MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

MANAGERIAL COMPETENCE, SALES MANAGEMENT PRACTICES AND SALES SERVICE DELIVERY
A STUDY OF MANUFACTURING FIRMS IN JINJA DISTRICT

BY

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PLAN A

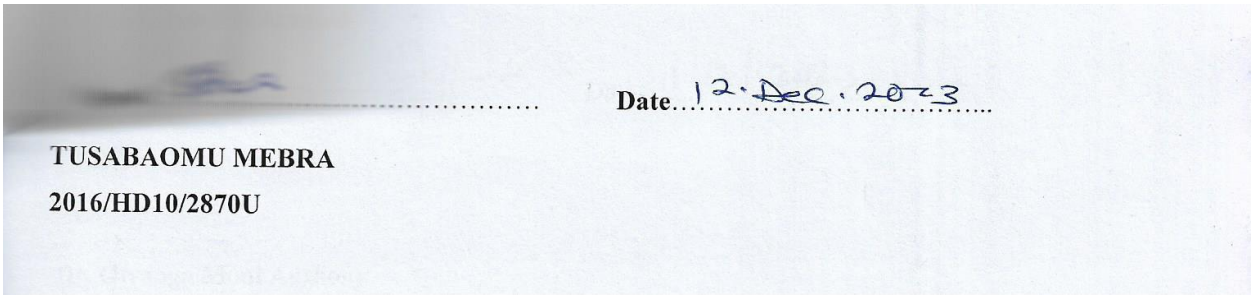
Declaration

I hereby declare that this proposal is my own original idea and no part of it has been presented for another degree in this University or elsewhere.

Signed…… **Date**……...

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Approval

This is to certify that this dissertation has been submitted for examination with our approval as supervisors.

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Signature..... Date..11/12/2023.....

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Signature..... Date..11/12/2023.....

Dedication

I dedicate this piece of work to my family, my husband Mr. Haumba Allan and my Children, Noreen, Israel and Daphine for the love, financial and physical support with their tireless efforts that enabled me accomplish my studies. May God bless you all.

Acknowledgement

It was my great honour to work under the supervision of Prof. Ngoma Muhammed and Dr. Olyanga Moni Anthony. You have supported me tireless and I describe my indebtedness to them. I would like to have the honour to express my sincerest gratitude to their interest for sharing their expertise and also providing guardianship.

Last but not least; I would like to give exceptionally special thanks to my family, my lovely, fellow course-mates. May God bless you abundantly.

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List of abbreviations

CVI	Content Validity Index
SMPs	Sales Management Practices
SPSS	Statistical Package for Social Scientist
UIA	Uganda Investment Authority

Abstract

Sales management practices hold primary responsibility for top line revenue generation in companies. The purpose of the study was to examine the relationship between managerial competency, service delivery and sales management practices of manufacturing firms in Jinja district. This study used primary data was obtained through the use of a self-administered questionnaire. A sample of 208 respondents were obtained during the survey. Data was analysed using STATA 14 and deceptive statistics, Variation Inflation Factor, normal distribution, Pearson correlation to measure the degree of association between variables under consideration, and the and hierarchical regression model was used**.**

The results for the Pearson correlation show that there is negative significant relationship between sales management practice and sale service delivery (r=-0.104, p>01). There is a significant positive association between sales management practices and sales service delivery (r=0.192***, p<.01). while the hierarchical regression model shows that in Model 1 indicate that there is 2.1% of sales service delivery in explaining managerial competency in manufacturing firms in Jinja. Hence there is a negative significant association between sales service delivery and managerial competency and the change in in R^2 *was significant* $F(2,203) = 2.157$, $R^2\Delta = 0.021$ $p=0.013$. Model 2 continue illustrate there is a significant positive association between sales management practices and sales service delivery (*co-eff=0.042*; $R^2\Delta = 0.064$, $p=0.001$***) since p-value is less than 0.05.

Lastly, the regression model explains that the overall of 59% ($AdjR^2$ = 0.59) of the variance in sales service delivery in manufacturing firms in Jinja, implying that there is 41% being explained by other factors. Nevertheless, considering the two predictors in this study, the results show that managerial competency and sales management practice are significant predictors of sale service delivery in manufacturing firms in Jinja $F(2,201) = 7.073$, $p=0.01$

Therefore, this study recommends that there is need for management competency of the manufacturing firms should embrace efficient working capital sale management practices as a

strategy to improve their financial performance and gaining competitive advantage over competing manufacturing firms.

CHARPTER ONE
INTRODUCTION

1.1 Background to the study

Globally, sales management practices have received a lot of attention from researchers, practitioners and academicians (Anderson *et al.*, 2010). This is because such practices once instituted effectively will lead to an increase in the sales Volume of company products (Decarlo, 2012). However, increase in sales volume depends on the service delivery mechanisms of the firm (Marchetti, 2006). For many companies, the service delivery spells the difference between success and failure for the firm (Honeycutt *et al.*, 2015). The sales management practices and service delivery hold primary responsibility for top line revenue generation (Noble, 2018; Shoemaker, 2013), serving as the critical link between an organization's senior management and the firm's revenue-generating personnel (Deeter-Schmelz *et al*., 2018). If firms desire results superior to the competition, then they must make superior efforts to attract, develop, and retain the best sales managers (Garrido *et al.*, 2005).

Service delivery is driven by the managerial competence of managers since they have the ability to direct work streams and define outcomes clearly while leading staff as a team (Jay, 2010). These competencies are necessary in extending technology, ensuring reliability, responsiveness and assurance of the suppliers. Typically, firms that are managerially constrained may not be in position to meet the expectations of the clients (Rosenberg *et al.*, 2009). The central role of sales managers to the success of sales processes continues to grow; yet, research into what makes a sales manager effective remains scarce in a developing country (Deeter *et al.*, 2008).

