

**DETERMINING FACTORS AFFECTING SALES  
PERFORMANCE: THE EFFECT OF EXPERIENCE,  
COMPETITORS, LEVEL OF KNOWLEDGE AND  
COMMUNICATION SKILL INCLUDING OF  
TECHNOLOGICAL ASSISTANCE.**

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Thanks to my beloved friend (research member) for your kind attention and corporation along the way to complete the research.

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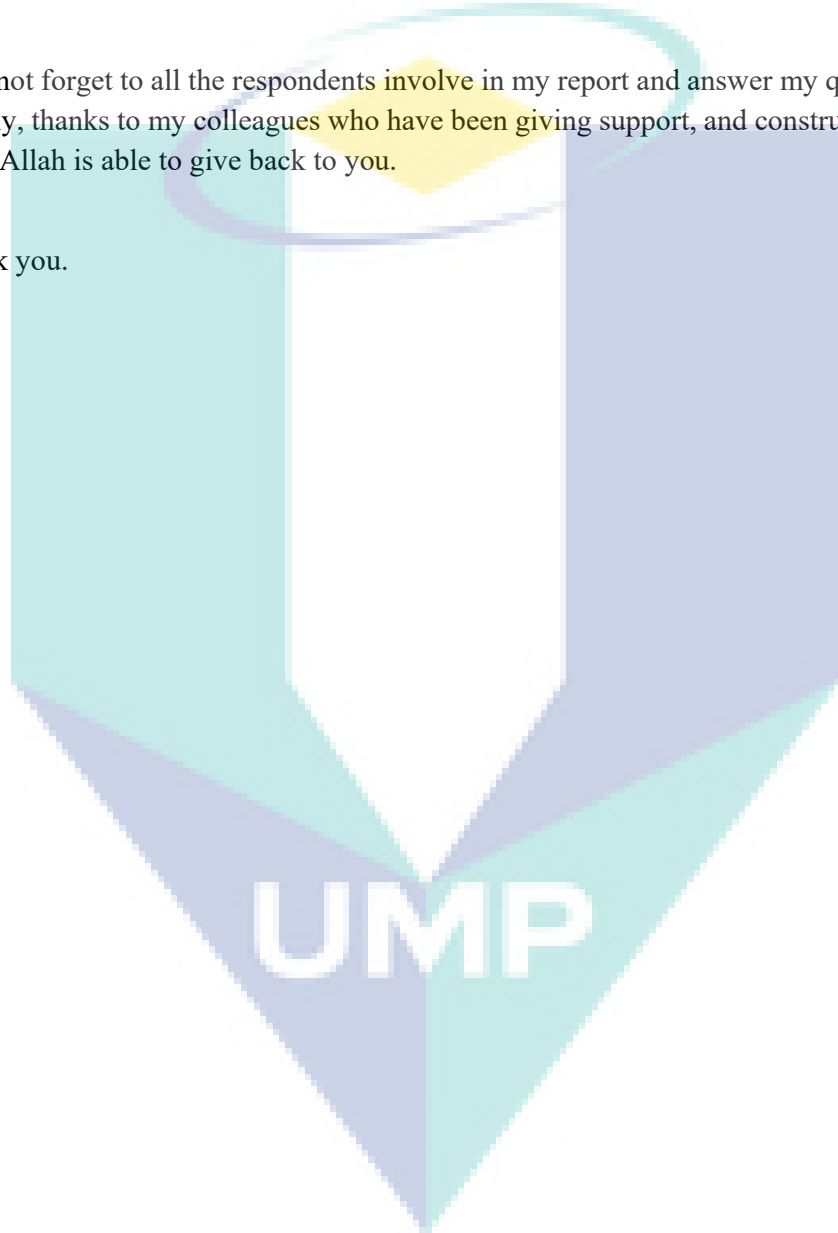
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Thank you.



## ABSTRAK

Kunci factor keberkesanan peningkatan prestasi jualan bergantung kepada pengurus jualan. Hal ini kerana, faktor keberkesanan ini akan menyebabkan peningkatan keuntungan syarikat akan produktiviti pengurus jualan. Faktor keberkesanan peningkatan jualan yang paling berkesan akan memberi impak yang positif kepada pengurus jualan. Objektif ialah untuk mencari faktor – faktor keberkesanan peningkatan prestasi jualan antara pengurus jualan dalam industri kontraktor dan faktor yang paling berkesan dalam peningkatan prestasi jualan dalam kalangan pengurus jualan dalam industri kontraktor. Kekuatan kajian ini adalah berdasarkan koleksi data soal selidik yang diberi kepada pengurus jualan sebagai responden dan terdapat juga jurnal, buku rujukan, laman sesawang, dan artikel. Analisis menunjukkan, kemahiran komunikasi merupakan elemen yang paling berkesan untuk meningkatkan prestasi jualan, diikuti oleh pengalaman, persaingan and akhir sekali adalah tahap pengetahuan.



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## ABSTRACT

Key of sales performance affected depends on sales managers. This is because if a factor is affected can improve the profits of company and can improve the productivity the sales managers. The most factors affected sales performance of sales performance can give positive impact for sales managers. The objective of study to find the factors affected sales performance among sales managers in construction industry and the most factors affected sales performance of sales managers in construction industry. To strengthen this study, the data has been collected through distribution of the questionnaire to the sales managers as the respondents and obtained from journal, reference books, website and published conference articles. Analyzed data were shows, communication skill most sales manager agree the factor affected to improve the sales performance, secondly is experience, competitor and lastly is level of knowledge.



