UGANDA MANAGEMENT INSTITUTE

FACTORS INFLUENCING THE SALES PERFORMANCE OF MICROSOFT RESELLERS: THE CASE OF SELECTED COMPANIES IN KAMPALA, UGANDA

By

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January, 2018.

DECLARATION

I, **Racheal Lugira,** declare that this dissertation is my own original work and that it has not been

presented and will not be presented to any other University for similar or any other degree award

Sign…………………………………………..

Date………………………………………….

APPROVAL

We, the undersigned, certify that we have read and here by recommend for acceptance by Uganda Management Institute a dissertation titled *"Factors influencing the sales performance of Microsoft resellers: the case of selected companies in Kampala, Uganda."* in fulfillment of the requirements for the award of the degree of Masters in Business Administration of Uganda Management Institute.

Dr. Fr. Dan Oryema

Sign……………………………………….

Date……………………………………..

Ms. Jennifer Rose Aduwo

Sign……………………………………….

Date……………………………………..

DEDICATION

This research work is dedicated to my family: Mr. John Bosco Lugira and Mrs. Florence Lugira plus Mr. Moses Lugira, Mr. Kelvin Walker Lugira and Miss. Renitah Lugira, whose company I missed during the course of writing this report.

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LIST OF ACRONYMS

BDS	Business Development Services
CPIA	Country Policy and Institutional Assessment
CVI	Content Validity Index
FY	Financial Year
GDP	Gross Domestic Product
GoU	Government of Uganda
ICT	Information and Communication Technology
WBI	World Bank Institute

ABSTRACT

This study examined the factors influencing the sales performance of Microsoft resellers using the case of selected companies in Kampala, Uganda. The study was based on three objectives namely; to find the relationship between Microsoft reseller trainings and the sales performance of Microsoft resellers in Kampala (Uganda), to establish the relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers in Kampala (Uganda), to find out the relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda). The study adopted a descriptive cross sectional survey design where both quantitative and qualitative approaches were used. In this study, a total number of 49 respondents were expected but 41 respondents returned the survey instruments representing a response rate of 83%. The data was collected using questionnaires and interviews and analysis was done using regression analysis and Pearson correlation coefficients. Findings revealed that: there is a positive relationship between Microsoft reseller trainings and the sales performance of Microsoft resellers in Kampala (Uganda) r =.006. Conclusively, the better the Microsoft reseller training, the better the sales performance of Microsoft resellers in Kampala, Uganda., there is a negative relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers in Kampala (Uganda) r =-0.071. In a nutshell, the Microsoft reseller incentives, do not influence sales performance of Microsoft resellers in Kampala, Uganda, because they are not evenly distributed between the sales people. Lastly there is a positive relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda) r = 0.042, concluding that, the better the Microsoft reseller service quality, the better the sales performance of Microsoft resellers in Kampala, Uganda. It was recommended that: there is need to think ahead as to what the business needs are, what their challenges are, and making sure that their IT systems and the IT decisions that they have made in the past, can continue to keep up with all that and help provide leverage to grow their businesses.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the factors influencing the sales performance of Microsoft resellers in Kampala, Uganda. "Factors" is the independent variable conceptualised as Microsoft reseller trainings, Microsoft reseller incentives and Microsoft reseller service quality while "sales performance" conceptualised as the dependent variable with variables that include increase in profitability, sales volume and customer base. This chapter presents the background to the study, statement of the problem, the objectives, research questions, hypotheses, the scope of the study, significance, justification and definition of the terms and concepts.

1.2 Background to the study

The background is presented under four perspectives notably the historical, theoretical, conceptual and contextual.

1.2.1 Historical background

The history of performance and performance measurement starts with the history of productivity and productivity measurement. These became relevant concepts starting with the industrial revolution. From societies, where products are made for every customer in an industry intensive way, massive production became possible (Andersen & Fagerhaug, 2002).

By 2014, Microsoft had an over-all annual revenue of $86.83 Billion USD and 128,076 workers worldwide. Microsoft develops, produces, licenses, and supports a huge collection of software products for personal computers and other computing machines. Below is a list of some of the known Microsoft products sold on the market.

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Microsoft Windows is a collection of operating systems made, promoted, and vended by Microsoft. It has a diverse collection of operating systems like; Windows Phone, Windows Server 2012 and Windows 10. Which cater to a group of computing businesses? Microsoft invented an operating atmosphere known as Windows on November 20, 1985. A graphical operating system covering for MS-DOS in reaction to the rising awareness in graphical user interfaces (GUIs). Windows has dominated the world's private computer space with 90% and above market share. But, since 2012, because of the increase in smartphones, Windows's market has fallen compared to Android, which has become the most known operating system since 2014.

Under Microsoft is application software used for creating information, like documents, presentations, worksheets, databases, charts, graphs, digital paintings, electronic music and digital video. It enhances productivity, particularly of private office workers, but it is now larger than that. Office suites has Microsoft Access, Excel, OneNote, Outlook, PowerPoint, Project, Vision, Office 365, and Skype for Business. Office was modernised by these additions. In the end, they increased the productivity compared to the pre-1980s office settings of typewriters, paper filing, and manual lists plus registers or records. 2010 saw productivity software convert into a consumer product as computing evolves more integrated into daily personal life.

1.2.2 Theoretical background

The "goal setting theory" by Locke (1963) underpinned this study. Locke (1963) noted that employee performance is stimulated by clear goals and appropriate development strategies. He continues that working toward a goal gives a major source of motivation to accomplish a goal, which improves performance (Locke, 1963). Edwin's research showed that there was a relationship between how hard and precise a goal was and a person's performance of a task. He

discovered that it is easier to perform better when handling hard and precise goals, than easy and vague goals.

The theory emphasizes the important relationship between goals and performance. Research supports predictions that the most effective performance seems to result when goals are specific and challenging, when they are used to evaluate performance and linked to feedback on results, and create commitment and acceptance (Locke, 1963). The motivational impact of goals may be affected by moderators such as ability and self-efficacy. Deadlines improve the effectiveness of goals. A learning goal orientation leads to higher performance than a performance goal orientation, and group goal-setting is as important as individual goal setting (Cited by Lunenburg (2011).

In relation to the study, the business of reselling is about targets and numbers which are goals. This theory was useful to those who are seeking to accomplish set targets. The targets are classified into company, department and individual. If the individual achieves their targets, it means the department has achieved its target and the company as well. The theory suggests that goals are set but to achieve them, a person should be told about them and it can be expressed through Microsoft reseller training, Microsoft reseller incentives and Microsoft reseller service quality. These assist to clarify expectations, adjust goal difficulty and hitting of targets. When a goal is concise and precise, with a defined target for completion, it minimizes mistakes. Individuals are inspired by winning and a goal will be judged based on the expected accomplishment. Performance management goals have to be understood and agreed upon if they are to be achieved.

1.2.3 Conceptual background

This sub section explored the concepts in the study and how other researchers have used them. "Training" refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (Noe, 2010). Microsoft trainings are put in place to assist the resellers master the products, have relevant skills in Microsoft products and also gain competence when selling to their customers.