In Uganda, a number of foreign investors have opened up manufacturing industries following the Uganda's National industrial policy (NDP, 2018). The investors have received offers from the

government of Uganda in form tax waivers, free land for development which has made Uganda an investment hub. Manufacturing industries have managed to recruit sales personnel who are responsible for selling their products. In so doing, these industries have failed to come up with efficient sales management practices because they consider this as a cost (UIA report, 2018). Moreover, incompetent managers whose performance does not improve service delivery (UIA report, 2018).

Jinja district is one of the most industrialized districts located in Eastern Uganda with most of the industries falling in the manufacturing sector. Given the many industries within Jinja district, there is intense competition amongst the firms. It is expected that because of this competition the managers of the firms should carry out the sales management practices such as sales planning, training of staff, supervision and evaluation, control of sales and use better technology (Commercial Jinja report, 2018). However, the managers have not given attention to the above practices with the exception of supervision, control of sales and using better technology. Moreover, customers also complain on the effectiveness of their service delivery mechanisms the profits low. The commercial Jinja report (2018), reports that 65% of manufacturing firms only work to meet operational costs with minimal profits. All this is attributed to employing managers with low qualifications who lack the knowledge, experience and skills in a bid to save costs.

1.2 Statement of the problem

Sales management practices hold primary responsibility for top line revenue generation in companies (Noble, 2018; Shoemaker, 2013), thus serving as the critical link between an organization's senior management and the firm's revenue-generating personnel (Deeter *et al*., 2018). Manufacturing firms in Jinja district have attempted to adopt the best sales service delivery

reliability, responsiveness, assurance, mode of access to information and communication technologies (ICTs), and also sales management practices such as training, supervision and evaluation among others that would improve revenue generation, but this has been frustrated with over increasing customers' complaints on the service delivery (Commercial Jinja report, 2020). Evidence shows that 65% of the manufacturing firms are only making minimal profits approximated at about 45% Conversation with Managing director of MMI, 2018). In the current competitive business environment, sales service delivery is a pre-requisite to organizational success. Firms ought to deliver sales services that are reliable, guarantee customer satisfaction and are responsive to their needs (K.De Ruyter 2020)

However, the manufacturing firms have not fully embraced effective sales service delivery, for example, Kakira Sugar Works, sometimes closes for months because of stock outs of the sugar product and end up failing to meet the Customers' needs. Same with Bidco Uganda Limited; where customers are required to make orders in advance which inconveniences the customers who would require to restock instantly as opposed to waiting a long period of time to have their needs addressed.

Since there is decline in the sales service delivery of manufacturing firms in Jinja, as evidenced by their inability to satisfy the customer needs, reliably, in time. This study therefore, sought to investigate how to enhance sales service delivery through managerial competences and sales management practices.

All this is attributed to employing managers with low qualifications who lack the knowledge, experience and skills in a bid to save costs. This therefore forms the basis of the study.

1.3 Purpose of the study

The purpose of the study was to examine the relationship between managerial competence, service delivery and sales management practices of manufacturing firms in Jinja district.

1.4 Objectives of the study

i. To examine the relationship between managerial competence and sales service delivery of manufacturing firms in Jinja district.

ii. To examine the relationship between sales management practices and sale service delivery of manufacturing firms in Jinja district.

iii. To examine the combined effect between managerial competence and sales management practices on sales service delivery of manufacturing firms in Jinja district.

1.5 Research Questions

i. What is the relationship between managerial competence and sales service delivery of manufacturing firms in Jinja district?

ii. What is the relationship between sales management practices and sales service delivery of manufacturing firms in Jinja district?

iii. What is the combined effect between managerial competence and sales management practices on sales service delivery of manufacturing firms in Jinja district?

1.6 Scope of the study

Subject scope

The study was limited to empirical literature debate on managerial competence, sales management practices and sale service delivery of manufacturing companies in Jinja district.

Geographical scope

The study was limited to Jinja district which is located in Eastern Uganda. Jinja was selected because it is the most industrialized town compared to other districts in eastern Uganda.