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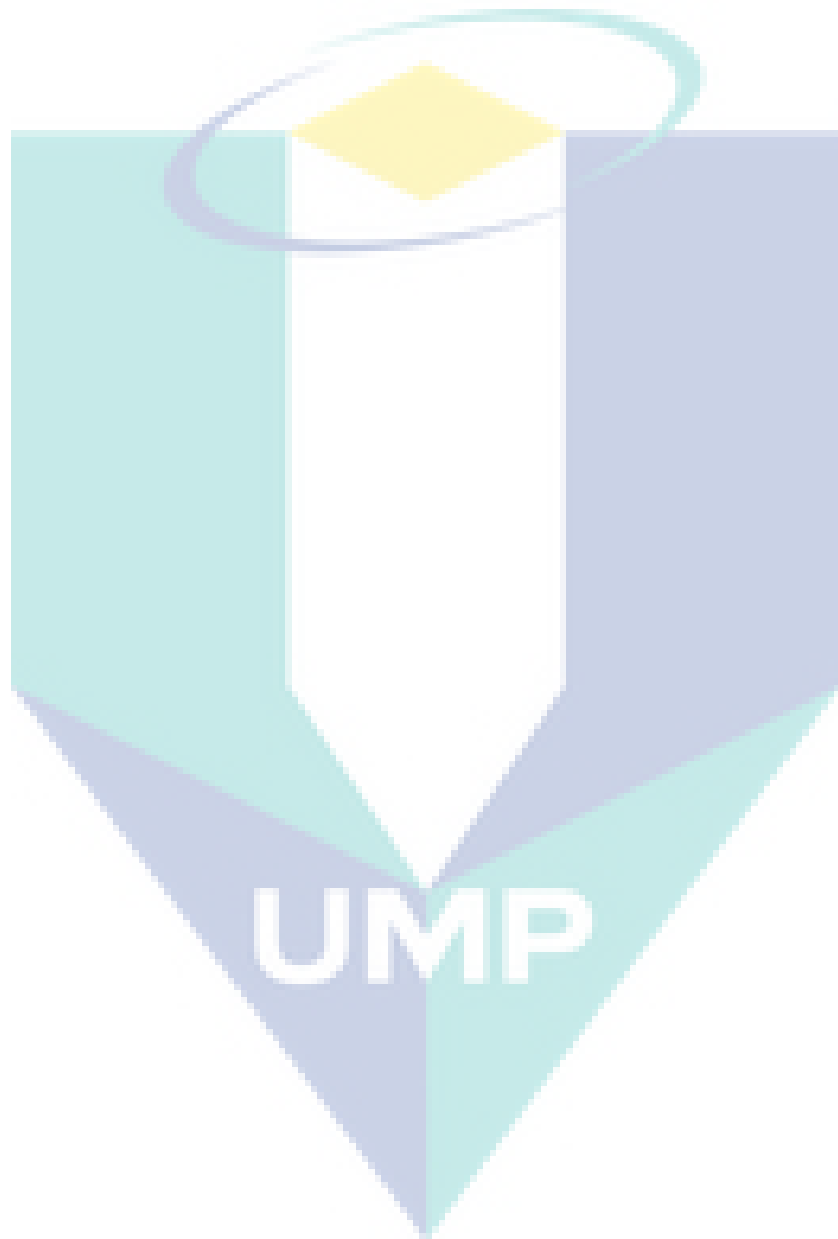
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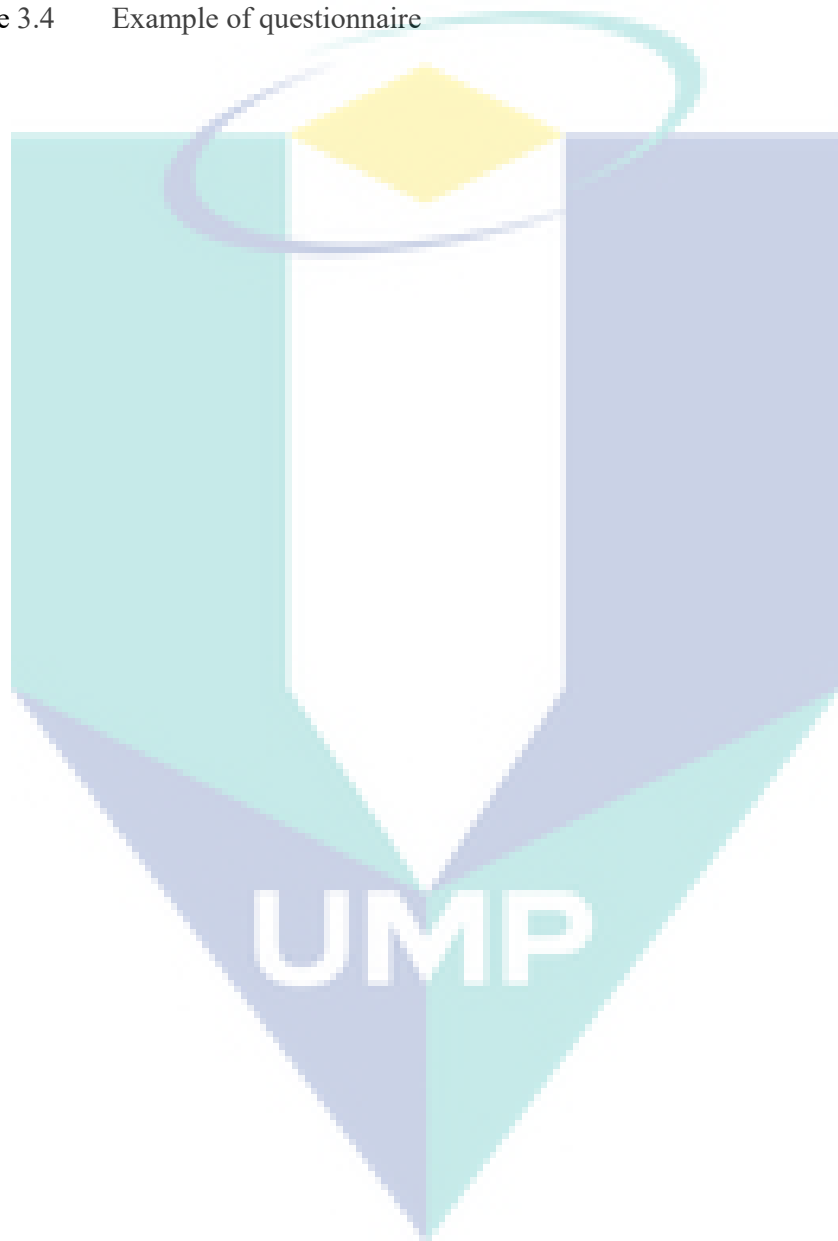
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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

Sales performance is a key in performance of sales manager. In order to achieve profit for company, the sales performance of the work process must be well understand by whole project team. Sales performances are close related with processes that apply to almost every element of starting and running the business.

Sales performance can viewed as a systematic to skilled and motivate among sales manager to set their goals and satisfy client. Sales performance usually includes components for their goals planning, knowledge, skill development and experience review. The goals are helpful for sales manager in focusing sellers on what they need to do. If their want selling works to client or customers, the sales manager must have business strategy plans than setting relevant goals to achieved.

Furthermore, sales performance is important to improve their profit company. This is because if sales manager can improved their sales performance indirectly sales manager can increase profit for company. That why the sales performance is important for sales manager.

#### 1.2 Background of Study

Sales performance is an important for the sales manager. This is because the sales performance can make profits for company and to contribute the economy and the progress of a country. In construction industry has a multiplier factor affected sales performance among sales manager in Malaysia.

However, to improve the profit company there are many ways to use. The main ways to improve Profits Company is an effective sales performance among sales manager. Sales performance is a main factor to increase profits. This is because sales performance will affect the graph of company performance or targets in their sales.

A sales manager can be investigating with individual-level driver and outcome of sales performance (Jones et al, 2004). Sales manager constantly update their understanding about sales performance among sales manager to avoid sales manager out of date. This is because to find the factors affected sales performance among sales manager, must see in their performance in company.

### **1.3 Problem Statement**

The important role in project management to be a sales manager successful must have skills. This is because if sales manager don't have good skills to improve their sales performance, sales manager can get problem in making works. The selection factors affected sales performance among sales manager is important to made sales manager successful. According to Turner (1993), Gareis (1990) and Cleland (1994) stated by Eddie Fisher, the important sales manager must play the role practices to increase the performance in working place. According to Blackburn (2001), Huemann (2002), Dainty et al (2005), and Moore et al (2003) stated by Eddie Fisher, the sales manager needs to improve effective person skills and associated behaviour for sales manager. The statement proof, as a sales manager must have good skills or behaviour to be a good sales manager. In additional, if sales manager have a good skills they can improve their sales performance.

Furthermore, lack of knowledge among sales manager is one of problem in this study. This is because knowledge is vital as sales manager to make sure the project is success. According Ahadzie (2007) stated by Bon-Gang Hwang, industry is increasing knowledge of the relationship among achieve project success and construction project management. Successful of construction industry focus on ensuring that sales manager acquire the sales performance required to be successful in their project. According Frank (2002) stated by Bon-Gang Hwang, the success of sales manager based on play role in

project. According Fryer (1985) stated by Bon-Gang Hwang, he says decision-making skill, problem-solving skills and ability to recognize opportunity as a key sales manager attributes affected project success. The statement proof, a sales manager must a higher level of knowledge. This is because if sales manager have higher level of knowledge, they can improve their sales performance in construction industry.

#### **1.4 Research Objectives**

- To define the factors affected of sales performance among sales manager practice.
- To identify the dominant factors affected of sales performance among sales manager

#### **1.5 Research Questions**

- What is the factor affected of sales performance among sales manager practise?
- What are the dominant factors affected of sales performance among sales manager?