"Incentives" are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly, 2003). For purposes of this study and herein after incentives referred to monetary and non-monetary incentives. "High productivity may be determined by workers employees' ability to work and therefore employees that are not well rewarded produce less (Koontz, 1984). Luthans (1998) divided these incentives into monetary incentives and non-monetary incentives which is also known as financial or non-financial incentives as cited by Olubusayo (2014). Microsoft resellers are entitled to monetary incentives like cash backs on the sales made and non-monetary incentives like shopping vouchers, gift hampers and gift packs if they achieve Microsoft set targets.

According to Runera (2009), "the reseller's performance" in this case is to achieve the set targets. If an individual achieves their targets, it is recognized as a group or company achievement. According to the industry commission (1997), the concept of "performance", is "a measure of how well an organization meets its objectives given the external constraints placed on

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it." Better performing resellers are seen by their effectiveness and efficiency to attain the set targets through on-time delivery and effective software trainings. For the purpose of this study, performance of the software resellers is going to be measured in terms of organizational profitability, sales volumes and clientele base or number of customers.

1.2.4 Contextual background

Over 95% of Microsoft's revenue flows through the channel, making the partner ecosystem critical to the company's overall success. At the same time, Microsoft is vested in helping partners realize success for their own companies. This is achieved in part through a $5.8 billion investment in a "suite" of core Microsoft Partner Network (MPN) program benefits, including partner account management, internal-use rights software, and over $4 billion in a portfolio of incentives including Solution Incentives and Online Incentives as cited by Perry (2012). Microsoft resellers are companies which are qualified by Microsoft to sell their software in particular countries or regions like Kampala, Uganda. These companies are chosen because are key software resellers. For any company to become a Microsoft reseller, they have to register online with Microsoft and fulfill the specified requirements. The company has to register with a Microsoft distribution company and undergo a series of trainings and also do product exams to earn good reseller grade or level. The levels are platinum, gold, silver and ordinary partner.

Figure 1: A model showing the Microsoft reseller channel

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        ┌─────────────────────────┐
        │   End Customer Company   │
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        ┌─────────────────────────┐
        │   Distributor Company    │
        └─────────────────────────┘
             │    ↑    │
             ↓    │    ↓
        ┌─────────────────────────┐
        │        Microsoft         │
        └─────────────────────────┘
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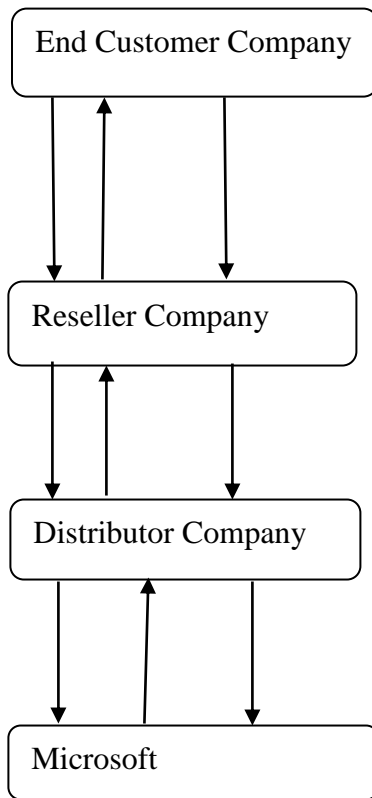
Source: Mullins (2010)

In order to achieve the above mentioned tasks, the Microsoft resellers in Kampala have to undergo Microsoft trainings and achieve the set targets. Despite the fact that Microsoft invests in two (2) trainings per month, the resellers feel that the trainings have not been effectively handled to yield results despite the investment in this area. Approximately 60% of resellers feel that the trainings have not been beneficial to them especially the ones held in Serena since the place is usually over crowed with people (Redington Microsoft Data, 2015). This has not helped them get well acquainted with the product, which leaves them ignorant as before. The existing state has not changed into significant performance improvement. The ignorance of Microsoft resellers, unmet targets and the dwindling Microsoft clientele base shows that the trainings and set targets have not accomplished the desired results. The resellers sell their products to companies who use

Microsoft products, but they also get the products to sell from distributors. This chain is called a channel. It can be noted that, along the way delays are experienced, sabotaging the business relationship with the customers.

1.3 Statement of the Problem

According to Redington's Achievement tracker report of 2016, it is predicted that Microsoft reseller trainings, Microsoft reseller incentives and Microsoft reseller service quality can lead to increased performance and sale numbers which results into high company profits, sales volumes and customer base.

In Kampala, Microsoft resellers are given monetary incentives like cash backs on the sales made and non-monetary incentives like shopping vouchers, gift hampers and gift packs if they achieve Microsoft set targets. Redington's training database of 2016 shows that the resellers are also trained twice a month to make sure that they sell what they are conversant with. Trainings are done on office and off office premises depending on the requirement of resellers. Service quality is maintained through reliability, relevance, responsiveness and convenience. These qualities are appreciated by the end users who benefit from the reseller services.

However, regardless of all the above mentioned factors the sales volumes have kept on dwindling hence affecting the sales performance as reflected in table 1 below. The sales have been declining and a lot of customers have switched to open source software like Linux, Unix and Oracle creating a gap in sales performance. (Redington-Microsoft Data, 2015).This has brought down the Microsoft sales resulting into losses on the Microsoft side.

Table 1.1: Microsoft Target Vs Achievement Tracker

On Premise								
On Premise Revenue Target (Year)	Q1 Target	Q1 Actuals	Q2 Target	Q2 Actuals	Q3 Target	Q3 Actuals	Achievement %	Short Fall
2014	$ 5,12,395.00	$ 1,04,090.00	$89,358.00	$ 1,04,090.00	$88,037.00	$60,123.00	20%	$ 4,21,487.00
2015	$ 1,41,331.00	$9,620.00	$55,000.00	$9,620.00	$16,331.00	$6,456.00	7%	$ 1,86,966.00
2016	$ 1,34,456.00	$10,260.00	$36,541.00	$ 10, 260.00	$50,000.00	$20,155.00	8%	$ 1,80,322.00
Cloud								
Cloud Revenue Target (Year)	Q1 Target	Q1 Actuals	Q2 Target	Q2 Actuals	Q3 Target	Q3 Actuals	Achievement %	Short Fall
2014	$60,000.00	$78,506.00	$20,000.00	$78,506.00	$25,000.00	$21,567.00	131%	$
2015	$12,000.00	$7,100.00	$10,000.00	$7,100.00	$8,000.00	$5,000.00	59%	$10,800.00
2016	$11,000.00	$3,000.00	$5,000.00	$2,358.00	$3,000.00	$1,023.00	10%	$12,619.00

Source: Redington tracker (2016)

Looking at table 1.1 above, year 2015 shows a growing decline from quarter 1 all the way to quarter 3 creating a shortfall of $ 186966. This creates doubts about the effectiveness of the set measures which are to increase the performance of Microsoft resellers. Yet, not much linkage has been done empirically to demystify the proposition surrounding Microsoft reseller trainings, Microsoft reseller incentives and Microsoft reseller service quality plus how they influence the sales performance. This has created losses on the Microsoft and reseller side since the customer base has dwindled, pirating of Microsoft products has increased because customers are not willing to pay for the licenses and reseller companies have cut down on their employees because they don't have salaries to pay them. The researcher, therefore, aimed at examining the relationship between the specified factors and the sales performance of Microsoft resellers in Kampala.