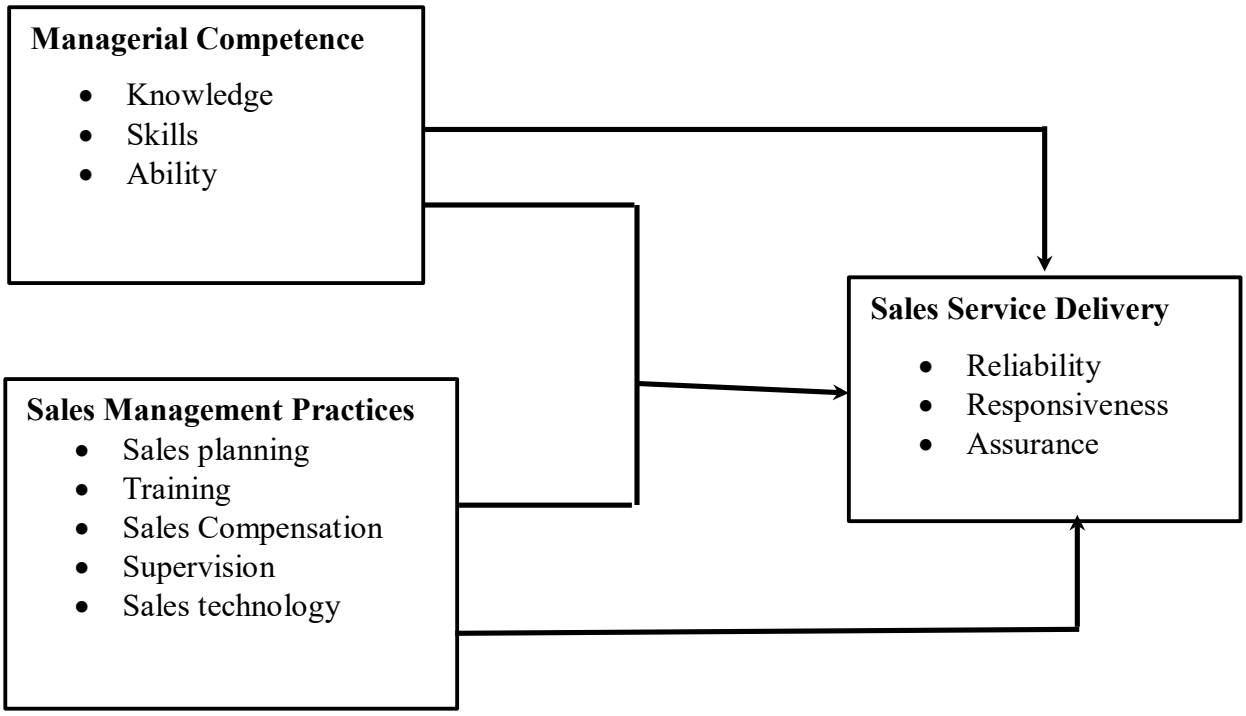
1.7 Significance of the study

The study will help policy makers, regulators and managers in coming up with solutions to the challenges of sales management practices that may require significant improvements in the manufacturing sector.

The study will add on the existing research for academicians to access in relation to marketing in the manufacturing sector.

The study is also intended to show the importance of manufacturing sector as players in the provision of services in the country.

1.8 The conceptual Frame work



Source: adopted and Modified from *Leo (2009); Parasuraman et al., 1988; Roy et al., 2015: Dubinsky and Barry (1982)*

Explanation of the conceptual frame work

The independent variables are managerial competence and sale management practices service delivery. Sales service delivery are the dependent variable. Managerial competence will be measure in terms of Knowledge, skills and abilities (Leo, 2009). Sales management practices was conceptualized in terms of Sales planning, Training, Sales compensation, Supervision and evaluation, Control of sales force performance, Sales technology (Dubinsky & Barry, 1982). Sales Service delivery was conceptualized in terms of reliability, responsiveness, Assurance and technology (Parasuraman *et al.* 1988; Roy *et al*, 2015).

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section presents highlights of the reviewed literature regarding the study variables. It shows how this research relates to the existing body of knowledge and identifies the gaps existing in the current body of knowledge.

2.2 Managerial competence

While there is a pending and ongoing debate about definitions of competence (Le Deist and Winterton, 2015; Königová *et al.,* 2012), Boyatzis (2018) defined managerial competences the individual characteristics that are casually related to effective and superior job performance of managers. Thus, managerial competences are characteristics that an individual manager needs in order to perform effectively such as planning, organizing, staffing, leading, controlling and directing. Competence in decision making has been conceptualized as knowledge, skills and ability (Kamukama et *al.*, 2017; Leo, 2009).

2.3 Sales management practices

Over thirty years ago, the debate on sales management practices still continues among researchers. Walker *et al.* (1977, 1979; Dubinsky and Barry, 1982) concluded that such practices/activities in the areas of selection, training, compensation, motivation, and evaluation.

Durbinsky (1982) presented 65 sales management practices (SMPs) in his study that had been identified a few years earlier. They found significant differences in the extent of use between large firms and small firms in the use of specific SMPs in terms of forecasting approaches, sales force organization, sales force selection practices, sales training, and supervisory and evaluative practices.

Other studies have looked at the effects of single SMPs such sales training (Roman *et al*. 2002), leadership (Shoemaker 2003), and control (Piercy *et al*. 2004). Surprisingly, only two other studies (Jobber *et al.*, 1993 and Shipley and Jobber, 1994) besides Dubinsky and Barry (1982) focused specifically on identifying which practices were actually used by sales managers. As in Dubinsky and Barry (1982), citing conventional sales management wisdom that company size plays a factor in the use of various tools/practices, both of these studies also chose to define size using sales revenue.

2.4 Managerial competence and sales management practices

Literature on managerial competence and sales management practices has its origins in consultative selling to major accounts in industrial and business-to-business markets (Miller *et al.*, 1988; Rackham, 1991). Alexandria (2017) argues that competent managers can actively utilize job assignment to design management strategies that have a high potential for improvement of sales which will be helpful in seeing the firm designing heterogeneous products that may target high potential customers. Consequently, competent managers play a big role in setting up organization sales management practices which will be necessary in making the organization meet its sales targets needs hence boosting organizations profitability. Indeed, Lober *et al.* (2019) observe that competent managers have adequate skills and knowledge that they may employ to train and improve on sales technology if sales are to be boosted. Therefore, competent managers are likely to foster good sales for the organization they manage.

This presumption is likely to be true as Jones *et al*. (2015) show that good sales management practices are likely to double the profits of a firm as compared to poor sales management. In addition, he reveals that that the market values of excess cash for highly competent firms are about one-half times of the market value of excess cash of firms with incompetent managers which

ultimately determines the extent to which a firm may survive in the market. Marshall *et al*. (2019) argues that in order to achieve significant profits, good sales management practices are should be employed by the firm.

2.5 Sale service delivery and sales management practices

Past research suggests that sales management practices have been neglected in many companies with a good number of service deliveries reporting either little or no formal impact on the organization (Anderson *et al.,* 1997; Dubinsky *et al.,* 2001; Shepherd and Ridnour, 1996). In various studies cited in the literature, less than half of surveyed firms provided sales management practices for newly hired sales managers (Anderson *et al.*, 1999) and, often, the training was not provided until the sales manager was promoted to a higher-level sales management position (Anderson *et al.,* 1997). Sales delivery assignment is one of the toughest and most important in an organization and the success or failure of most companies depends on the effectiveness of this vital position (Chitwood, 2017). To remain competitive within their industries, firms continue to invest larger and larger amounts of time and money on sales management practices that are vital for service deliveries. Organizations who spend such large amounts on improving their sales management practices want to see that the monies invested assist the firm in improving its service delivery goals (Ricks *et al.,* 2018), centered around continually enhancing marketing productivity and effectiveness (LaPlaca, 2019). Yet, little empirical work is available as a guide in the design and implementation of sales manager practices (Dubinsky *et al.,* 2001). So, while the high-value associated with an effective sales manager can be seen as a self-evident truth, less clear is the path that leads a firm become successful at service delivery.