#### **1.6 Scope of Study**

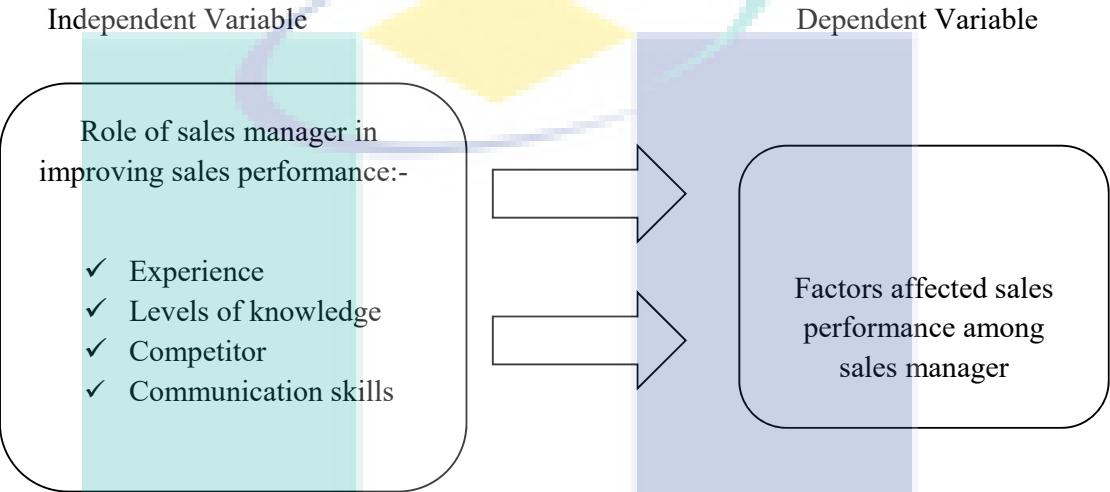
This study will focus entirely on the construction industry in the state of Kuantan, Pahang. This study is a focus on methods were used and the role of sales manager to achieve an affected of sales performance among sales manager.

#### **1.7 Significant of Study**

This study involves the understanding of the information provided through affected sales performance among sales manager and how a sales manager can improve the sales performance in the construction industry. It aims to produce a good practice can be used to sales manager and help to improve sales performance in the construction industry. Moreover, this will help to increases their profit company with successful.

This research can be used in the construction company industry to know factors affected sales performance among sales manager. Furthermore, company choose in this study can get benefits from this research to overcome the improve factors affected sales performance problem between sales managers in the construction industry.

**1.8 Theoretical Framework**



**1.9 Expected result**

The purpose of this study to observe factors affected of sales performance among sales manager in the construction industry and get a way that is dominant factor affected to overcome this sales performance through respondent which becomes a target in this study. Moreover, the decision that will be expected out will be noted and taken. Furthermore, a sales manager can see this decision to think ways of resolving the affected factor of sales performance among sales manager

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

Literature review is about recording that discusses information originally offered elsewhere that functional for the completion of this study and identify the aspects involved in the title. This study reviewed the purpose of factors affected sales performance among sales manager in construction industry. Furthermore, in this literature review, the direction of factors affected sales performance between sales managers will be explained through an effective method in the construction industry.

#### 2.2 Definition

##### 2.2.1 Construction Industry

The construction industry can be defined as the process of constructing a building and different from manufacturing. Construction is start with planning, design, financing and continues until the project is build and ready for use. Furthermore, construction industry its work covers work on new or existing commercial and domestic building or structures.

##### 2.2.2 Sales performance

Sales performances are how company improves their profit in company. This is because sales performances are important for company to show with their client the level of performance in company and the achievement of company in construction industry.



## **2.3 Factors affected sales performance among sales manager in the construction industry**

Problems improved sales performance between sales managers becomes the main factor barriers to sales manager. Sales manager do not know to use the methods to improve their sales performance. Therefore, the selection factors affected barrier is a major factor in the problem of sales performance between sales managers.

### **2.3.1 Experience**

Experience is most important to find factors affected sales performance among sales manager in construction industry. This because if the sales manager has many experiences their can implementation experience or skill in the project. Experience can make the project more successful and can reduce conflict when their run the project. This statement about experience is important factors affected sales performance among sales manager in construction industry.

### **2.3.2 Level of knowledge**

The strong tension among competitor requires sales manager to make strong forms and source of knowledge in order to effectively meet their customers' and their organization require. According to Nahapiet & Ghoshal (1998), Spender (1996), Subramaniam & Youndt (2005) stated by Babu John Mariadoss, Chad Milewicz, Sangwon Lee, Arvin Sahaym (2013) a sales manager must continually and capably utilize the sum of competitive knowledge available to them to turn those stocks of intellectual capital into a competitive advantage. According to Rapp et al. (2011) stated by Babu John Mariadoss, Chad Milewicz, Sangwon Lee, Arvin Sahaym (2013), they says individual level knowledge about competitors and the competitive environment, that can be used tactically to aid in enhancing sales performance. Which mean the level of knowledge behaviours of sales manager is a factor to improve the sales performance among sales manager at construction industry.

### **2.3.3 Competitor**

According to Dishman & Calof (2008) stated by Babu John Mariadoss, Chad Milewicz, Sangwon Lee, Arvin Sahaym (2013), competitor includes information collected on many actor and situation relevant to a competitive landscape, such as information about customers satisfaction, suppliers, and relevant technologies. Competitor behaviour refers to how sales manager or organizations gather, organize, and utilize this information (Kahaner, 1997). At an organizational level, competitive behaviours represent a spectrum of activities pertaining to making sense of the business environment and using this information to achieve company goals (Fleisher et al., 2008; Kahaner, 1996, 1997; Rothberg & Erickson, 2005). The statement means competitor is important to make sales manager improve their sales performance and competitive intelligence can assist sales manager to give benefit for a company at construction industry.

In construction industry mostly have competitor with other company. This is good for sales manager to increases sales performance in industry. If sales manager have a competitor with other company, they can give new something fresh to compete other sales manager. However, sales manager can perform with excellent and that thing is important factors affected sales performance among sales manager in construction in industry.

#### **2.3.3.1 Customer satisfaction**

Definition of customer satisfaction according to Koltler et al (2013) stated by Matti J. Haverila, Kacy Fehr (2015), is a customer insight of a product quality matching their predetermined expectation. Customer is product

Performance against an internal standard of customer satisfied when the product exceeds this standard and dissatisfied when it falls below it. As sales manager, there must make sure their customer satisfied with service or work they do to increases their sales performance in company and to achieve the goal. In additional, sales manager must make customer satisfaction with their task to improve sales performance among sales manager.

### **2.3.3.2 Supplier**

In supplier's perspective, supplier has a pre-sales team consisting sales manager and technology specialist, which is they must work together and gather knowledge to make a potential background of the project. The sales manager should become aware with customer because sales manager can give ideas or opinion to conduct a project and increase their sales performance in construction industry.

### **2.3.3.3 Technologies**

Technology is almost inseparable from discussion of sales performance and for sales manager; the impact of technology is basically born through the increasing execute of sales manager. Technology is providing value by allowing faster and more exact information. According to Barker et al (2009) stated by Babu John Mariadoss, Chad Milewicz, Sangwon Lee, Arvin Sahaym (2013), technology system can obtain many form, can be used to incorporate a variety of data about a company and customer, technology are often organization system proposed to integrate sales performance. The sales manager needs technology to improve their sales performance in construction industry.

### **2.3.4 Communication skill**

Furthermore, another factors affected sales performance among sales manager is a communication skill. The sales manager must have a good communication skill in team or organization. This is because communication skill most important to practice among sales manager to increases their sales performance. Sales manager need spend more time to talk to other in organization at construction industry. The sales manager must to communicate clearly with their team. Good sales manager must have good affected communication skill with other people at all levels of the organization. Moreover, good communication is important but listening is one of part good communication. This is because sales manager must be good listening to hear others or team gives an opinion in meeting or discussions. According to Christopher (2006) stated by Eddie Fisher (2010), the sales managers must have better communication skills in working with other people so they can understand what other people or customer wants.

The statement proof communication skills can be factors affected sales performance among sales manager in construction industry

## **2.4 Conclusion**

Conclusion, this chapter has explained about the past research that will be the basis for the study. Some of the problem that occurs due to the factor affected sales performance among sales manager has been explained. The problems are the how to improve sales performance among sales manager at construction industry. Sales performance is important for sales manager. This is because with sales performance, client can see the stronger of capability of sales manager to handle and manage the project. If sales manager shows the good performance in company they can gets benefits.