1.4 Purpose of the Study

The purpose of this study was to examine the factors influencing the sales performance of Microsoft resellers in Kampala.

1.5 Objectives of the Study

The study was premised on the following research objectives:

1. To find the relationship between Microsoft reseller training and the sales performance of Microsoft resellers in Kampala (Uganda)

2. To establish the relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers in Kampala (Uganda)

3. To find out the relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda)

1.6 Research Questions

The study answered the following questions

1. What is the relationship between Microsoft reseller training and the sales performance of Microsoft resellers in Kampala (Uganda)?

2. What is the relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers in Kampala (Uganda)?

3. What is the relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda)?

1.7 Research hypotheses

The study tested the following research hypotheses

1. There is a positive relationship between Microsoft reseller training and the sales performance of Microsoft resellers Kampala (Uganda).

2. There is a positive relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers Kampala (Uganda).

3. There is a positive relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda)

1.8 Conceptual Framework

The conceptual frame work showing the factors influencing performance of Microsoft Resellers in Kampala (Uganda).

Figure 2: Conceptual framework

Independent Variable   **Dependent Variable**

Factors   **Performance indicators**

| Microsoft Reseller training |
| On job training |
| Off job training |

- Company profitability

- Sales volume / Revenue

| Microsoft Reseller incentives |
| Monetary incentives |
| Non-monetary incentives |

- Clientele base

| Microsoft Reseller Service quality |
| Reliability |
| Relevance |
| Responsiveness |
| Convenience |

Source: *Ollila (2008) and modified by the researcher*

It is well documented in the scholarly (Locke & Latham, 2002) and practitioner (Latham, 2004) literatures that specific goals can boost motivation and performance by leading people to focus their attention on specific objectives (Locke & Bryan, 1969), increase their effort to achieve these objectives (Bandura & Cervone, 1983), persist in the face of setbacks (Latham & Locke, 1975), and develop new strategies to better deal with complex challenges to goal attainment (Cited by Heslin, 2009). To suite the study the researcher views that the factors set (Microsoft

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trainings and incentives) are the two goals put in place to influence and motivate the performance of Microsoft resellers. The two components are forming the independent variable (Factors). These components assisted to clearly bring out the performance of Microsoft resellers in the selected companies. For purposes of this study, training referred to on the job and off the job training. The researcher is cognizant that the moderating variable interferes with the relationship between the independent and dependent variable, in this case the moderating variable is policies which makes the third objective.

1.9 Significance of the Study

The policy makers would get more insight about IT and help them to come up with proper mechanism that will foster improvement on the subject study. It will be a foundation basis for developing new and better policies on the factors influencing the sales performance of Microsoft resellers which may have a positive impact on IT development.

The study would also contribute to the existing literature. It would broaden the researchers' knowledge and give a practical analytical insight of the study in relation to theory and practice of the factors influencing the sales performance of Microsoft resellers.

Through the resultant interaction between the researcher and the respondents, the researcher's knowledge, skills and understanding of research improved. The researcher discovered other aspects and factors related to the factors influencing the sales performance of Microsoft resellers.

The study will be a reference point for future researchers who will pursue further research on the subject. It will provide them with literature that will enrich their studies on the factors influencing the sales performance of Microsoft resellers.

1.10 Justification of the study

Sales volumes of Microsoft resellers have kept on dwindling hence affecting the sales performance. The sales have been declining and a lot of customers have switched to open source software like Linux, Unix and Oracle creating a gap in sales performance. Besides, there is no available evidence to suggest that prior research has been conducted to ascertain the relevance of the suggested factors regarding the sales performance of Microsoft reseller in Kampala, thus, it is the existing gap warranted this study.

1.11 Scope of the study

This subsection presents the scope divided into the geographical, content and time scope.

1.11.1. Geographical Scope

The study was carried out in Kampala, Kampala is the Capital City of Uganda with five Divisions that is Makindye, Lubaga, Kampala Central Division, Kawempe and Nakawa. The selected companies are; Computer Revolution Africa, Dimensions Data, IT Office and Fajoba.

1.11.2. Content Scope

The study examined the factors influencing the sales performance of Microsoft resellers in Kampala. Factors(Microsoft reseller training, Microsoft reseller incentives, Microsoft reseller service quality) influencing the sales performance of Microsoft resellers in Kampala was the

independent variable and sales performance(company profitability, sales volume, clientele base) was the dependent variable.

1.11.3. Time Scope

The research covered a period of 2 years from 2015 to 2017. This is the period when Microsoft sales declined tremendously and a lot of customers switched to open source and other software like Linux, google and others (Redington-Microsoft Data, 2015).

1.12 Definitions to Key Terms and Concepts

Influence

Meaning how something can make a person or persons do something.

Training: Training refers to induction, on the job and off the job training.

Performance refers to the accomplishment of tasks, for purposes of this study performance was measured in terms of company profitability, sales revenue and clientele base.

Microsoft: These are programs which run on devices like computers, devises, smart phones and others.

Resellers: These are companies which are qualified by Microsoft to sell their software in particular countries or regions like Kampala, Uganda.

Microsoft reseller incentive was measured in terms of monetary and non-monetary incentives.

Microsoft reseller service quality was measured in terms of reliability, relevance, responsiveness and convenience

In conclusion, this chapter reviews the concepts of factors and sales performance. The aim, problem statement, objectives, research questions, hypotheses, conceptual framework, significance of the study and scope were discussed in this chapter. The parameters of the study scope and limitations were also highlighted in this chapter. The next chapter provides an overview of the literature on factors and sales performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of literature. The presentation of this chapter begins with the theoretical review, review of related literature and the summary of the literature reviewed. Earl-Babbie (2013), states that the word ‗review' in ‗literature review' means that one should summarize the broad content of the research study and also indicate clear ties to other studies in the field. This chapter also presents a discussion of literature on theories that underpinned the study and a review of literature about other studies. The literature is presented in relation to the objectives of the study. This chapter further presents the identified research gap, which the study seeks to address. The literature reviewed is from journals, textbooks, working papers, dissertations and internet websites.

2.2 Theoretical review

The study was underpinned by the goal setting theory that was later essential in the discussion of results in chapter five.