Sales management practices great relationships which affects service delivery to a great level that is to say customer equity management is a an approach to marketing and corporate strategy that

finally puts customers first, customers increase the value of the firm in the event of a sale, a fundamental relationship exists between strategies intended to bring about a single transaction and those designed to create extended relationships with customers and that customers are an important financial asset to the firm (Njuguna & Mirugi, 2017).

2.6 Managerial competence and sales management practices on sale service delivery

The competent manager provides not only guidance to keep sales people moving toward and achieving organizational goals but also creates a climate conducive to achieving those goals (Cook and Herche, 1992). In reaching their fullest potential, sales people largely attribute their success to competent managers and good sales management practices (Ricj, 1998). Research results support the contention that successful service delivery owe more to competent manager to develop their skills (Chitwood, 2017). Sales managers have had no choice but to become champions in advancing technology as a management practice use not only in their sales function but in the organization as a whole. By using the latest tools to support their own sales management processes (Schillewaert *et al.,* 2015), sales deliveries have become "de facto" technology adopters. Related, many organizations with competent managers are moving more toward utilizing on-line training formats versus traditional training formats (Blair and Sisakhti, 2017). These taken together enhance service delivery.

Noting the above diversity of undertakings, Fine (2017) reports that the management of selling and salespeople is a highly complex and highly contextual challenge and that there is no one right formula for sales force management success. The sales manager's job remains incredibly important and difficult; yet, too often it is the most under-trained managers in the entire organization (Kahle, 2005).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter portrays how the study was conducted and it focused on the Research design, Target population, Sample size and selection, sampling techniques and procedures, data sources, data collection methods, data collection instruments, reliability and validity, measurement of variables, data processing, presentation data analysis, and ethical procedure

3.2 Research Design

This study adopted a cross sectional survey design because it enabled the researcher to collect data once at a given time. The researcher used only quantitative research design method because the researcher wants to derive the objective understanding of the study phenomenon by the respondents. In addition, using quantitative helped the researcher to present the data in numerical terms from which the researcher drawn conclusion about the study and come up with comprehensive framework that explained managerial competence, service delivery and sales management practices of manufacturing firms in Jinja district.

3.3 Study Population

The target population of this study is 62 manufacturing companies in Jinja (Jinja District Annual report, 2018). The unit of analysis was a manufacturing firm. The unit of inquiry was the sales personnel, company manager and Heads of sales units, HR personnel. Thus from all selected companies 4 respondent were selected to participate in the study.

3.4 Sample Size and Sampling Technique

A sample of 52 manufacturing companies was selected from the population to take part in this study. Four (4) representatives were selected from each company bringing the total to 208

respondents. Stratified sampling was used where different firms were put under different strata according to what they manufacture, and purposive sampling was used to select the respondents from the chosen firms. It was used because different respondent was able to provide specific information regarding to the study that is sales personnel, company manager and Heads of sales units, HR personnel were chose to take part.

3.5 Data source and data collection procedure

Primary data was obtained through the use of a self-administered questionnaire to the respondents following systematic procedures. The questionnaires used for the collection of data from respondents.

A closed ended questionnaire was used to collect data from manufacturing firms. For quantitative data, a structured questionnaire measured on Likert scale (1932) a scale of 1-5 was used with responses ranging from strongly disagree (1) to strongly agree (5).

A Likert scale was used because it helped the researcher to measure the attitudes of the respondents by asking them to respond to a series of statements about of managerial competence, Sales service delivery and sales management practices in terms of the extent to which they agree with them.

3.6 Measurement of the Variables

Managerial competencies, sales management practices and sales service delivery were measured through their dimensions adopted from previous studies and modified to fit the current study context as shown in the table 1 below:

Table 1: Measurements of the Research Variables (rated using a 5-point Likert Scale of strongly agree (5), agree (4), uncertain (3), disagree (2) strongly disagree (1))

Variable	Author	Measures
Managerial Competencies	Leo (2009)	● Knowledge ● Skills ● Abilities
Sales Management Practices	Roy et al (2015)	● Sales planning ● Training ● Sales compensation ● Supervision and evaluation ● Control of sales force performance ● Sales Technology
Sales Service Delivery	Parasuraman et al (1988)	● Reliability ● Responsiveness ● Assurance

3.7 Reliability and Validity of Instrument

Reliability is the ability to measure to produce consistent results when the same entities are measured under different conditions (Field, 2009). The Cronbach Alpha coefficient was used to test for reliability of the instrument and if the Cronbach's alpha coefficient is above 0.70, the instrument will be considered reliable (Amin, 2005).

Validity determines whether the research instrument truly measures what it was intended to measure or how truthful the research results are (Golafshan, 2003). The questionnaire scale for expert validity was used to establish this. The questionnaire was pretested before it administered to the respondents The questionnaire was given to a number of experts to evaluate the relevance of each item in the instrument to the objectives and how well scores on one measure predict scores on another measure of interest. In this study, the researcher concentrated on content validity to ensure that the content of the questionnaire is appropriate and relevant to the study purpose.

Table 2: Reliability and Validity Test Results.

Variable	Anchor	Cronbach Alpha Value	Content Validity Index
Managerial Competency	5 Point	.752	.723
Sales management Practices	5 Point	.775	.767
Sales Service Delivery	5 Point	.897	.821

Source: Primary Data 2023

3.8 Data Processing and Analysis

Statistical treatment of captured primary data involved prior sorting, editing, classified and coded into a coding sheet, processed and analysed using a Statistical Package for STATA 14.0 for descriptive and inferential analysis of measurable relationships between study variables. Factor determination was done for consequent analysis. According to the study objectives, Pearson`s correlation analysis used for associations and predictor contributions respectively and a regression analysis also used to determine the predictive power of the dependent variable on the independent variables.

