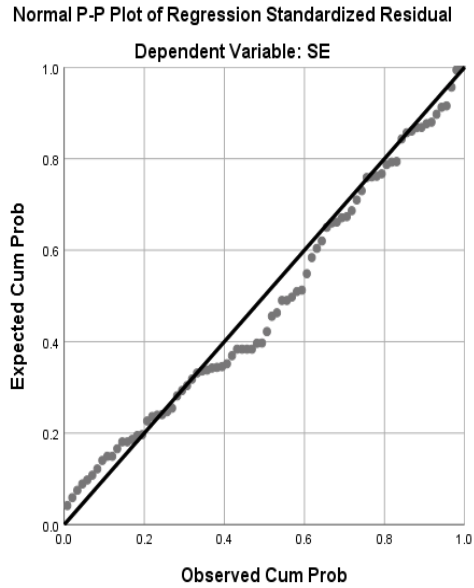


Figure 3, histogram shown below, also indicates that the majority of the scores of the dependent variable (SE) were concentrated around the mean score which further confirms that the assumption of normality was not violated

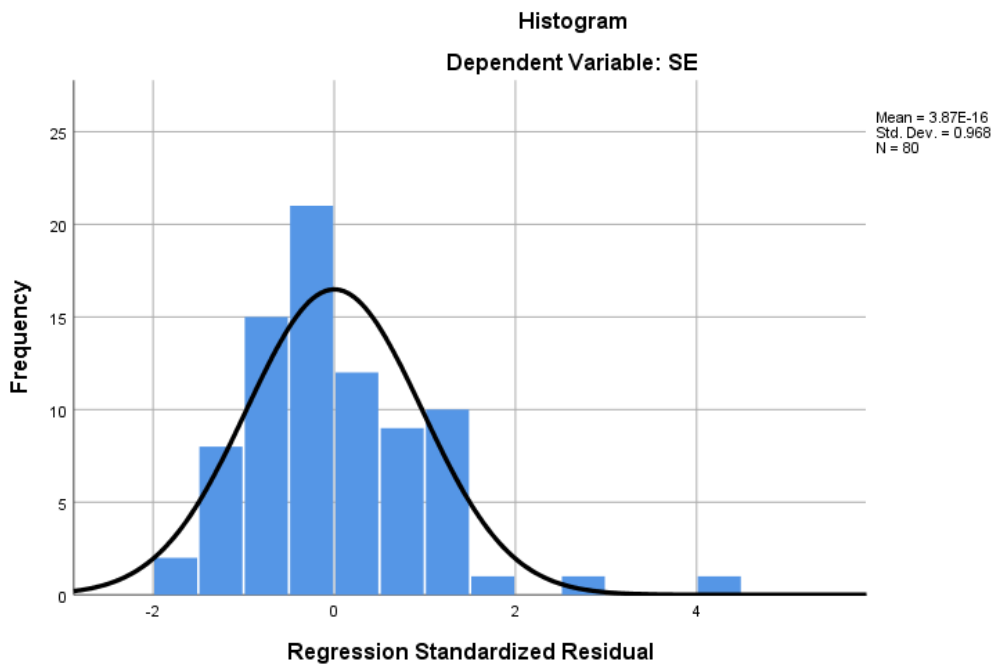


Figure 3 Histogram of SE

4.4 Regression Analysis

4.4.1 Model Summary

Table 12:- Regression Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.578	.590	2.44088

a. Predictors: (Constant), SG, INFO, COM, STT, SOLD

b. Dependent Variable: SE

For the purposes of determining the extent to which the explanatory variables (strength of ties, solidarity, service guaranty, commitment and information) explain the variance in the explained (sales effectiveness) variable, regression analysis was employed. As shown in table 12 the value of R square was 0.784. This value tells how much of the variance in the dependent variable SE is explained by the model (STT, INFO, COM, SG and SOLID). When we multiplying R Square = 0.578 value with 100, we can find that, the model explains 57% of the variance in the dependent variable (SE).

4.4.2 Goodness of fit of the model

The purpose of Goodness of fit of the model is to checking how could the independent variables reliably predict the dependent variable, The p-value is compared to alpha level (typically 0.05) and, if smaller, we can conclude that, the independent variables reliably predict the dependent variable.