2.2.1 Goal Setting Theory

Goal setting theory is a theory of motivation that explains what causes some people to perform better on work-related tasks than others. At its deepest roots, goal-directed action is based in biology. All living organisms, from plants to animals to people, must engage in goal-directed actions in order to survive. Life is conditional; organisms have needs. Survival requires taking action that satisfies needs (Locke, 1963)

Furthermore, goal setting is the underlying explanation for all major theories of work motivation whether that be Vroom's (1994) VIE theory, Maslow's (1970) or Herzberg's (2009) motivation theories, Bandura's (1986) social cognitive theory, or operant-based behaviourism (Skinner, 1979). Managers widely accept goal setting as a means to improve and sustain performance (Lunenburg, 2011)

It is well documented in the scholarly (Locke & Latham, 2002) and practitioner (Latham, 2004) literatures that specific goals can boost motivation and performance by leading people to focus their attention on specific objectives (Locke & Bryan, 1969), increase their effort to achieve these objectives (Bandura & Cervone, 1983), persist in the face of setbacks (Latham & Locke, 2002), and develop new strategies to better deal with complex challenges to goal attainment (Carson et al, 2009)

Because goals are the primary source of an individual's motivation, discrepancy reduction is simply one correlate of goal-directed action in fact, it is just another way of describing what it means to pursue a goal. The second correlate is discrepancy production, namely, setting a goal for something an individual desires. To repeat, if discrepancy reduction were "the" source of motivation, most if not all people would choose to abandon their goals or have as easy ones as possible. This is because they would strive to live a life free of tension. Yet, few people make this choice. Life is a process of goal produced action (Locke, 1963).

In relation to the study, the theory suggests that goals are set but to achieve them, a person should be told about them and it can be expressed through Microsoft reseller training, Microsoft reseller incentives and Microsoft reseller service quality. These assist to clarify expectations, adjust goal difficulty and hitting of targets. Sales people are inspired by winning sales and a goal

will be judged based on the expected targets achieved. Performance management goals have to be understood and agreed upon if they are to be achieved.

2.3 Review of Related Literature

This section reviewed the literature related to the respective three specific objectives in this study. The reviewed literature from past studies was carried out in different contexts hence identifying the gaps left which the current study filled.

2.4 Microsoft reseller training and sales performance

The literature under Microsoft reseller training is reviewed under two sub sections that are on the job and off the job training.

Training refers to a planned effort by a company to facilitate employees' learning of job related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities. For a company to gain a competitive advantage, its training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other employees), an understanding of the customer or manufacturing system, and self-motivated creativity as cited by Raymond in Noe (2010).

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and Human Resource Management (2002). Now a days training is the

most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. However, most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in both skills & competencies because of more on the job experience (Fakhar, 2010). Training also has impact on the return on investment. The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee ^{of} the organization. Thus the purpose of this study is to show the impact of training and the design of training on the employee performance.

The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization (Kulkarni, 2011).

2.4.1 On the job training

On-the-Job Training is given at the work place by a superior in relatively short period of time (Jasper, 2006). This type of training is cheaper and less time consuming. This training can be imparted by basically four methods. Coaching-where the superior guides his sub-ordinates and gives them job instructions and also points out the mistakes and gives suggestions for improvement. On the job training may involve use of an expert to train the employees in a

workshop. The workshops sometimes are conducted inform of capacity building programmes (Johnny, 2014). The earlier study used a small sample size, in bridging the missing link yet the proposed study relied on a much bigger sample size.

When designing and planning training, one needs to consider a number of factors, Desimone ,Warner and Harris (2009), argue that trainers need to understand the pros and cons of each method and also its impact on trainees keeping their backgrounds and skills in mind before giving training. Some of the other critical factors to think about include; objectives to method compatibility, expectations of the organization and the trainees, trainer skills, time and resources availability. However, choosing the right instructional methods is really a balancing act, where different factors need to be considered and weighed. The training designer or trainer has to exercise judgment, both in the designing process and in the delivery,

Dixon (2014), noted that professional training in form of on the job training can be administered to skilled, semi-skilled and unskilled employees. Not only does on the job training prepare the employees with additional professional and job-related skills, it also shows those employees (and others inside and outside the company) that the company is willing to invest time; money and energy into their success, but also that you consider them to be a big part of the company's future plans (Dixon, ibid). The study assessed the training function in relation to on the job and off the job training.

2.4.2 Off the job Training

Off-the-Job Training is given outside the actual work place and may include; Lectures/Conferences- this approach is well adapted to convey specific information, rules, procedures or methods. This method is useful, where the information is to be shared among a large number of trainees as the cost per trainee is low (Bostrum and Olfman, 2008).

Off the job training should be well facilitated since they are sometimes facilitated. Some of the other critical factors to think about include; objectives to method compatibility, expectations of the organization and the trainees, trainer skills, time and resources availability. Choosing the right instructional methods is really a balancing act, where different factors need to be considered and weighed. Off the job training although expensive must be adopted as an alternative to off the job training (Bélanger, Giles and Murray, 2002). The training designer or trainer has to exercise judgment; both in the designing process and in the delivery (Bélanger, Giles and Murray, 2002).The above study took a qualitative approach compared to the current study that used mixed methodological approaches.

According to Dissan (2013), off the job trainings may be conducted using electronic and non-electronic means. Uses of projectors are the basic means through which trainings are administered in the world today. Matsiko (2008), notes that embedding training into everyday work experience is important. The key to embedding training is to ensure that there is a high degree of alignment of learning with day-to-day tasks, and sufficient opportunity to practise skills in a workplace environment. Matsiko (2008) noted that where learning becomes integrated into workplace practices, organisations are more likely to be innovative, extend learning and reward employees.

2.5 Microsoft Reseller Incentives and Sales Performance

Microsoft reseller incentives will be divided into two sections thus monetary incentives and non-monetary incentives.

2.5.1 Monetary incentives

Kepner (2011) emphasizes that monetary incentives are key to arousing commitment to a job. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for associates. Monetary incentives for purposes of this study focused on salary, advance and wages.

Daya (2009) in his work titled personnel/human resources management, unionization, and strategy determinants of organizational performance maintains that monetary rewards mean remuneration or payment for services or work done by an employee. In view of the above definitions, it is evident that monetary rewards are commonly used to mean salary or wages, emoluments and compensation.

Rusbult (2009) in his article titled modes of theorizing in strategic human resources management: tests of universalistic, contingency, and configurationally performance prediction emphasize the importance of benefits to performance of staff. They observed that absence of adequate rewards is one of the main factors contributing to the poor performance of employees. Mitchell (2011) affirms that employee benefit increase work commitment to the organization and reduce the tendency to think about other job opportunities. Kiggundu (2016) noted that money is especially weak as an incentive. When it comes to encouraging employees to think creatively, it should therefore be accompanied by benefits/incentives. Armstrong (2015) argues that if an

organization is to gain from the productivity of its employees, there must be a fair deal concerning pay and benefits.

2.5.2 Non-Monetary incentives

Non-financial rewards like public and non-public praise, honorary titles, expanded job responsibilities, paid and unpaid sabbatical leaves, monitoring programs and hundred percent tuition reimbursements are appreciated by many employees (Grandjean, 2004). Further, Gomez asserts that many employees appreciate over recognition for excellent performance. The same view is held by Wielman (2003), who asserts that employees can express their loyalty and work harder for an organization on the assumption that employers will recognize and value their past, present and future contribution. The low sales performance could therefore be a result of lack of recognition for the excellent work done.