3.9 Ethical considerations

The study was based on respect, informed consent and assured confidentiality with participants. A copy of introductory letter from Mubs Jinja Campus on behalf of Graduate and Research Center was attached to the questionnaire for personal identification and data collection respectively to seek permission to undertake the research in these manufacturing firms with Jinja.

CHAPTER FOUR
RESULTS AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents results based managerial competence, sales management practices and sales service delivery in manufacturing firms in Jinja district. This illustrates the descriptive analysis of the demographic characteristics, Variation Inflation Factor, normal distribution, Pearson correlation to measure the degree of association between variables under consideration, and the hierarchical regression analysis to estimate the contribution between sales management practices and managerial competence, service delivery in manufacturing industries in Jinja district. Considering the respond rate, (90%) of the responded. According to Tashakkori and Teddlie (2010) show that when you expect the response rate to be 90%, you divide the sample by the expected rate. That is 208/0.9, which was the case here because of the situation at the time.

4.2 Descriptive of demographic characteristics

The portrays the descriptive of the demographic characteristic of the respondents which include gender, age bracket, highest education and years worked the company.

Table 3: The distribution of Gender

Gender	***Frequency (n)***	***Percent (%)***
Male	121	58.2
Female	87	41.8
Total	**208**	**100**

The result in table 4.2 show that a half 58.2% of the respondents were males while 41.8% were females. This show that more males are active in working in manufacturing industries in Jinja female.

Table 4: The distribution of age of the respondents

Age of the respondents	***Frequency (n)***	***Percent (%)***
<30 yrs	65	31.3
30-40 yrs	70	33.7
41-50 yrs	40	19.2
51 and above yrs	33	15.9
Total	**208**	**100**

The results in table 4.3 indicate that most 33.7 percent of the respondents were between 30-40 followed by those 31.3 percent who were less than 30 years while 19.2% were between 41-50 years and only 15.9% were 51 and above years. This indicates the most respondents working the manufacturing firms are in their productive ages.

Table 5: The distribution of education level

Education level	***Frequency (n)***	***Percent (%)***
Certificate	12	5.8
Diploma	75	36.1
Degree	88	42.3
Masters	33	15.9
Total	**208**	**100**

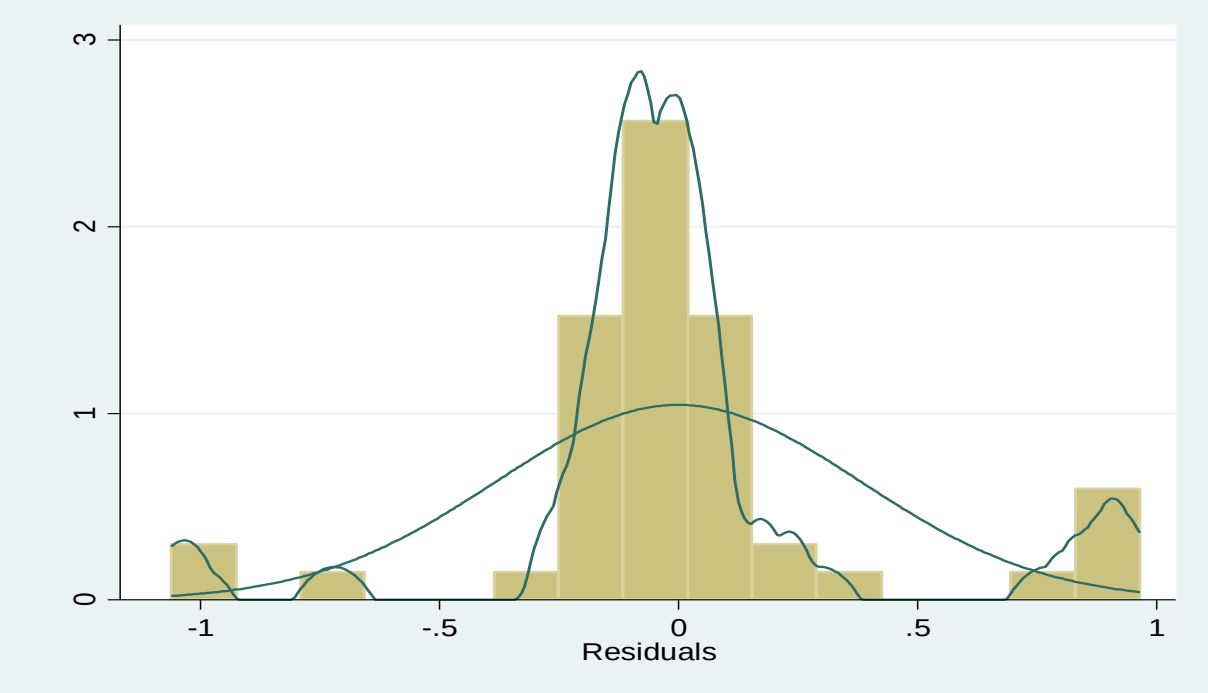
The results in table 4.4 indicate that (42.3%) of the respondents had a degree followed by (33.1%) who has diploma level while only (5.8%) were certificate holder. The means that more respondents working in the manufacturing industries had attained education level.

Table 6: The distribution of years worked

Years worked	***Frequency (n=208)***	***Percent (%)***
<5 yrs	69	33.2
5-10 yrs	106	51.0
11 yrs & above	33	15.9
Total	**208**	**100**

The distribution in table 4.5 show that a half (51%) of the respondents had worked for 5-10 years followed by 33.2% who had worked for less than 5 years and least (15.9%) had 11 and above years. This indicate that half of the respondent had gained experience in manufacturing firms since they had worked for 5-10 years.

Figure 1: Showing normality distribution of sales service delivery in manufacturing firms



The figure portrays that data is normally distributed. The results from the data indicate that manufacturing firms have developed well in sales management practices. We used kernel density to estimate the smoothness of data under normal distribution between the residuals in the model. The kernel density estimates were used with the histograms in this study.