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## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The Questionnaire Survey will be used in the study to get the data of respondents. The data and information will be obtained through survey technique. The survey will be obtaining data about sales performance and how it is used among sales manager. Therefore, data collection techniques to be used were a questionnaire.

#### 3.2 Research Design

As external representatives of the firm, a sales manager must handle customer's questions and objections and be knowledgeable about the products and services which their organizations offer (Behrman & Perreault, 1984). This means sales performance product or service knowledge as extent to which a sales performance is knowledge about the technical features and capabilities of the service being offered by the sales manager and company.

This research aims to know and how easily between factors affected sales performance with a sales manager. Survey will be conducted to obtain data on how easy and what is used to look up sales performance between sales managers on a company. The results will be given later will be analyzed and produce a new technique for creating affected sales performance between sales manager.

For this study, the data analysis will be conducted using the quantitative method. The questionnaire will be allocated to the respondents to obtain the data according to the

objective of the study. The questionnaire is a set of written questions with a selection of answers.

### 3.3 Population and sampling

This study aims will distribute the factor affected sales performance among sales manager. Sales manager was choosing for this study. Respondents who would have been a company in the state of Kuantan, Pahang and have many sales managers at construction company involving difficulty to choose factor affected sales performance among sales manager.

Sample to be used in this study involve more than 50 respondents from difference project manager. By making the sales manager as a reference, is respondent will be give sample question.

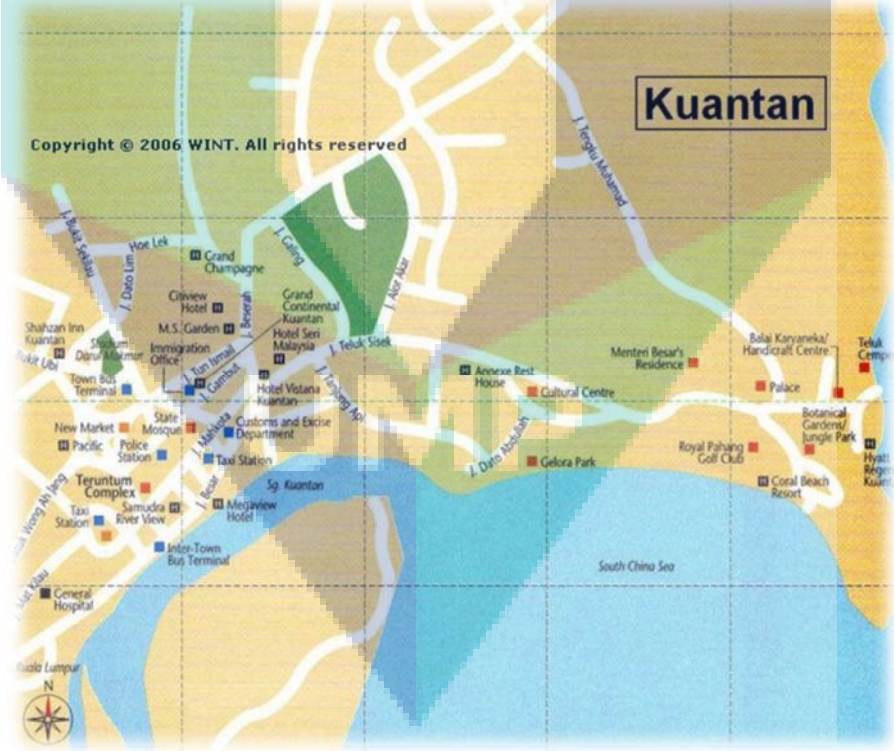


Figure 3.1: Maps

The Proportion of White Respondents in a Population and in a Sample

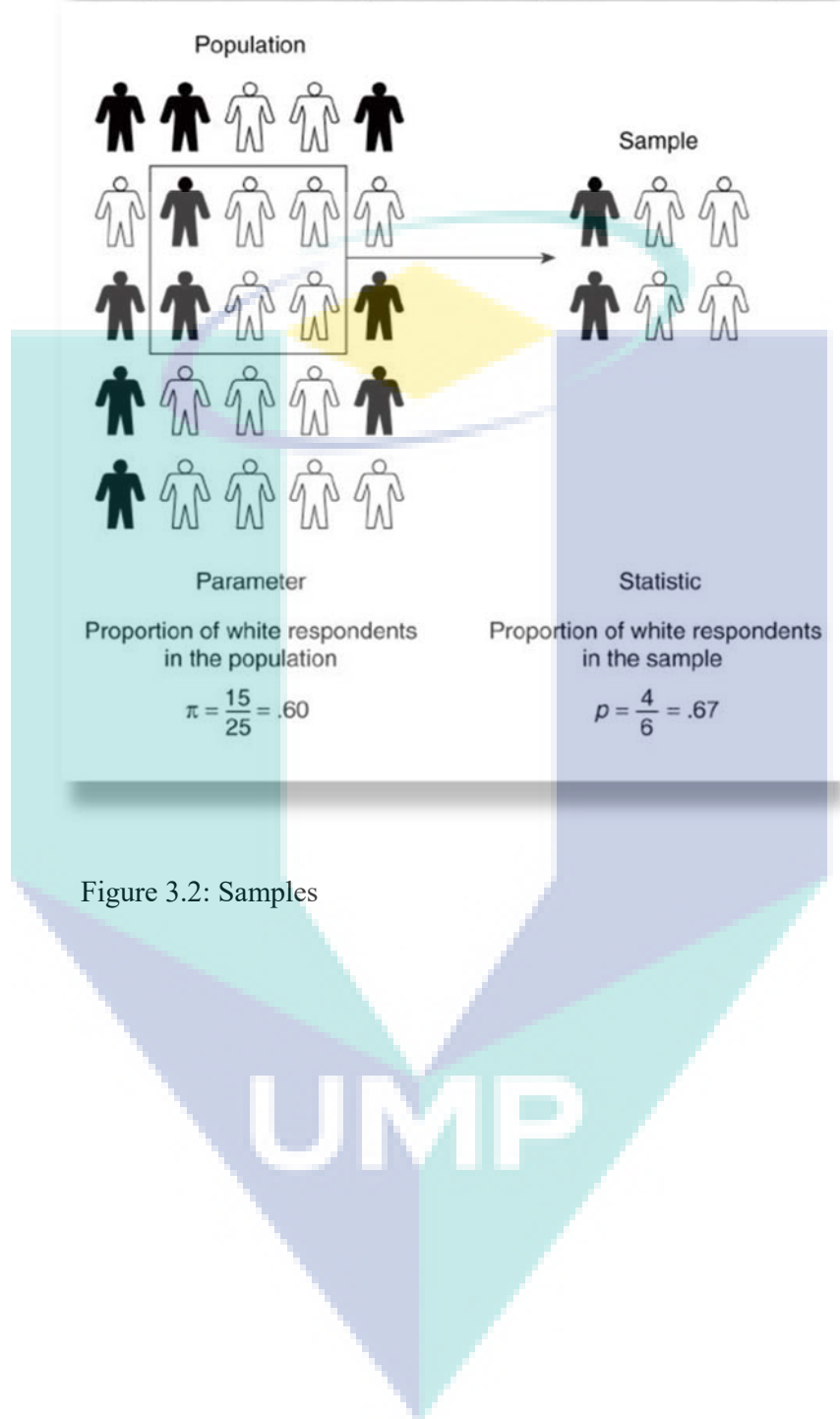


Figure 3.2: Samples

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.

Source: Krejcie & Morgan, 1970

Figure 3.3: Population

### 3.4 Research Instrument

In research questionnaire is the type of analysis used in this research. A lot of questionnaires were taken from many sources that there is an association with this study. Moreover, the questions are made on the research objective.

The selected factor affected of sales manager improves their sales performance is made difficult to choose the dominant factor. This is because too many way sales managers can use to practice in the construction industry. Therefore, all data collected will be analyzed to identify the dominant factor affected to sales manager use to improve their sales performance. This will probably be one of understanding the different perspectives of selected respondent.