Table 13:- ANOVA Result

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	822.494	5	280.499	32.566	.000 ^b
	Residual	614.384	74	6.194		
	Total	1436.878	79			

a. Dependent Variable: SE

b. Predictors: (Constant), SG, INFO, COM, STT, SOLD

Table 13 shows the goodness of fit results of linear multiple regression with SE as the dependent or criterion variable and variables such as STT, INFO, COM, SG and SOLD as predictors. The model indicates a statistically significant relationship between criterion variable (SE) and predictor variables (STT, INFO, COM, SG and SOLD). In other words, the model was significant.

4.4. Regression Coefficients

Table 14:- Regression Coefficients of STT, INFO, SG, COM and SOLD in Predicting SE

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.514	.347		4.359	.000
	STT	.280	.102	.301	2.749	.008
	INFO	.128	.080	.478	1.611	.011
	SOLD	.062	.129	.162	3.481	.032
	COM	.202	.111	.225	1.818	.003
	SG	.084	.071	.233	1.187	.000

a. Dependent Variable: SE

The above coefficients table illustrates the influence of STT, INFO, COM, SG and SOLID on SE in Noah real Estate. In order to assess the effect/influence predictor variables (STT, INFO,SG, COM and SOLID) on the criterion variable (SE), multiple linear regression analysis was computed. The table 14 shows that, the five predictor variables, i.e. STT, INFO , COM, SG and SOLID made a statistically significant prediction/influence in predicting the dependent variable, SE.

The standardized Beta Coefficient indicates the contribution or influence of each independent variable to the dependent variable. The highest the Beta coefficient value, the strongest the influence of the predictor variable has on the criterion variable. In the table 14 above, the Beta value for predictor variable, STT was 0.301 which implies that this predictor variable made the strong positive and statistically significant influence in explaining or predicting the dependent variable (SE).Predictor variable INFO made also strong statistically significant positive influence on SE with (Beta value of 0.478). Predictor variable SG also made strong statistically significant positive influence on SE with Beta value of 0.233.

Predictor variable SOLD also made statistically significant positive influence on SE Besides, the value of beta in Beta value of 0.162 demonstrates that the positive impact of solidarity on sales effectiveness. Thus, the above proposed hypothesis is accepted. Predictor variable COM also made strong statistically significant positive influence on SE with Beta value of 0.225.

4.5 Discussion

The above result analysis indicates correlation between STT, INFO, SOLID, SG, COM and SE. Accordingly, sales effectiveness has moderate positive correlation and statistically significant with strength of ties ($r=0.469$), $P< 0.05$). The above result is supported by the studies of (Mehalek Habtamu , W 2019) Demonstrates that the positive influence of strength of ties on sales effectiveness. Service guaranty has strong positive correlation with seals effectiveness and statistically significant ($r= 0.629$) with significance value of $P<0.05$.

And sales effectiveness has weak positive correlation and statistically significant with solidarity and commitment respectively ($r= 0.023$, $r= 0.119$. $P<0.05$) (Mehalek Habtamu , W 2019) also indicated that maintaining solidarity exerts its significant impact on sales effectiveness.

Sales effectiveness has strong positive correlation and statistically significant with information ($r=0.676$), $P < 0.05$). The above result is supported by the studies of (Mehalek Habtamu , W 2019) Demonstrates that the positive influence of information on sales effectiveness. Thus

This entails that establishing good strength of ties, maintaining service guaranty and information cooperatively improve buyers-sellers relationship and help to promote effectiveness of sales.

Also shows correlation among independent variables. There were statistically positive correlations among independent variables. The moderate statistically significant correlation was between COM with SG, COM with SOLID ($r= 0.41$, $r= 0.43$ respectively, $p < 0.05$) the second moderate statistically significant correlation between independent variables was between SG and INFO ($r= 0.31$), $p < 0.005$. The third strong statistically significant correlation was between STT and SOLID, $r = 0.656$, $p < 0.01$.

Concerning the influence of independent on dependent variables were treated. As the result, Explain the variance in the explained (sales effectiveness) variable, regression analysis was employed. The value of R square was 0.784. This value tells how much of the variance in the dependent variable SE is explained by the model (STT, INFO, COM, SG and SOLID). When we multiplying R Square = 0.578 value with 100, we can find that, the model explains 57 % of the variance in the dependent variable (SE). This represents that these five dimensional factors are not implemented properly in the real estate industry, sales effectiveness will be reduced.