Table 7: Multi-collinearity of the variables

Variable	VIF	1/VIF
Age	*2.55*	*0.392*
Years worked	*2.28*	*0.438*
Sales management practices	*1.77*	*0.564*
Education level	*1.77*	*0.565*
Managerial competence	*1.28*	*0.778*
Gender	*1.03*	*0.969*
Mean VIF	***1.78***	

Variance inflation factor (VIF) is employed to check for Multicollinearity. The VIF exists if VIF>5 and if VIF is less than 5, hence no collinearity exists. Therefore, the results show that mean VIF is 1.78. It means there was no collinearity in the model.

4.3 Pearson correlation analysis

The Pearson correction analysis displays the coefficients and association between the different group variables one at a time. Table 4.7 below show Pearson correlation analysis between sales management practices and managerial competence, sales service delivery in manufacturing industries.

Table 8: Correlation between dependent and independents variables

Variables	**1**	**2**	**3**
Managerial competency (1)	1.		
Sales Management Practices (2)	.036**	1	
Sales Service Delivery (3)	.192**	0.384	1

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

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

The results above illustrate that moderate correction between the study variables and therefore the measure of the linear associations was denoted by r. The Pearson correlation coefficient, *r*, can take a range of values from +1 to -1 where | *r* | means the absolute value or *r* (| *r* | > .5 means *r* > .5 and *r* < -.5).

Objective (1) was to examine the relationship between managerial competency and sales service delivery of manufacturing firms in Jinja district. The results in table 4.7 demonstrate that there is positive significant relationship between sales management practice and sale service delivery (*r*=-0.192, *p*>01). A reduction in sale management practice can lead to a reduction in sale service delivery of manufacturing firms.

Objective (2) to was examine the relationship between sales management practices and sales service delivery of manufacturing firms in Jinja district. There is a significant positive association between sales management practices and sales service delivery (*r*=0.384***, *p*<.01).

when there is an increase in sales management practices of the manufacturing firms, there will an increase in service delivery of the customers.

4.4 Hierarchical regression analysis

The hierarchical regression analysis was used to determine the analytical association of the discrete variables on the dependent variable (sales service delivery) between independent variables (sales

management practice and managerial competency) among the manufacturing firms. The results are presented in table 4.8 below;

Table 9: Hierarchical regression analysis

REGRESSION ANALYSIS	Model 1			Model 2			Model 3		
Sales Service delivery	B	SE	β	B	SE	β	B	SE	β
Demographic factors									
Constant	1.929	0.135		2.037	0.153		1.900	0.154	
Gender	0.021	0.051	0.713	0.008	0.056	0.887	0.021	0.055	0.709
Age	-0.054	0.041	0.194	-0.045	0.042	0.286	-0.053	0.041	0.197
Education level	-0.007	0.044	0.868	0.005	0.045	0.916	-0.010	0.044	0.816
Years worked	0.1167	0.056	0.039	0.116	0.056	0.040	0.034	0.060	0.569
Managerial competency				-0.050	0.034	0.013***	-0.078	0.034	0.022
Sales management practice							0.145	0.042	0.001***
R^2	0.022			0.032			0.86		
AdjR^2	0.002			0.008			0.59		
R^2-Change	0.001			0.021			0.064		
F-Change	0.093			2.157			7.073		
Sig. F-Change	0.345			0.024			0.001		

****. Correlation is significant at the 0.05 and 0.01 levels, respectively (2-tailed).*
α. Unstandardized coefficient
β. Standardized coefficient

The hierarchical multiple regression revealed that at in model 1, Sales Service delivery contributed 0.001 and accounted for 0.1% of the variation in Sales Service delivery. Hence, there was no significant association and change in R^2 was not significant, $F\ (2,205) = 0.093$, $p > .05$.

More so, results in model 2 indicate that there is 2.1% of sales service delivery in explaining managerial competence in manufacturing firms in Jinja. Hence there is a negative significant association between sales service delivery and managerial competence and the change in in R^2 *was significant* $F\ (2,203) = 2.157$, $R^2\Delta = 0.021$ $p = 0.013$. Where there a reduction in managerial competency this will lead to a reduction in sale service delivery of firm with the market.

Lastly, the regression model explains that the overall of 59% ($AdjR^2$ = 0.59) of the variance in sales service delivery in manufacturing firms in Jinja, implying that there is 41% being explained by other factors. Nevertheless, considering the two predictors in this study, the results show that managerial competence and sales management practice are significant predictors of sales service delivery in manufacturing firms in Jinja *F (2,201) =7.073, p=0.01*

CHAPTER FIVE
DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the findings, conclusion, and recommendation to the findings of the study and limitation to the study. This study proposed to examine the relationship between managerial competence, service delivery and sales management practices of manufacturing firms in Jinja district.

5.2 Discussion of the findings

The discussion of the findings is being based on the objectives of the study as follows:

Objective (1) was to examine the relationship between managerial competence and sales service delivery of manufacturing firms in Jinja district

Objective (2) was to examine the relationship between sales management practices and sale service delivery of manufacturing firms in Jinja district.

Managerial competence and sales service delivery

Findings have revealed that there exists a negative significant relationship between managerial competency and service delivery of manufacturing firms in Jinja (*co-eff*=-0.050; $R^2\Delta=0.021$; $F(2,203) = 2.157$, $p=0.013$). Implying that an increase in managerial competency lead to a reduction in sale service delivery. These findings are inconsistent with earlier studies (see for instance Alexandria, 2017; Jones et al. 2015) who explains that competent managers can actively utilize job assignment to design management strategies that have a high potential for improvement of sales service delivery.