### 3.5 Design of questionnaire

The questionnaire was divided into three sections there is namely section A, and B. Section A contain selected demographic trend in this study. Furthermore, section A



covers the background of each company, age, education, working experience, and how many project their sales.

Section B is about the first objective of this study, to identify the factor affected of sales performance among sales manager practice. Section B of this, sales manager needs to answer the question whether they strongly disagree 1-3 and agree 1-2.

### **3.5.1 Section A**

Section A is demography; it has been developing to identify the background of the respondents. The questions of this section are about education, gender, working experience, how many project in one year their sales and the contractor classes.

Question 1 will be asked about their education whether they have PhD, Master, Degree, Diploma or Certificate. Question 2 is about their gender whether their male and female. In question 3 is about working experience in construction industry, they have choices whether the answer is <1-5 years, <6-10 years, >10 years. The next question is about how many project their sales in one year whether the answer is <5-10 projects, <10-15 projects, >16 projects.

### **3.5.2 Section B**

This section about the first objective of this study, to define the factors affected of sales performance among sales manager practice. Five point liker scales has been use to developing the question for these sections. The answer in this section whether is strongly disagree 1- 3 and agree 1-2.

In additional this section have to tell about second objective of this study, to identify the dominant factors affected of sales performance among sales manager. This question about what the dominant factors affected of sales performance among sales manager use in construction industry. This question also requires respondents to answer whether there are strongly disagree 1- 3 and agree 1-2 for this statement.

**Questionnaire**

Instructions: Please put a tick  in the box next to the answer of your choice or write in the space provided as the case may be.

**Sex**  
 Male  Female

**Age**  
 13-14  15-16  17-19

**Religion**  
 Christianity  Islam  
 Rastafarian  Other

1. What type of family are you from?  
 Nuclear  Sibling house hold  
 Single parent  Extended

2. Do you use drugs  
 Yes  No

3. Do you know of least one teenager in your community that uses drugs?  
 Yes  No

4. If your answer is yes to question 2 (two), how often do you use drugs?  
 Every day  Every 2-3 days  Once a week  
 Every fortnight  Once a month  every 2 months

5. Are drugs easily available to teenagers in your community?  
 Yes  No

6. What types of drugs are used by teenagers in your community?  
 Alcohol  Marijuana  Cocaine  Heroin  Others

If others please specify: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

1

Figure 3.4: Example questionnaire.

### **3.6 Method of Data Analysis**

Collecting data in this study made excellent use of structured and quantitative research subsequently conducted an analysis of data obtained from the respondents. Moreover, the data will be analyzed by using Statistical Package for Social Science (SPSS) for Windows student version software.

This software can evaluate statistics managing solution and the method can used to generate charts, report tables, trends and descriptive statistics for the analysis of complex data.

### **3.7 Conclusion**

In chapter 3 describe the methods used to identify factors affected sales performance among sales manager. Respondents who are targeted in this study are the sales manager of the company in each of selected companies in the construction industry. Therefore, all questions designed to respondents are quantitative methods in this study.

Research method is the processes of collecting data that must be following. Thus, a proper research methodology will eventually determine the successful of further research process. If using the method of this research, it will be beneficial to other.

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## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter describes the analysis of data followed by a discussion of the research finding. The research findings analyzed and identify, describe about what are the factors affected sales performance among sales manager in the construction industry. Data were obtained from the sales manager of Kuantan area with the total valid respondents are 56 (n=56). The expected responses for questionnaire were 80 respondents. However, only 56 respondents answer the questionnaire which was distributed. The research to obtaining the research objective, to define the factors affected of sales performance among sales manager and to identify the dominant factors affected of sales performance among sales manager.

#### 4.2 Response rate

This research was carried out in Kuantan area to define the objective about what are the factors affected sales performance among sales manager. This research using sample Krejcie and Morgan population and sampling. The expected responses for questionnaire to distribute were 80 respondents. While, only 56 respondents answer the questionnaire which was distributed.

### 4.3 Respondent analysis

#### 4.3.1 Demography

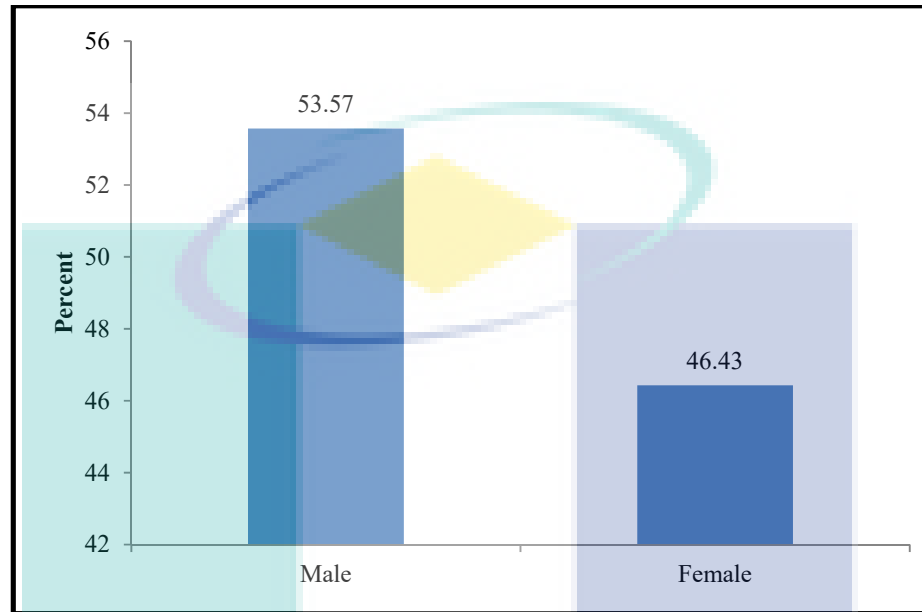


Figure 4.1: bar char of gender

There are two type of gender, which is male and female. Based on figure 4.1 shows, 30 respondents (53.57%) of 56 respondents (100%) were male and 26 respondents (46.43%) were female. There are shows the male respondents most frequent than the female respondents.

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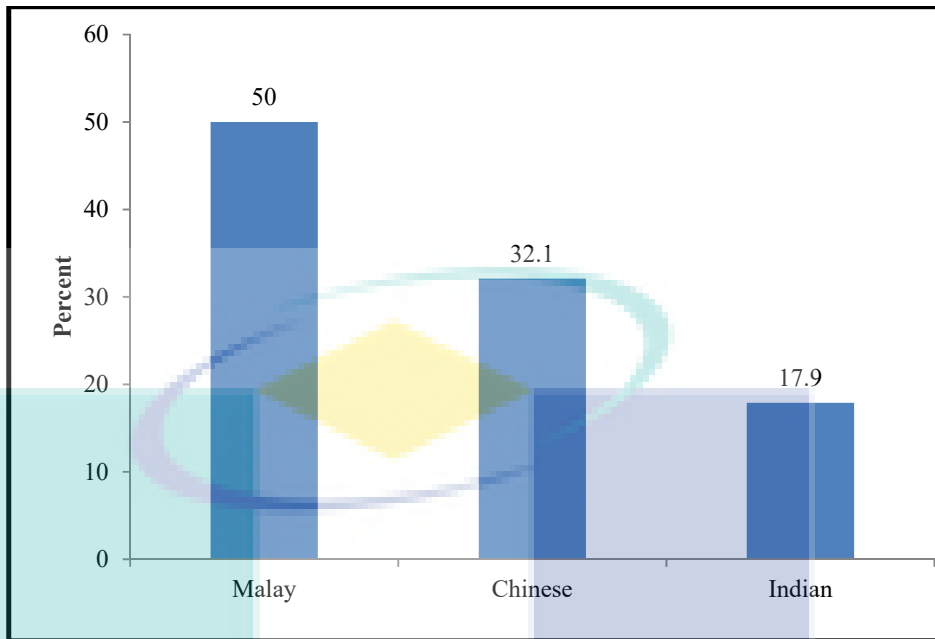


Figure 4.2: bar chart of race

The figure 4.2 shows bar chart of race, 28 respondents (50%) are Malay race and the highest response rate in race category. The Chinese respondents are 18 respondents (32.1%) and the least respondent rate is Indian race which is 10 respondents (17.9%).