Over 95% of Microsoft's revenue flows through the channel, making the partner ecosystem critical to the company's overall success. At the same time, Microsoft is vested in helping partners realize success for their own companies. This is achieved in part through a $5.8 billion investment in a "suite" of core Microsoft Partner Network (MPN) program benefits, including partner account management, internal-use rights software, and over $4 billion in a portfolio of incentives including Solution Incentives and Online Incentives. As cited by (Perry, 2012).

According to Antomioni (1999), "the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions.

Furthermore the definitions suggest that there need to be an" invisible force" to push people to do something in return.

Biber (2005) defines a benefit as something that employees receive that gives them advantage or improves their life in some way. Aswathapa (2007) argues that employee benefits are offered with an underlying objective of encouraging staff to perform with zeal and to retain competent executives. He further observes that employee benefits include; provident fund, gratuity, medical care, hospitalization, accident relief, health and group insurance, canteen, uniform, recreation and the like. In the current study a fringe benefit referred to a non-monetary reward.

Through provision of incentives (fringe benefits) to the employees, the employer is able to satisfy the basic needs of the latter and these acts as motivators towards improved performance. Maslow (1954) observed that human beings have an internal need pushing them to self-actualization and superiority but that before meeting such high level needs it is imperative that the basic needs are first satisfied. Macswain (1988) in the study: "Non-salary incentives as viewed by managers", with the aim of generating a list of non-salary incentives, found out that employees had certain preferences and the list contained among others, free fuel for personal car, half school fees for siblings, a day off and planning time.

Not always that an employee is granted benefits in the companies he/she work for. Macswain carried out the study in USA not Uganda, and his study generated a list of fringe benefits without relating them to performance. The gap left was bridged by the current study.

Mitchell (2011) observed that incentives cause individuals to contribute their efforts to the organization and those different individuals are motivated by different incentives. He argues further that material incentives alone are very weak motivators as compared to those of personal

non-material nature. Non-material incentives such as chances of promotion, prestige or status, recognition, prospects for professional growth and career development through further training could be better motivators. In creating a nexus between the two studies, inferential statistics was adopted compared to descriptive statistics that was adopted in analyzing the data in the earlier study.

The success and the survival of any organization are determined by the way the workers are remunerated and rewarded (Lawler, 2003). The reward system and motivating incentives will determine the level of employees' commitment and their attitude to work. As noted by Dixit and Bhati (2012) poor incentives packages have been a major factor affecting employees' commitment and productivity. However, for any organization for achieve it object in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly (Mueller, 2011). Besides, employees must be motivated through adequate incentives plans and reward systems and this will invariably encourage them to be proactive and have right attitude to work, thereby promote performance (Armstrong, 2007).

The missing link remains the purpose of the monetary rewards. Monetary rewards increase organizational commitment characterized by a strong belief in, and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.

Meanwhile, to avoid wrong perception and controversy by the employees, reward system must be clearly communicated to employees with job measurement which will drive the much needed motivational drive in the employees (Hartman, 2011). Incentives propel and influence

employees' attitudes in work place and as well stimulate understanding between the employer and the employee which will consequently cumulating into unprecedented performance for both the employees and the organization (Barbara et al. 2003; Heneman 1992). Employee satisfaction and performance are largely influence by incentives packages or reward system put in place by the organization (Osibanjo et al, 2012). Adequate incentives have been found to be one of the means through which organization can adopt to motivate and increase their workers' performance. There are many studies in the literature, which examine the monetary and nonmonetary incentives and their effects on organizational variables (Sezen, 2002). Incentive programs are put in place by various organisations to compensate and reward performance of employees who perform more than expectation (Schiller 1996). Incentive packages are financial or non-financial rewards offered to employees to compel them to exert more effort into any giving task (National Commission on Productivity and Work Quality 1975). Incentives is a force that cause employees to behave in certain ways and on any given day, they may choose to work as hard as possible at a job, to work just hard enough to avoid a reprimand, or to do as little as possible (Griffin, 2002). Meanwhile, incentives are designed to get the maximum performance from the employees and help retain the most productive among them (Arnold, 2013). Organization can consider a variety of ways to reward the employees for their work performance, but an organization need to consider using the best employee incentives to get the desired results.

Incentives are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly et al. 2003). "High productivity may be determined by workers employees' ability to work and therefore employees that are not well rewarded produce less" Koontz (1984). Luthans

(1998) divided these incentives into monetary incentives and non-monetary incentives which is also known as financial or non-financial incentives.

2.6 Microsoft reseller Service Quality and Sales Performance

Microsoft reseller service quality introduces its four major components namely; reliability, relevance, responsiveness and convenience.

2.6.1 Reliability

Johnson & Fornell (2011) define reliability as being dependent on some activities that helps to maintain successful relational exchanges. Such relational exchanges are said to reflect the continuity of the relationship (Dwyer, 2014). This relationship may be influenced by several constructs, which include satisfaction, commitment and advocacy (also referred to as word-of-mouth). Johnson & Fornell (2011) argue that satisfaction and commitment are relational mediators while word-of-mouth is an outcome. Although the relationships between these relationship quality variables are not explored, each one is briefly discussed to enable a clear definition of their use in this research. While transaction specific satisfaction has to do with the customer's evaluation of a specific transaction or encounter with an organization, overall satisfaction refers to the customer's evaluation of the "total purchase and consumption experience with a good or service over time" (Johnson & Fornell, 2011). A widely accepted framework for analyzing reliability is the disconfirmation paradigm, which states that satisfaction or dissatisfaction results from a comparison between customers' expectation of a product of service and its actual performance.

Several researchers and authors have mentioned different factors that have great influence on the customer experience. For instance, Soudagar (2011) noted that reliability is the result of a

customer's perception of the value received where value equals perceived service quality relative to price. The first determinant of overall reliability is perceived quality and the second determinant of overall customer experience is perceived value (Soudagar, 2011). In addition, Beatson (2011) added that customer experience is recognized as being highly associated with 'value' and is based, conceptually, on the amalgamation of service quality attributes with such attributes as price. Reliability and service quality are so closely related and become vital issues of corporate success in today's dynamic and intense competitive retail business and it is important to measure service quality in order to measure customer satisfaction based on customers' perceptions towards product or service.

However, there is some criticism that reliability may not always lead to customer satisfaction for example, Soudagar (2011) have mentioned that reliability is a good basis for loyalty, although it does not guarantee it. But finally, Soudagar (2011) have concluded that although the effectiveness of loyalty programs has been questioned, reliability has a significant and positive impact on sales performance.

2.6.2 Relevance

According to Soudagar (2011), noted that there is a positive relationship between service quality and economic profit for the company. Arguably, customer experience is an important component which is relevant when it comes to evaluating the profitability of the company. Increased global competition has led to a greater emphasis on customer experience (Fornell, 2012). In attempting to enhance customer experience it is necessary to understand what the customer wants before they realize it themselves. One major challenge that companies are facing is how to improve sales performance and continue keeping their customers satisfied, which becomes a way for companies to differentiate themselves from their competitors (Soudagar, 2011).