The study used Multiple Linear Regressions procedure after testing the assumptions of Multicollinearity, Outliers, normality, linearity, homoscedasticity and independence of residuals. The result shows that the tolerance value for each independent variable was not less than 0.10 and the VIF (Variance inflation factor), which was less than 10 for all independent variables. This indicates that the assumption of multicollinearity was not violated

Similarly, in order to examine the assumption of homoscedasticity, the scatterplot was used and the result indicated that the points are concentrated around 0; this shows that no violation of homoscedasticity. It was also observed that the normal P-P plot points make a reasonably diagonal straight line from bottom left to top right for all dependent variables; this suggests that normality was not violated.

H1: Strength of ties between buyers and sellers has significant influence on sales effectiveness in Noah Real Estate industry.

The result of multiple regression analysis in the table 14 above clearly indicates that in Noah Real Estate strength of ties has significant influence on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.301$) demonstrates that the strong positive influence of strength of ties on sales effectiveness. Thus, the above proposed hypothesis is accepted as this result is supported by the studies, strength of ties brings a significant impact on sales effectiveness in the Noah real estat. Therefore, the alternative hypothesis is accepted. . The above result is supported by the studies of (Mehalek Habtamu , W 2019) Demonstrates that the positive influence of strength of ties on sales effectiveness. Thus

H2: Information network has significant effect on sales performance of Noah Real Industry.

The result of multiple regression analysis in the table 7 above clearly indicates that in Noah Real Estate information network has significant influence on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.478$) demonstrates that the positive influence of information on sales effectiveness. Thus, the above proposed hypothesis is accepted. The above result is supported by the studies of (Mehalek Habtamu , W 2019) demonstrates that the positive influence of information on sales effectiveness. Therefore, the alternative hypothesis is accepted.

H3: Buyers-sellers solidarity has significant effect on sales effectiveness of Noha real Estate Industry.

The result of multiple regression analysis in the table 14 above confirmed that in Noah Real Estate, solidarity has significant impact on sales effectiveness ($p < 0.05$). Besides, the value of beta in ($\beta = 0.162$) demonstrates that the positive impact of solidarity on sales effectiveness. Thus, the above proposed hypothesis is accepted. (Mehalek Habtamu , W 2019) also indicated that maintaining solidarity exerts its significant impact on sales effectiveness in solidarity indicates the second strong effect on sales effectiveness and enhances sales performance.. The hypothesis is accepted because solidarity indicates the positive effect on sales effectiveness and enhances sales performance.

H4: Buyers and sellers commitment has significant influence on sales effectiveness of Noah real Estate industry.

Predictor variable COM also made strong statistically significant positive influence on SE with Beta value of 0.225. Demonstrates that the positive impact of solidarity on sales effectiveness. Thus, the above proposed hypothesis is accepted and Gualandris and Kalchschmidt (2016) assert that buyer-supplier commitment implies teamwork with the aim of achieving mutual benefits.

H5: Buyers-sellers service guaranty has significant influence on sales effectiveness of Noah real Estate industry.

Predictor variable SG also made strong statistically significant positive influence on SE with Beta value of 0.233. Demonstrates that the positive impact of service guaranty on sales effectiveness. Thus, the above proposed hypothesis is accepted and existing literature shows that service guarantee's effectiveness has a motivating relationship with customer opinions regarding quality, loyalty and satisfaction (Hays et al., 1998)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

In this chapter the findings of study were summarized; on the basis of summary, conclusion and recommendations were drawn

5.1 Summary

This chapter summarizes the outcomes of the study and provides possible solutions or recommendations the research was carried out to assess of the effect of buyers-sellers relationship on sales effectiveness in Noah Real State; both explanatory and descriptive research design was used and census methods employed. Based on the objectives of the study, questionnaires were prepared and administered for eighty respondents. The information gathered from primary source was organized, tabulated. Moreover, to test the goodness of fit of the model, ANOVA was employed and the result shows that all the independent variable reliably predict the dependent variables in the models. The above result analysis indicates correlation between STT, INFO, SOLID, SG, COM and SE. Accordingly, sales effectiveness has moderate positive correlation and statistically significant with strength of ties ($r=0.469$), $P < 0.05$). Service guaranty has strong positive correlation with seals effectiveness and statistically significant ($r=0.629$) with significance value of $P < 0.05$.