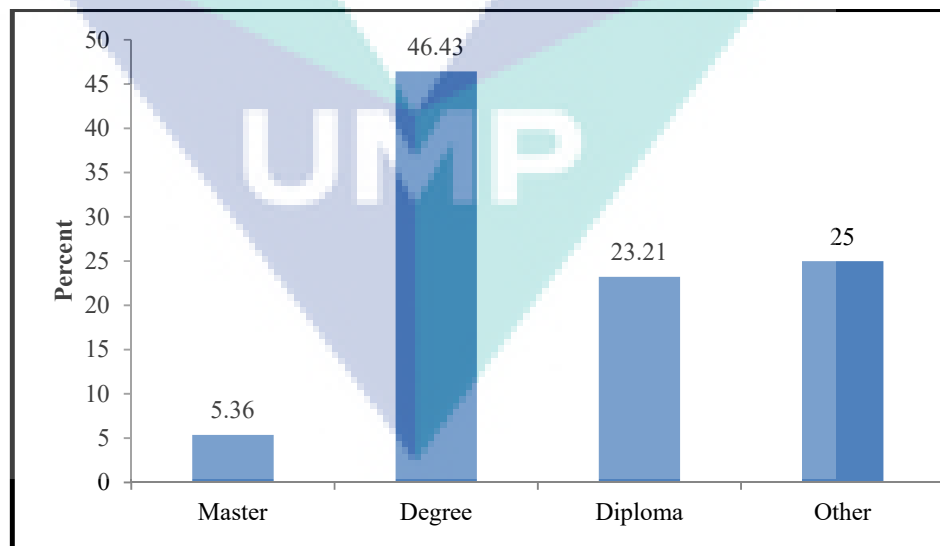


Figure 4.3: bar chart of education background

The figure 4.3 shows bar charts of education background, 3 respondents (5.36%) have a master. 26 respondents (46.43%) have a degree, 13 respondents (23.21%) have a diploma and 14 respondents (25%) other or have a certificated. The figure 4.3 shows the respondents of degree were most numerous than master, diploma and other respondents.

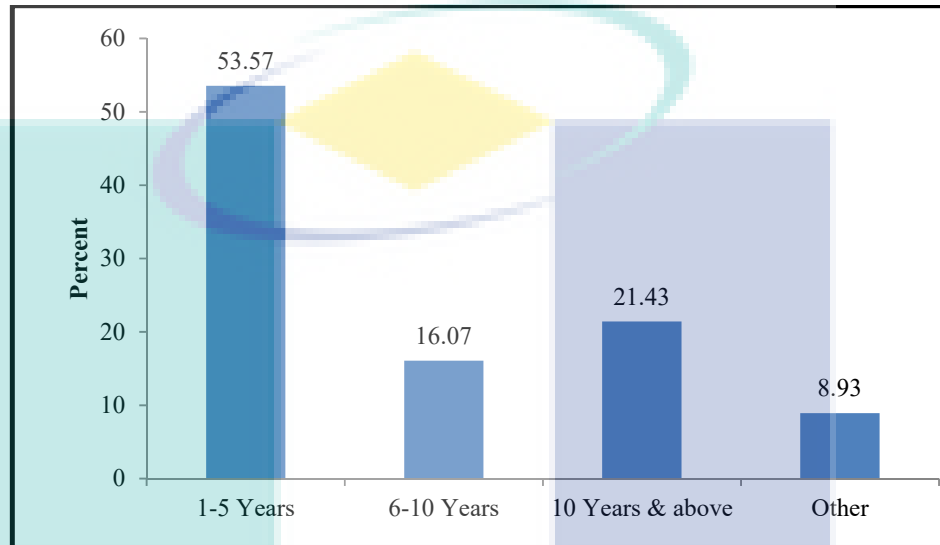


Figure 4.4 bar chart of working experience

According to figure 4.4, there are shows number of years for work experience, where the respondents must choice answer are whether 1-5 years, 6-10 years, 10 years and above, and other. The figure 4.4 shows the number of years work experience for 1-5 years are 30 respondents (53.57%), and 6-10 years 9 respondents (16.07%). While, for 10 years and above are 12 respondents (21.43%) and for other are 5 respondents (8.93%). The figure 4.4 shows the respondents of work experience is 1-5 years were the most numerous than 6-10 years, 10 years & above and others respondents.

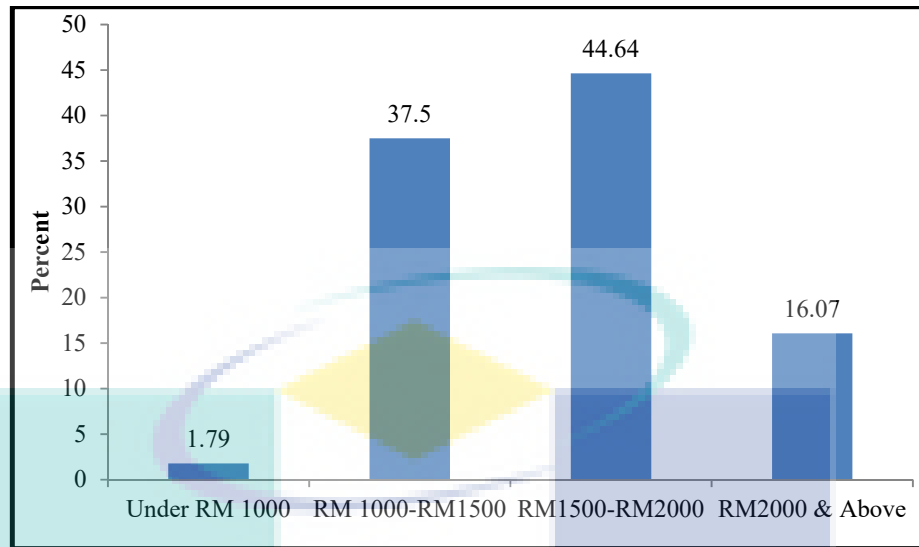


Figure 4.5: bar chart of monthly income

According to figure 4.5, there are shows number of monthly income of respondents for under RM1000 only 1 respondent (1.79%). Respondents have a monthly income RM 1000 – RM 1500 was 21 respondents (37.5%) and RM 1500 – RM 2000 were 25 respondents (44.64%). While, RM 2000 & above were 9 respondents (16.07%). The figure 4.5 shows the respondent of monthly income is RM 1500 – RM 2000 were the most numerous than under RM 1000, RM 1000 – RM 1500 and RM 2000 & above.

#### 4.4 Pilot Test

This study doing the pilot test to pre-test the questionnaire before the researcher distributes the target of respondents. 12 people have been chosen to conduct the pilot test. According to Baked (2011), he said that 10-20 of sample are enough to conduct a pilot test. Even though a pilot test does not guarantee success of the main study, but it still can increase the liked scale.

Using the reliability coefficient of Cronbach's alpha, the validity of the questionnaire will be tested. Cronbach's alpha is used to measure of internal consistency, which is and how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Closer of Cronbach's alpha coefficient is to 1.0 is greater the internal consistency of the item in the scale.



Table 4.1: reliability statistic

SECTION	CROBACH'S ALPHA	NUMBER OF ITEM
B	.908	12

According to table reliability statistics the section B shows the value of Cronbach's alpha 0.908 which is more than 0.6 and it's near to 1.0 that is the variable are acceptable.

#### 4.5 Descriptive analysis

Key of factors affected of sales performance among sales managers in construction industry. This is show the means of the overall data in questionnaire in this research. Section A is about respondent's analysis in questionnaire. Section B is about identifying the factors affected sales performance among sales managers in construction industry.