On the other hand, some researchers identified that sales performance depends on overall quality of product or service or both (Aramano, 2009) and mood of service deliver (Wilson, 2014). For example, service quality, a vital factor affecting sales performance is defined as the customers' overall judgment regarding the superiority or excellence of a product or service (Soudagar, 2011) that absolutely depends on the integrated characteristics and feature of a product or service to satisfy the needs of customers (Soudagar, 2011). According to Harold (2014), customer satisfaction within an organization can be influenced by several factors.

2.6.3 Responsiveness

Mayland (2010) argue that the emotional components are stimulated by 'mechanics' clues emitted by things, and 'humanics' – clues emitted by people. They also claim that responsiveness occurs at different stages i.e. long before customers transact with a company, during their dealings with the company, and in their assessment afterwards. According to Berry (2002), the composite of these cues makes up the total customer experience. However, the work above does not provide any empirical evidence to support the link between the customer satisfaction scores and the "new experience design" in the case studies that they present, nor do they show evidence of increased loyalty. The argument that customer experience transcends various stages of the value chain as supported by Magi (2014)

According to Mayland (2010) noted that for service quality to be effective as a marketing tool, it needs to be engaging, robust, compelling and memorable (Palmer, 2010). Such robustness suggests a holistic view of experience. These arguments suggest that more research is needed on the factors of responsiveness. Therefore, this study focused on discovering what these factors are. Consequently, it follows from the review of the extant literature that the research question

yet to be investigated remains: what are the factors of responsiveness within the context of Microsoft?

Calhoun (2001) argues that responsiveness must be viewed from a holistic perspective, which involves simultaneously improving product and service offering and concludes that loyalty is defined by the sum of service quality across all touch points. While these views are mainly conceptual and do not provide a coherent and clear definition of the elements that make up customer experience, common threads can be identified. Some of them are that experience is holistic and total, occurring across multiple touch points and at different stages of the value creation process. Another is that customer experience is emotional and physical, as well as individual to the customer. There are also indications of a relationship between experience and loyalty behaviours. Some of these views are supported by empirical findings, while others need to be investigated further. Thus, this research attempted to provide answers regarding the impact that the stimuli or factors that make up responsiveness has on satisfaction, affective commitment (termed 'commitment' in this research for simplicity) and advocacy, which are aggregately referred to as 'relationship quality' variables for the purpose of this research.

2.6.4 Convenience

According to Mascarenhas (2006), a model of consumer perceptions and store loyalty intentions for a supermarket retailer, total service quality responsiveness encompasses both physical and emotional elements that surface at all stages of the value chain, are holistic and evolve from interaction with the customer. They argue that experiences are customer-dependent, existing in the minds of the customer, and context-specific. The authors propose that the test of the quality and reliability of total service quality is its ability to leverage re-buy, exchange positive word-of-mouth and generate loyalty and conclude that for customer loyalty to be high, product attribute

satisfaction, emotional experience and perceived customer value must also be high. The position of Mascarenhas (2006) supports earlier arguments by Buttle (2013) that understanding responsiveness at every stage of the value chain presents an opportunity to identify new ways to create value. However, Buttle (2013) recommend that insights from creative employees of organisations be used to generate an understanding of the customers and provide "an inventory of possible points of differentiation". The downside to this approach is that it fails to take into account, the customers' perspectives and brings the marketing indicator back to a product-focused point where the customer is cut-off from the picture and excluded from the strategy.

2.7 Summary of the Reviewed Literature

Not much of the literature read by the researcher was applicable with everything about the study variables, however they exposed the researcher to findings done by other researchers like Mcquiston (2001) as cited by Tuomo (2008).

The study done by Tuomo (2008) supports the findings of this study, and provides a solid background for the analysis. There is a general view about people's performance by the authors in the reviewed literature. The literature review above confirms that different scholars have conducted different studies to establish the importance of performance. However, a number of gaps have been identified as per the literature reviewed which this research will bridge. Most of the studies on the subject are based on developed countries with well-developed systems yet the current study centred on Kampala, Uganda.

The factors will affect the sales channel performance directly by increasing the willingness and feasibility of distributors to sell the manufacturer's products. It is at this point that the researcher

discovered other factors besides service quality, on-time delivery, Microsoft trainings and incentives, which also apply to her study.

However, there is a research gap in the reviewed literature which does not bring out the customer perspective aspect clearly namely satisfaction and the relationship. Manufacturer – reseller relationship is important, but in the absence of a customer to buy their products, both of them are insignificant. All businesses need customers who give them a reason to open every morning in the hope of gaining profits at the end of the day.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This Chapter presents and describes the approaches and techniques the researcher used to collect data and investigate the research problem. These include the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of variables.

3.2 Research Design

A cross sectional survey design was adopted for this study. Using a cross sectional survey, data is collected from a cross section of respondents at a single point in time. Across sectional survey is less time consuming and easy to apply. The study also applied both quantitative and qualitative approaches. Amin (2005) notes that quantitative methods are more objective and help to investigate the relationships between the identified variables. This study also applied qualitative approaches which involved in-depth probe and application of subjectively interpreted data. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior (Sekaran, 2003). Quantitative approaches were adopted in sampling, collection of data, data quality control and in data analysis.

3.3 Study Population

Population is the whole collection of all the features that are of concern in a given investigation (Amin, 2005). The study consists of sales managers and sales executives of the selected

companies of 98 people. The study population consisted of men and women, which enabled the researcher to note the factors which influence the performance of Microsoft resellers.

Table 3.1: A Table Showing the Study Population of Microsoft Resellers

Company	Designation	No of people	Classification of licensing	Number of people by Classification	Total
Computer Revolution Africa	Sales Managers	6	Cloud	2	24
	Sales Executives	18	Classic	22	
Dimensions Data	Sales Managers	11	Cloud	8	32
	Sales Executives	21	Classic	24	
IT Office	Sales Managers	12	Cloud	6	29
	Sales Executives	17	Classic	23	
Fajoba	Sales Manager	4	Classic	13	13
	Sales Executives	9			
Grand total		**98**		**98**	**98**

Source: Primary Data (2017)

3.4 Sample Size and Selection

The study was based on a sample size of 47 that will be drawn from a population of 98. The sample size of 47 is calculated based on statistical calculations by Ragin (2011). The sample size was determined using the Krejcie and Morgan table (1970).

Table 3.2: Category, Population, Sample Size and Sampling Techniques

Company Category	Respondent Category	Target Population	Sample Size	Techniques
Computer Revolution Africa	Sales Managers	6	4	Simple random
	Sales Executives	18	5	Simple random
Dimensions Data	Sales Managers	11	5	Simple random
	Sales Executives	21	9	Simple random
IT Office	Sales Managers	12	3	Simple random
	Sales Execuitves	17	8	Simple random
Fajoba	Sales Managers	4	2	Simple random
	Sales Executives	9	5	Simple randoms
Total		**98**	**47**	

Source: Primary Data (2017)

3.4.1 Sampling Techniques and Procedure

The sampling technique used was simple random sampling technique as explained below.