And sales effectiveness has weak positive correlation and statistically significant with solidarity and commitment respectively ($r= 0.23$, $r= 0.119$, $P < 0.05$).

Sales effectiveness has strong positive correlation and statistically significant with information ($r=0.676$), $P < 0.05$). This entails that establishing good strength of ties, maintaining service guaranty and information cooperatively improve buyers-sellers relationship and help to promote effectiveness of sales.

Also shows correlation among independent variables. There were statistically positive correlations among independent variables. The moderate statistically significant correlation was between COM with SG, COM with SOLID ($r= 0.41$, $r= 0.43$ respectively, $p < 0.05$) the second

moderate statistically significant correlation between independent variables was between SG and INFO ($r = 0.31$), $p < 0.005$. The third strong statistically significant correlation was between STT and SOLID, $r = 0.656$, $p < 0.01$.

Concerning the influence of independent on dependent variables were treated. As the result, Explain the variance in the explained (sales effectiveness) variable, regression analysis was employed. The value of R square was 0.784. This value tells how much of the variance in the dependent variable SE is explained by the model (STT, INFO, COM, SG and SOLID). When we multiplying R Square = 0.578 value with 100, we can find that, the model explains 57 % of the variance in the dependent variable (SE). This represents that these five dimensional factors are not implemented properly in the real estate industry, sales effectiveness will be reduced.

The study used Multiple Linear Regressions procedure after testing the assumptions of Multicollinearity, Outliers, normality, linearity, homoscedasticity and independence of residuals. The result shows that the tolerance value for each independent variable was not less than 0.10 and the VIF (Variance inflation factor), which was less than 10 for all independent variables. This indicates that the assumption of multicollinearity was not violated

Similarly, in order to examine the assumption of homoscedasticity, the scatterplot was used and the result indicated that the points are concentrated around 0; this shows that no violation of homoscedasticity. It was also observed that the normal P-P plot points make a reasonably diagonal straight line from bottom left to top right for all dependent variables; this suggests that normality was not violated.

5.2 Conclusions

The study revolves around relationship of buyers and sellers that affect the sales effectiveness by taking the case Noah real estate company operating in Addis Ababa city. By considering different theoretical and empirical researches conducted by different authors, five variables were sorted and discussed. Each variable contains different statements, a minimum of four statements and a maximum of six statements. The respondents were asked to give their argument for likert scale type question. Their response was investigated through using mean, standard deviation, correlation and regression.

- ❖ The findings of the study showed sales persons have good relationship with customers in Noah Real Estate Industry. Therefore, the researcher can credibly conclude that the concept buyer's sellers 'relationship on sales effectiveness is well understood by the majority salespersons of the Real estate industry.
- ❖ Information has been found statistically significant and strong effect on sales effectiveness in Noah Real Estate. This indicates that building better information network between buyers-sellers strengthens their relationship and enhances effectiveness. In addition service guaranty and strength of ties also influence sales effectiveness in Noah Real Estate Industry.
- ❖ The correlation result shows that information (INFO), solidarity (SOLID, strength of ties (STT), service guaranty (SG) , commitment (COM) is positively and significantly related with sales effectiveness. However as it is indicated in the finding, the relationship between INFO and sales effectiveness is positive and more strong compared to others. Collaborative nature of Buyer-sellers relationship in real estate industries is highly promoted by information sharing network, service guaranty and strength of ties.
- ❖ In terms of the stated research hypotheses, the following specific empirical findings emerged from the investigation: the buyers-sellers relationship has positive and significant effect on sales effectiveness. In other words, Service guaranty, commitment

solidarity, strength of ties and information network between buyers sellers have positive and significantly enhance sales effectiveness in Noah Real Estate Industry.

- ❖ This research has crucial role because it creates awareness in real estate industry to enhance buyers-sellers relationship and achieve sales effectiveness. Therefore, the researcher can credibly conclude that the effect of buyers-sellers relationship is well understood and exerts its own impact

5.3 Recommendations

Possible solutions or remedies are proposed in this section in order to solve or reduce some problems based on the findings and conclusions of the study; the researcher forwards the following recommendations to Noah Real Estate Industry and suggestion for other researchers to see the area broadly.