Table 4.2: average index by Abd & MC Caffer (1997)

$1.00 \leq \text{average index} < 1.50$	Not important or strongly disagree
$1.50 \leq \text{average index} < 2.50$	Less important or disagree
$2.50 \leq \text{average index} < 3.50$	Neutral or partially disagree
$3.50 \leq \text{average index} < 4.50$	Important or agree
$4.50 \leq \text{average index} < 5.00$	Important or strongly agree

#### 4.6 Section B: factor affected of sales performance among sales manager

Table 4.3: Frequency and percentage experience can improve sales performance in your company.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience can improve sales	Strongly Disagree	0	0	0
	Disagree	6	10.7	10.7

performance in your company.	Partially Disagree	8	14.3	25.0
	Agree	11	19.6	44.6
	Strongly Agree	31	55.4	100
	Total	56	100	

Table 4.3 shows the frequency and percentage of experience can improve sales performance in your company, 0 number of respondent answer strongly disagree. 6 respondents (10.7%) answer disagree and 8 respondents (14.3%) answers partially disagree. While, 11 respondents (19.6%) answer agree and 31 respondents (55.4%) answer strongly agree.

Table 4.4: Frequency and percentage experience is most effective method to achieve good sales performance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience is most effective method to achieve good sales performance	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	15	26.8	26.8
	Agree	22	39.3	66.1
	Strongly Agree	19	33.9	100
	Total		56	100

Table 4.4 shows the frequency and percentage of experience is most effective method to achieve good sales performance, 0 numbers of respondent answers strongly disagree and disagree. 15 respondents (26.8%) answer partially disagree, 22 respondents (39.9%) answer agree and 19 respondents (33.9%) answer strongly agree for this question.

Table 4.5: Frequency and percentage experience most important factor affected of sales performance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience most important factor affected of sales performance.	Strongly Disagree	0	0	0
	Disagree	6	10.7	10.7
	Partially Disagree	13	23.2	33.9
	Agree	29	51.8	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

Table 4.5 shows, 0 number respondent answers strongly disagree. 6 respondents (10.7%) answer disagree and 13 respondents (23.2%) answer partially disagree. While, 29 respondents (51.8%) answer agree and 8 respondents (14.3%) answer strongly disagree for the question experience most important factor affected of sales performance.

Table 4.6: Frequency and percentage experience can be learning.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience can be learning.	Strongly Disagree	5	8.9	8.9
	Disagree	5	8.9	17.9
	Partially Disagree	0	0	17.9
	Agree	38	67.9	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

Table 4.6 shows, 5 respondents (8.9%) answer strongly disagree and same for disagree 5 respondents (8.9%) answer for this question. 0 number respondent answer partially disagree. 38 respondents (67.9%) answer agree and 8 respondents (14.3%) answer strongly agree for the question experience can be learning.

Table 4.7: Frequency and percentage experience can reduce conflict.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience can reduce conflict.	Strongly Disagree	0	0	0
	Disagree	15	26.8	26.8
	Partially Disagree	33	58.9	85.7
	Agree	8	14.3	100
	Strongly Agree	0	0	
	Total	56	100	

The table 4.7 shows frequency and percentage experience can reduce conflict, 0 number answers strongly disagree and 15 respondents (26.8%) answer disagree. While, 33 respondents (58.9%) answer partially disagree and 8 respondents (14.3%) answer agree for this question.

Table 4.8: Frequency and percentage experience can make more successful project.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Experience can make more successful project.	Strongly Disagree	0	0	0
	Disagree	5	8.9	8.9
	Partially Disagree	5	8.9	17.9
	Agree	46	82.1	100
	Strongly Agree	0	0	
	Total	56	100	

The table 4.8 shows, 0 numbers answer strongly disagree and 5 respondents (8.9%) answer disagree. While, 5 respondents (8.9%) answer partially disagree and 46 respondents (82.1%) answer agree for question experience can make more successful project.

Table 4.9: Frequency and percentage knowledge can help sales manager to improve sales performance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Knowledge can help sales manager to improve sales performance	Strongly Disagree	0	0	0
	Disagree	3	5.4	5.4
	Partially Disagree	13	23.2	28.6
	Agree	25	44.6	73.2
	Strongly Agree	15	26.8	100
	Total	56	100	

The table 4.9 shows the frequency and percentage of knowledge can help sales manager to improve sales performance, 0 numbers answer strongly disagree. 3 respondents (5.4%) answer disagree and 13 respondents (23.2%) answer partially disagree. While, 25 respondents (44.6%) answer agree and 15 respondents (26.8%) answer strongly agree.

Table 4.10: Frequency and percentage one of factors affected sales performance is knowledge.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
One of factors affected sales performance is knowledge.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	13	23.2	23.2
	Agree	35	62.5	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

The table 4.10 shows 0 numbers a respondent answer strongly disagrees and disagree for this question. 13 respondents (23.2%) answer partially disagree and 35 respondents (62.5%) answer agree. While, 8 respondents (14.3%) answer strongly agree for the question one of factors affected sales performance is knowledge.

Table 4.11: Frequency and percentage is it knowledge is importance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Is it knowledge is importance.	Strongly Disagree	0	0	0
	Disagree	10	17.9	17.9
	Partially Disagree	14	25.0	42.9
	Agree	13	23.2	66.1
	Strongly Agree	19	33.9	100
	Total	56	100	

The table 4.11 shows the frequency and percentage of is it knowledge is importance, 10 respondents (17.9%) answer disagree and 14 respondents (25.0%) answer partially disagree. While, 13 respondents (23.2%) answer agree and 19 respondents (33.9%) answer strongly agree for this question.

Table 4.12: Frequency and percentage knowledge can make sales manager strong in their position.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Knowledge can make sales manager strong in their position.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	13	23.2	23.2
	Agree	39	69.6	92.9

	Strongly Agree	4	7.1	100
	Total	100	100	

The table 4.12 shows, 13 respondents (23.2%) answer partially disagree and 39 respondents (69.6%) answer agree. While, 4 respondents (7.1%) answer strongly agree for the question knowledge can make sales manager strong in their position.

Table 4.13: Frequency and percentage conflict can reduce if have knowledge.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Conflict can reduce if have knowledge.	Strongly Disagree	5	8.9	8.9
	Disagree	6	10.7	19.6
	Partially Disagree	5	8.9	28.6
	Agree	32	57.1	85.7
	Strongly Agree	8	14.3	100
	Total		56	100

The tables 4.13 shows frequency and percentage conflict can reduce if have knowledge, 5 respondents (8.9%) answer strongly disagree and 6 respondents (10.7%) answer disagree. While, 5 respondents (8.9%) answer partially disagree, 32 respondents (57.1%) answer agree and 8 respondents (14.3%) answer strongly agree for this question.

Table 4.14: Frequency and percentage knowledge can make more successful project.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Knowledge can make more	Strongly Disagree	5	8.9	8.9
	Disagree	5	8.9	17.9
	Partially Disagree	5	8.9	26.8

successful project.	Agree	41	73.2	100
	Strongly Agree	0	0	
	Total	56	100	

The table 4.14 shows, 5 respondents (8.9%) answer strongly disagree, disagree and partially disagree. While, 41 respondents (73.2%) answer agree and 0 number respondent answers strongly agree for the question knowledge can make more successful project.

Table 4.15: Frequency and percentage it is competitor can make company increase the quality.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
It is competitor can make company increase the quality.	Strongly Disagree	0	0	0
	Disagree	3	5.4	5.4
	Partially Disagree	10	17.9	23.2
	Agree	35	62.5	85.7
	Strongly Agree	8	14.3	100
	Total		56	100

The table 4.15 shows frequency and percentage of it is competitor can make company increase the quality, 0 number respondent answers strongly disagree and 3 respondents (5.4%) answer disagree. 10 respondents (17.9%) answer partially disagree, 35 respondents (62.5%) answer agree and 8 respondents (14.3%) answer strongly agree for this question.

Table 4.16: Frequency and percentage competitor is important to improve the sales performance.



Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Competitor is important to improve the sales performance.	Strongly Disagree	3	5.4	5.4
	Disagree	0	0	5.4
	Partially Disagree	13	23.2	28.6
	Agree	28	50.0	78.6
	Strongly Agree	12	21.4	100
	Total	56	100	

The table 4.16 shows, 3 respondents (5.4%) answer strongly disagree and 13 respondents (23.2%) answer partially disagree. While, 28 respondents (50.0%) answer agree and 12 respondents (21.4%) answer strongly agree.

Table 4.17: Frequency and percentage competitor can give positive feedback

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Competitor can give positive feedback.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	13	23.2	23.2
	Agree	11	19.6	42.9
	Strongly Agree	32	57.1	100
	Total	56	100	

The table 4.17 shows frequency and percentage of competitor can give positive feedback, 13 respondents (23.2%) answer partially disagree. While, 11 respondents (19.6%) answer agree and 32 respondents (57.1%) answer strongly agree for this question.

Table 4.18: Frequency and percentage a sales manager can give the new idea to compete with other company.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
A sales manager can give the new idea to compete with other company.	Strongly Disagree	0	0	0
	Disagree	8	14.3	14.3
	Partially Disagree	5	8.9	23.3
	Agree	35	62.5	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

The table 4.18 shows,8 respondents (14.3%) answer disagree and 5 respondents (8.9%) answer partially disagree. While, 35 respondents (62.5%) answer agree and 8 respondents (14.3%) answer strongly agree for the question a sales manager can give the new idea to compete with other company.

Table 4.19: Frequency and percentage challenge for the sales manager is too competed with other company.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Challenge for the sales manager is too competed with other company.	Strongly Disagree	0	0	0
	Disagree	3	5.4	5.4
	Partially Disagree	21	37.5	42.9
	Agree	24	42.9	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

The table 4.19 show frequency and percentage of challenge for the sales manager is too competed with other company, 3 respondents (5.4%) answer disagree and 21 respondents (37.5%) answer partially disagree. While, 24 respondents (42.9%) answer agree and 8 respondents (14.3%) answer strongly agree for this question.

Table 4.20: Frequency and percentage of communication most important to improve sales performance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication most important to improve sales performance.	Strongly Disagree	0	0	0
	Disagree	5	8.9	8.9
	Partially Disagree	10	17.9	26.8
	Agree	30	53.6	80.4
	Strongly Agree	11	19.6	100
	Total		56	100

The table 4.20 shows frequency and percentage of communication most important to improve sales performance, 5 respondents (8.9%) answer disagree and 10 respondents (17.9%) answer partially disagree. While, 30 respondents (53.6%) answer agree and 11 respondents (19.6%) answer strongly agree for this question.

Table 4.21: Frequency and percentage communication must clearly.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication must clearly.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	5	8.9	8.9
	Agree	36	64.3	73.2

	Strongly Agree	15	26.8	100
	Total	56	100	

The table 4.21 shows frequency and percentage communication must clearly, 5 respondents (8.9%) answer partially disagree. While, 36 respondents (64.3%) answer agree and 15 respondents (26.8%) answer strongly agree for this question.

Table 4.22: Frequency and percentage communication must easy to understand.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication must easy to understand.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	5	8.9	8.9
	Agree	10	17.9	26.8
	Strongly Agree	41	73.2	100
	Total	56	100	

The table 4.22 shows frequency and percentage if communication must easy to understand, 5 respondents (8.9%) answer partially disagree. While, 10 respondents (17.9%) answer agree and 41 respondents (73.2%) answer strongly agree for this question.

Table 4.23: Frequency and percentage communication skill can be learned.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication skill can be learned.	Strongly Disagree	4	7.1	7.1
	Disagree	0	0	0
	Partially Disagree	10	17.9	25.0

	Agree	27	48.2	73.2
	Strongly Agree	15	26.8	100
	Total	56	100	

The table 4.23 shows, 4 respondents (7.1%) answer strongly disagree and 0 number respondent answers disagree. While, 10 respondents (17.9%) answer partially disagree, 27 respondents (48.2%) answer agree and 15 respondents (26.8%) answer strongly agree for this question.

Table 4.24: Frequency and percentage communication skill can make more successful project.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication skill can make more successful project.	Strongly Disagree	4	7.1	7.1
	Disagree	0	0	0
	Partially Disagree	5	9	16.1
	Agree	32	57.1	73.2
	Strongly Agree	15	26.8	100
	Total		56	100

The table 4.24 shows, 4 respondents (7.1%) answer strongly disagree and 0 number respondents answer disagree. While, 5 respondents (9%) answer partially disagree, 32 respondents (57.1%) answer agree and 15 respondents (26.8%) answer strongly agree for this question.

Table 4.25: Frequency and percentage communication can give effect to increase the sales performance.

Factor Affected	Scale	Frequency	Percentage (%)	Cumulative Percentage (%)
Communication can give effect to increase the sales performance.	Strongly Disagree	0	0	0
	Disagree	0	0	0
	Partially Disagree	10	17.9	17.9
	Agree	38	67.9	85.7
	Strongly Agree	8	14.3	100
	Total	56	100	

The table 4.25 shows frequency and percentage communication can give effect to increase the sales performance, 10 respondents (17.9%) answer partially disagree. While, 38 respondents (67.9%) answer agree and 8 respondents (14.3%) answer strongly agree for this question.

#### 4.7 The dominant factors affected of sales performance among sales manager

Table 4.26: the dominant factors affected of sales performance among sales manager.

Question	Answer	Std. Deviation	Mean
Communication must easy to understand.	Communication skill	.645	4.64
Experience can improve sales performance in your company.	Experience	1.052	4.20

Competitor can give positive feedback.	Competitor	.837	3.89
Knowledge can help sales manager to improve sales performance.	Level of knowledge.	.850	3.74

According the table 4.6 shows, the dominant factors affected of sales performance among sales manager. The mean and standard deviation have been calculated for all the factors using by SPSS. The objectives to define the factors affected of sales performance among sales manager have been used in construction industry. By 56 respondents of response the questionnaire, we can conclude that the most factors affected of sales performance is communication skill with the highest mean 4.64 follow with experience 4.20 with the second highest mean and third competitor with the mean 3.89. While, the lowest is level of knowledge with the mean 3.74.

#### 4.8 Conclusion

The conclusion for chapter 4 is to finding the objective in this study, the factors affected sales performance among sales manager in construction industry. We can conclude this study, the dominant factor affected sales performance among sales manager is communication skill. This is because the respondents agree communication skill can improve the sales performance. While, communication skill can be learn to add their skill in the sales performance.

## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter is about the summary of the research. Furthermore, in this chapter to overview of the research objective this is to clarify the overall the data analysis in the previous chapter which is useful to achieve the research objective for this study. Besides that, in this chapter have several discussions on contribution, limitation, recommendation and the end of this chapter will be the conclusion.

#### 5.2 Limitation

The critical issues during this research are the method of collecting data. Email the questionnaire was chosen as the method used in this research because it is found easy to distribute the questionnaire. But the realities during using email for distribute the questionnaire lacking of effective collecting data. This is because, the data collection too slow, which is the average only 9 respondent per week and this can effect to complete analysis and research.

Besides that, the respondents do not give the cooperation during the collection data. Mostly the respondents not interested to fill the questionnaire. The researcher needs to negotiate with the respondent to their can take part of in this survey. The researcher must have skill to interact the respondent to fill the questionnaire.



### 5.3 Recommendation

Other techniques of data collection can also be implemented other than questionnaire type. Other techniques such as an interview should be taken into consideration. The benefit of interview would permit the researcher to meet face to face to the respondent. Moreover, if we can meet the respondents face to face, the researcher can ask more questions and getting lot of details about the research.

### 5.4 Conclusion

For the conclusion, the study is to find the factor affected sales performance among sales manager and the dominant factor that affected of sales performance among sales manager. According the data analysis, it is clear that the affected factor is the experience of the owner, level of knowledge, competitor performance and communication skill. The most factors that affected are communication skill. So that, the sales manager must aware and give more concentration on the improvement of the communication skill. Therefore, more concentration on the development of communication skill should be made and may be a little bit more attention should be given on developing new way of training for efficient communication skills.



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