3.4.1.1 Simple Random Sampling

Probability sampling, or random sampling, is a sampling technique in which the probability of getting any particular sample may be calculated (Ragin, 2011). The advantage of non-probability sampling is its lower cost compared to probability sampling. However, one can say much less on the basis of a non-probability sample than on the basis of a probability sample (Glenn-Firebaugh, 2008). Simple random sampling was adopted in sampling sales managers and sales executives. According to Creswell (2009), simple random sampling ensures that every member has an equal chance of being recruited into the sample. A sample frame was constructed and then the members were randomly sampled.

3.5 Data Collection Methods

The researcher relied on primary and secondary data collection methods to collect data (Sekaran, 2003). The data collection methods were employed in this study included interviews, observation and questionnaire survey. Triangulation of quantitative and qualitative method of data collection was used to capture in-depth information from the respondents on the factors influencing the performance of Microsoft resellers in Kampala, Uganda.

3.5.1 Questionnaire Survey

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case. The researcher used the questionnaire survey because it is practical, large amounts of information can be collected, questionnaires data can easily be quantified, it is also a cheap way of collecting data, a large group of respondents is covered within a short time, it also allows in-depth research, to gain first-hand information and more experience over a short period of time (Kothari, 2004). The questionnaire was designed in a way that helped the researcher get information on study variables (Groves et.al, 2009). Survey methodology is both a scientific field and a profession, meaning that some professionals in the field focus on survey errors empirically and others design surveys to reduce them (Earl-Babbie, 2013).

3.5.2 Interviews

An interview is a conversation between two or more people where questions are asked by the interviewer to elicit facts or statements from the interviewee (Creswell, 2009). Interviews were person to person verbal communication in which one person was interviewed at a time. Interviews were used because they have the advantage of ensuring probing for more information,

clarification and capturing facial expression of the interviewees (Amin, 2005). In addition they also gave an opportunity to the researcher to revisit some of the issues that have been an oversight in other instruments and yet they are considered vital for the study. Interviews were personal interviews and were conducted with a selected number of the three categories of respondents.

3.5.3 Documentary Review

In the secondary analysis of qualitative data, good documentation cannot be underestimated as it provides necessary background and much needed context both of which make re-use a more worthwhile and systematic endeavor (Kothari, 2004). Secondary data was obtained through the use of published and unpublished documents (Junker and Pennink, 2010). According to Ragin (2011), secondary data can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.6 Data collection instruments

The key data collection instruments used were the questionnaires, interview guide and documentary review checklist.

3.6.1 Questionnaire

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. The questionnaire was used on the basis that the variables under study cannot be observed, for instance, respondents' views, opinions, perceptions and feelings. The questionnaire was equally used because the information had to be collected from a large sample in a short period of time yet the respondents could read

and write (Sekaran, 2003). In this research, a self-administered questionnaire was used to draw information regarding the study. The researcher chose the questionnaire as an instrument because the study was virtually descriptive and the tool was an easy method of data collection. The questionnaire consisted of closed ended questions purely structured in nature whose variables were measured on a 5 point Likert scale (5 Strongly Agree, 4 Agree, 3 Not sure, 2 Disagree and 1 Strongly Disagree). The 5 point Likert scale is the most appropriate way to formulate the different questions for measuring different items from different variables. The questionnaire was divided into three sections. The questionnaire was administered to sales managers and executives

3.6.2 Interview Guide

The researcher also conducted interviews. An interview is a dialogue between an interviewer and interviewee. It is an organized conversation aimed at gathering data about a particular topic. This is a method where a researcher interviews respondents to obtain information on an issue of interest. Interviews were used because they had the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Creswell, 2009). The researcher conducted 5 interviews with the sales executives and sales managers. Interviews were used because they have the advantage of ensuring probing for more information, clarification and capturing facial expression of the interviewees (Creswell, 2009).

3.6.3 Documentary Review Check list

The documentary review list was used for purposes of reviewing documentary data. Documentary data was obtained through the use of published and unpublished documents. According to Groves, Fowler, Couper, Lepkowski, Singer and Tourangeau (2009), documents can be helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared to other methods.

3.7 Quality Control of Data Collection/Pretesting

Data quality control techniques ensured that data collected is valid and reliable; the instruments were first tested to ensure validity and reliability.

3.7.1 Validity

To decide the validity of the research instrument, the researcher relied on two experts (2 supervisors) to estimate content validity. The experts assessed validity that was centred on their assessment of items in the instruments as relevant and not relevant using the following formula:

CVI=   Total number of questions rated relevant

             Total number of question in the instrument

An instrument is valid when it has a, CVI of above 0.7 (Amin, 2005).

Content Validity results for the Instruments

Table 3.3: Content validity Index Results

Content validity Index Results for Questionnaires		
Variables	*Content Validity Index*	*Number of items*
Training	0.744	05
Incentives	0.798	04
Service Quality	0.720	05
Sales Performance	0.743	05

Source: Primary data (2017)

In this study, all the items on each variable were above 0.7 when the Content validity Index

coefficient test was carried out which indicated that all the items were valid

3.7.2 Reliability

Reliability of a data collection instrument relays on the dependability with which it collects data

when consecutively used (Mugenda & Mugenda, 1999). Cronbach's Coefficient Alpha (X) was

used to determine the internal reliability of the instrument using the formula:

$$x = \frac{K}{K\text{-}1} \left[\frac{1\text{-}\sum SD^1}{\sum SD^t_1} \right]$$

Where x – Reliability coefficient

K   - Number of items included in the instrument

$\sum SD^1$ - Sum of variance of individual items

$\sum SD^t_1$ - Variance of all items in the instrument.

Cronbach's alpha reliability coefficient ranges between 0 and 1. When the coefficient is close to

1.0 then the internal consistency of the items in the scale is greater and vice versa. The results of

reliability of the instruments are indicated below:

Table 3.4: Cronbach Reliability Coefficient test

Cronbach Reliability Coefficient Results test for Questionnaires		
Variables	*Cronbach test results*	*Number of items*
Training	0.834	5
Incentives	0.804	4
Service Quality	0.776	5
Sales Performance	0.723	5

Source: Primary data (2017)

3.8 Data Collection Procedure

The researcher through proper channels asked for an introductory letter from Uganda Management Institute which she used for purposes of introduction before the participants when collecting data from the field. The researcher ensured confidentiality of the survey sheet since the identities are not important. Participants were given time to respond and after the researcher collected the surveys the next day. Considering that the study mostly follows a conceptual approach, data was collected using surveys, interviews and conducting a documentary review. The first exploratory quantitative research was carried out in June, 2017. The second part of this research phase was in July, 2017. The goal of the second phase was to compare the results of the two culturally different samples in order to extract and test the most important relationships. The major approaches to be used for the two phase of data collection were both quantitative and qualitative. Triangulation was adopted for purposes of getting quality data.