Sales management practices and sales service delivery

Findings have continued to confirm that there is a significant positive association between sales management practices and sales service delivery (*co-eff=0.042*; $R^2\Delta=0.064$, $p=0.001$***). Where there is an increase in sales management practices of the manufacturing firms, there will an increase in sales service delivery of the customers. These finding are in support by (Njuguna & Mirugi, 2017) who articled that sale managing practices has a relationships that affects service

delivery to a great extent whereby that customer equity management is a an approach to marketing and corporate strategy that finally puts customers first, customers increase the value of the firm in the event of a sale, a fundamental relationship exists between strategies intended to bring about a single transaction and those designed to create extended relationships with customers and that customers are an important financial asset to the firm or manufacturing industry. These findings are consistent with those of Lovelock, Wirtz & Chatterrjee, (2013) who asserted that customers are an important financial asset to the firm as they increase the value of the firm in the event of a sale. They also noted that customer equity management is a new approach to marketing and corporate strategy that finally puts customers, and more important, strategies designed to grow the value of each other, at the heart of the organization.

Ricks *et al.,* 2018 adds that **t**o remain competitive within their industries, firms continue to invest larger and larger amounts of time and money on sales management practices that are vital for service deliveries. Organizations who spend such large amounts on improving their sales management practices want to see that the monies invested assist the firm in improving its service delivery goals.

Objective (3) was to examine the combined effect between managerial competence and service delivery on sales management practices of manufacturing firms in Jinja district

The results show that the regression model explains that the overall of 59% ($AdjR^2$ = 0.59) of the variance in sales service delivery in manufacturing industries in Jinja, implying that there is 41% being explained by other factors. Nevertheless, considering the two predictors in this study, the results show that managerial competency and sales management practice has a great contribution effect on sales service delivery of manufacturing firms in Jinja. These finding have been highlighted that sales service delivery can significantly influence the relationship with managerial competence and sales management practices which influence competitive advantage. The has been highlighted with the important human capital and relationship with service quality in building competitive position with manufacturing firms in export markets (Nwokah et al., 2011). In addition, results support the contention that successful service delivery owe more to competent manager to develop their skills (Chitwood, 2017). Sales managers have had no choice but to become champions in advancing technology as a management practice use not only in their sales function but in the organization as a whole. By using the latest tools to support their own sales

management processes (Schillewaert *et al.,* 2015), sales deliveries have become "de facto" technology adopters. Related, many organizations with competent managers are moving more toward utilizing on-line training formats versus traditional training formats (Blair and Sisakhti, 2017). These taken together enhance service delivery. Noting the above diversity of undertakings, Fine (2017) reports that the management of selling and salespeople is a highly complex and highly contextual challenge and that there is no one right formula for sales force management success. The sales manager's job remains incredibly important and difficult; yet, too often it is the most under-trained managers in the entire organization (Kahle, 2005).

5.3 Conclusion

The research findings and discussion, all the objectives were supported which include;

To examine the relationship between managerial competence and sales service delivery of manufacturing firms in Jinja district**.**

To examine the relationship between sales management practices and sale service delivery of manufacturing firms in Jinja district.

To examine the combined effect between managerial competence and service delivery on sales management practices of manufacturing firms in Jinja district.

A reduction in managerial competence will lead to a reduction in sales service delivery of firm with the market. Furthermore, where there is an increase in sales management practices of the manufacturing firms, there will an increase in sales service delivery of the customers

5.4 Recommendations

The research findings and the conclusion, the following recommendations have been suggested as follows;

The study has found out that management competence has a greater contribution towards sales service delivery so there is a need to improve on building the Team together towards achieving the set goals of the firm and this includes involving the team in decision making before they are being implemented within the firm

Also, the study recommends that management competence of the manufacturing firms should embrace efficient working capital sale management practices as a strategy to improve their financial performance and gaining competitive advantage over competing manufacturing firms

Managerial competence seems to consist of two dimensions Consummate competency includes: work practices which are governed by an orientation towards efficiency; management laying emphasis on increased firms' productivity; management constantly seeking to develop workers' oral presentation abilities; and workers being encouraged to use social skills in the performance of their jobs.

The Study recommends that the Firm should be able to use proven strategies to build customer loyalty with updates. Keep your customers up to date through a friendly email newsletter or phone call in form of personalizing them. When it comes to customers, there's no such thing as over-communication your clients feel more comfortable when they know what's going on. Define Everything. Service definition is vital to service management. Listen to your customers by monitoring interactions. Capture all of customer feedback channels. Ask customers what they think. Use quality monitoring to help agents improve skills. Do not view agent development as a one-off activity.

5.5 Limitation of the study

Many of the respondents feared or decline to contribute to the study suspecting action against their firms that may affect their employment. And also, the pandemic of COVID-19 many of the firms restrict people to enter their firm and meeting people face to face so they prefer using phone call interview throughout it was hard to even get their contact. Areas of further research could be Managerial Competence and Non-Performance of Small-Scale Firms in industrial area Kampala

5.6 Limitations of the study

The researcher faced the following limitations;

The study used a cross sectional study yet some issues of managerial competence, sales management practices and sales service delivery can be addressed using a longitudinal study.
The study is only limited to manufacturing firms.

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APPENDIX

MAKERERE UNIVERSITY

DIRECTORATE OF RESEARCH AND GRADUATE TRAINING

Appendix I: Questionnaire Form

Dear Sir/ Madam,

I am pursuing a Master's Degree of Science in Business Administration of Makerere University. As one of the requirements for completion, I am undertaking a study on **"MANAGERIAL COMPETENCE, SERVICE DELIVERY AND SALES MANAGEMENT PRACTICES IN MANUFACTURING INDUSTRIES IN JINJA DISTRICT"** This study is purely for academic purposes and all your responses expressed herein will be kept with ultimate confidentiality. You are requested to fill free while filling this questionnaire presented to you. In advance, I thank you so much for your cooperation!

MEBRA

STUDENT

SECTION A: DEMOGRAPHIC CHARACTERISTICS

In the following questions, you are requested to tick the option that best suits you.