- ✓ Real estate companies must be highly concerned about the customer values and customer relationship because customers are essential segment for a long term existence of a company.
- ✓ Real Estate must act responsibly and ethically when dealing with buyers and more attention to provide individual customer information availability at every corner of contact. It is necessary to provide technical support for sale persons on sales industry to equipped them with skills of providing information, how to build solidarity and maintain relation with customers. Real estate company managers, supervisors and sales persons should work cooperatively to have effective sales. In addition the information provided should be reliable, timely and helps the industry to attract more customers. Therefore, the.
- ✓ The Real Estate must continue to struggle with developing and implementing new strategies with their customers and should maintain buyers-sellers relationship to enhance sales effectiveness. That means sales persons in any real estate should have strong solidarity, strength of ties, commitment, and service guaranty and deliver appropriate information to their customers.

- ✓ Noah real estate must develop open sharing of information that may be useful to both parties and has to establish carefully buyers-sellers relationship through good organizational structure. Generally, the Noah Real Estate have to implement customer relationship appropriately and continuously as an indispensable tool for gaining competitive advantage and build long- lasting and profitable relationships with their customers in order to achieve better sale performance.

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APPENDEIX A

Questionnaire

St Mary University

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM IN BUSINESS ADMINISTRATION

Questionnaire to be filled by employees of Noah Real estate

Dear respondent,

The purpose of this questionnaire is to obtain data for a research project that will be conducted by EdomgenetGetachew on a topic “Buyer seller relationship to improve sales performance” in a partial fulfillment of the requirements for MA degree.

The researcher in this regard, assures you that all the information you provide will be confidential and is to be used only for research purpose and thus, feel free to give genuine response.

Valued respondent, you are kindly requested to respond all close ended questions by putting a tick mark (✓) and for open ended statement by writing on the space provided in each question.

Thank you in advance.

PART 1: DEMOGRAPHIC INFORMATION

1. Gender: Male Female

2. Age: 20-30years 31-40 years

41-50 years > 50 years

3. Level of education:

Primary level Secondary level College/University level

4. Position:

Marketing manager marketing officer Sales personnel supervisor

5. Experience:

Less than one (1) year 1- 3 years 4 – 5 year(s) ore than 5 years

Part B: Buyer-seller relationship and sales volume

Kindly rate the following statements below as to the extent to which various buyer seller relation affect Noah Real estate sales performance. Using a scale of **1 – 7**, **tick** in the appropriate box as to the extent of your agreement or disagreement with the statements given. Where:

Scale: 1=Strongly Agree 2=agree 3=neither agree nor disagree 4=Disagree 5=strongly disagree

	Items	1	2	3	4	5
1	Strength of ties					
ST.1	I have a strong relationship with my customers					
ST.2	I have a long term acquaintance with my customers					
ST.3	We immediately solve any challenge with customers if there is.					
ST.4	I am committed to improve the relationship I have with customers to increase mutual benefits					

ST .5	Continuing our relationship with our customers is a high priority for us					
2	Information					
INFO.1	The information from my network is valuable.					
INFO.2	I think of my network as information resource.					
INFO.3	My network has a unique value for information.					
INFO.4	Information on quality performance is readily available for my customers.					
3	Solidarity					
SOLID.1	I try to establish mutual relationship with customers.					
SOLID.2	I am cheerful and pleasant to customers					
SOLID.3	Customers approach me as friend.					
SOLID.4	I strive to establish long-term relationships with customers.					
4	Commitment					
COM.1	I created positive and strong relationship with customers for Future expectations and intentions.					
COM.2	I dedicated to continuing to do business with current buyers again in the future.					
COM.3	I need to keep collaborating with our potential buyers.					
COM.4	I am willing to invest time and other resources in to the relationship with these buyers.					
5	Service guarantee					

SG.1	I always ask feedback from customers who get our service					
SG.2	I am providing a service regarding reducing consumer risk perceptions and giving compensations.					
SG.3	My customers are satisfied with this service.					
SG.4	service that we deliver suits their needs and wishes					
6	Sales effectiveness					
SE.1	I achieved my target and increase the number of my customers and market share of the company.					
SE.2	I provide good and quality service and successful on providing high profit and growth					
SE.3	I develop good company image for customers and increased revenue					
SE.4	The sales transactions is high in my working territory					
SE.5	I achieve maximum financial return and customer loyalty from my sales efforts.					