Q1. Gender

Male	Female
1	2

Q2. Age bracket

<30 years	30-40 yrs	41-50 yrs	51 and above
1	2	3	4

Q3. Highest Education level you have attained

Certificate	Diploma	Degree	Masters	PhD	Others
1	2	3	4	5	6

Q4. For how many years have you worked in this company?

<5 yrs	5-10 yrs	11 yrs & above
1	2	3

SECTION B:

Under this section, the researcher is interested in ascertaining information regarding "**Managerial competence, service delivery and sales management practices in manufacturing industries in Jinja district***"* You are required to respond to the statements provided using the Key provided. **Key:** 1-Strongly Disagree (**SD**), 2- Disagree (**D**), 3- Not Sure (**NS**), 4- Agree (**A**) and 5 represents Strongly Agree (**SA**).

	STATEMENTS	**SD**	**D**	**NS**	**A**	**SA**
	MANAGERIAL COMPETENCE					
	Skills					
1	Managers are appointed on merit considering in mind their skills about manufacturing business	1	2	3	4	5
2	Managers have the necessary qualifications to manage the manufacturing business	1	2	3	4	5
3	Our manager is competent enough to make the business profitable	1	2	3	4	5
	Our manager competently initiates programs to improve the quality of products	1	2	3	4	5
	The communication style of our manager moves to other employees towards achieving positive and competitive results	1	2	3	4	5
	The leadership exhibited by our manager drives all members to deliver positive results	1	2	3	4	5
	Our manager delegate tasks in a manner that aims at achieving financial targets	1	2	3	4	5
	Knowledge					
	Our manager is knowledgeable about manufacturing business	1	2	3	4	5
	Our manager is aware of the best performance indicators of profitability and portfolio quality	1	2	3	4	5
5	Our manager benchmarks the company sales management practices to the industry best management sales practices	1	2	3	4	5
6	Our management knows the strength and weaknesses of the company	1	2	3	4	5

	Our manager has viable measurement metrics for making informed decisions about the practices to adopt	1	2	3	4	5
	Abilities					
8	Our manager is able and willing to complete his assigned duties	1	2	3	4	5
9	Our manager prepares the company to adapt to required changes in the market	1	2	3	4	5
10	Our manager understands the sales management practices					
	Our managers identify the company sales needs					
	SERVICE DELIVERY					
	Reliability					
1	Our customers consider our services dependable	1	2	3	4	5
2	Our company delivers what the customers want	1	2	3	4	5
3	Our company usually Informs our customers about its new products on the market	1	2	3	4	5
4	Our clients can easily access information relating to our products any time	**1**	**2**	**3**	**4**	**5**
	Responsiveness					
5	Our company products are readily available	**1**	**2**	**3**	**4**	**5**
6	Our company facilitate delivery of products to customers who buy in bulk	**1**	**2**	**3**	**4**	**5**
7	Our company managers dedicate certain hours specifying design for the products	1	2	3	4	5
	Assurance					
8	Our company has available research resources for product specification	1	2	3	4	5
9	Our company has dedicated sales men	1	2	3	4	5
10	Our company offers appropriate training of its sales personnel	1	2	3	4	5
	Our company has sales experts	1	2	3	4	5
	Sales management practices					
	Training					
	Our company trains its sales personnel per annum	1	2	3	4	5
	Our sales personnel are encouraged to go for sales certification	1	2	3	4	5
	Our company invest funds in training of its sales personnel	1	2	3	4	5
	Sales planning					
	Our sales plan aligns with company goals while remaining fair and attainable.	1	2	3	4	5

	Our sales plan motivates the sales personnel	1	2	3	4	5
	Our sales plan encourages collaboration and working together on deals	1	2	3	4	5
	Our sales plan increases sales productivity a sense that the whole team is winning.	1	2	3	4	5
	Sales Compensation	1	2	3	4	5
	Our sales men are paid depending on how much they have sold per day	1	2	3	4	5
	Our company rewards only sales men who over sale their products	1	2	3	4	5
	Our company Incentivizes top-performers to not only hit their goals but also keep selling to earn higher payout rates	1	2	3	4	5
	Our company attracts and retains top-performers due to the lucrative nature of the extra payout rate	1	2	3	4	5
	Sales Technology					
	Technology enables sales personnel increase sales per customer	1	2	3	4	5
	Customers can easily make online orders	1	2	3	4	5
	The company easily makes online deliveries	1	2	3	4	5
	Our technical and management expertise is enough to satisfy technology requirements of the company	1	2	3	4	5
	Technology improves communication and coordination with our clients	1	2	3	4	5

Time fame

S/NO	ACTIVITY	PERIOD
1.	Development of Topic	January 2020
2.	Research Proposal Development	Feb 1st 2020– July 2020
3.	Submission of the Research Proposal	July 2020
4.	Receiving back the Research Proposal from the Examiners	August 2020
5.	Collection of Primary Data from Respondents	September 2020
6.	Data entry and analysis	September 2020
7.	Compiling of the research dissertation	October 2020
8.	Printing and Binding of dissertation	October 2020

9.	Submission of final report	October 2020
10.	Waiting for results and VIVA	

WORK PLAN FOR THE ENTIRE RESEARCH

RESEARCH BUDGET

S/NO	**ACTIVITY**	**COST**
1.	Internet Expenses	580,000/=
2.	Air time	100,000/=
3.	Other Logistics	129,000/=
4.	Transport Expenses	400,000
5.	Printing Expenses	400,000/=
6.	Binding Expenses	120,000/=
7.	Data Collection	500,000/=
8.	Miscellaneous	500,000/=
9.	**GRAND TOTAL**	**2,729,000**

RESEARCH BUDGET

S/NO	ACTIVITY	COST
1.	Internet Expenses	580,000/=
2.	Air time	100,000/=
3.	Other Logistics	129,000/=
4.	Transport Expenses	400,000
5.	Printing Expenses	400,000/=
6.	Binding Expenses	120,000/=
7.	Data Collection	500,000/=
8.	Miscellaneous	500,000/=
9.	**GRAND TOTAL**	**2,729,000**