3.9 Data Analysis Techniques

The researcher used both qualitative and quantitative methods of data analysis. Data Analysis follows an inductive content analysis that permits identification of themes and patterns of explicit word used in raw data and literature reviews (Ragin, 2007).

3.9.1 Quantitative Data Analysis

Research tools were used to gather both quantitative and qualitative data. When the questionnaires are reverted, data was prepared, revised and organized into logical comparable data for wholeness, consistency and completeness. They were implicit before entry into Statistical Package for Social Scientists (SPSS) computer software. Quantitative data was produced by data coding that produced numbers. Data analyses techniques were Correlation (Pearson Product Moment Correlation) analysis to regulate relationships between objects (Mugenda & Mugenda, 1999). Correlation analysis processes the strength and the path of relationships between two objects (variables). The Pearson Correlation Coefficient is denoted by rho, r. its formula is based on the standard deviations of the x- and the y- values representing the two variables about which relationships are investigated.

$$r = \frac{n\left(\sum x\,y\right) - \left(\sum x\right)\left(\sum y\right)}{\sqrt{\left[n\sum x^{2} - \left(\sum x\right)^{2}\right]\left[n\sum y^{2} - \left(\sum y\right)^{2}\right]}}$$

The resulting value showed whether changes in one item was caused by changes in the other as defined by (Amin, 2005) who interpreted that coefficient rho could range between +1 to -1 where, a + 1 indicates a perfect correlation meaning, a change in one item resulted into a corresponding change in the other item. A correlation of -1 is a perfect but negatively affects the other by a similar magnitude but in opposite directions.

3.9.2 Qualitative Data Analysis

The study adopted the content and thematic qualitative data analysis techniques to analyse interview data. Qualitative data collected from interviews and documentary review was sorted and grouped into themes. The researcher therefore evaluated and analyzed the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the responses (Mugenda & Mugenda, 1999). While analyzing qualitative data, summaries were made on how different themes/variables are related.

3.10 Measurement of Variables

The independent variable (factors) and the dependent variable (sales performance) were measured on a five point Likert type scale (1- strongly disagree, 2-Disagree, 3-Not sure, 4- Agree and 5-Strongly agree). The choice of this measurement is that each point on the scale carries a numerical score which is used to measure the respondents' attitude and it is the most frequently used summated scale in the study of social attitude (Mugenda &Mugenda, 1999). According to Bill (2011), the Likert scale is able to measure perception, attitudes, values and behaviours of individuals towards a given phenomenon.

3.11 Ethical Considerations

Honesty: There are several reasons why it is important to ensure that ethical norms are adhered to in research. First, norms promote the aims of research, such as knowledge, truth, and avoidance of error. For example, prohibitions against fabricating, falsifying, or misrepresenting research data promote the truth and avoid error. Second, since research often involves a great deal of cooperation and coordination among many different people in different disciplines and

institutions, ethical standards promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness (Amin, 2005).

Informed Consent: The ethics framework is essential as it entails the voluntary informed consent of the participants. This requires giving the participants adequate information about what the study involved and an assurance that their consent to participate would be free and voluntary rather than coerced. According to Sekaran (2003), participant's informed consent may be obtained either through a letter or form that clearly specifies what the research involves, includes clearly laid down procedures the participants can expect to follow and explain the ways in which their confidentiality was assured. In this case, a letter was obtained for this purpose. It may also be imperative to describe possible risks and benefits of the research (Sekaran, 2003). The signing of the voluntary informed consent by each individual participant was confirmation that the respondents are not coerced to participate in the study but are doing so willingly. The researcher explained to the participants that audio tapes were used to record interviews. The researcher made the respondents aware of their right to opt out of the study if they so wish and that recording would only be done with their approval. In all the interviews, the participants consent to the use of audio tape was obtained. Some respondents required further verbal assurance that the tapes under no circumstances were to be handed over to their supervisors.

Anonymity: Respondents names were withheld to ensure anonymity and confidentiality in terms of any future prospects. In order to avoid bias, the researcher interviewed the respondents one after the other and ensured that she informed them about the nature and extent of her study and on the other hand she gave them reasons as to why was interviewing them.

Confidentiality: The researcher protected confidential communications, such as papers or grants submitted for publication.

Justice and beneficence: The researcher explained to respondent's use of certain gadgets that they did not understand or had little knowledge about.

Objectivity: The researcher avoided bias in experimental design, data analysis, data interpretation, peer review, personnel decisions, grant writing, expert testimony, and other aspects of research where objectivity is expected or required. She avoided or minimized bias or self-deception. To avoid plagiarism, works of different authors were acknowledged whenever they work were cited.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This Chapter presents the findings, analysis and interpretations to the findings. The findings are presented according to the objectives of the study. The study once more focused on factors influencing the sales performance of Microsoft resellers: The case of selected companies in Kampala, Uganda. The study focused on the following research objectives: to examine the relationship between Microsoft reseller trainings and sales performance of Microsoft resellers in Kampala, to establish the relationship between Microsoft reseller incentives sales performance of Microsoft resellers in Kampala and to assess the relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala.

4.1 Response Rate

Presentation of tabulated data according respondents' response rate

Table 4.1: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	50	41	92
Interviews	10	10	100

Source Primary Data (2016)

Table 4.1 above presents the response rate from the study. The number of questionnaires distributed were 50 and 41 were returned making a response rate of 92%. Face to face

interviews were carried out with the respondents; in total 10 respondents were interviewed. Sekaran (2003) notes that a response rate above 50% of the target number is adequate

4.2 Findings on Background Characteristics

This section presents findings on demographics of the respondents, namely; gender, age, education, working experience, and department of the respondent, below.

4.3 Gender characteristics of the Respondents

The gender characteristics of respondents were investigated for this study, and findings are presented in Table 4.2.

Table 4.2: Summary statistics on the gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	65.9	65.9	65.9
	Female	14	34.1	34.1	100.0
	Total	41	100.0	100.0	

Source: primary Data (2017)   *N=41*

Table 4.2 shows that the majority of the respondents were male (65.9%) and female were (34.1%). Although the gender findings indicated a discrepancy in favour of males, the study was representative since both males and female were included in the study sample

4.4 Age of the Respondents

The age distribution of the respondents using frequency distribution, the results obtained on the item are presented in table 4.3 below.

Table 4. 3: Presents the summary statistics on the Age of the respondents

Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	5	12.2	12.2	12.2
	25-30Years	17	41.5	41.5	53.7
	31-35Years	11	26.8	26.8	80.5
	36-40Years	3	7.3	7.3	87.8
	41-45Years	3	7.3	7.3	95.1
	46-50Years	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

Source: Primary Data (2017) *N=41*

From the above table, the majority of respondents who took part in the study were between 25-30 years implying 41.5% , 26.8% were between the age of 31 -35 , those below 25 years were 12.2% , between 36 and 40 years were 7.3%, between 41 and 45 years were 7.3% and those that were 46 and 50 years were 4.9%. This shows that 67.05% of respondents were 30 years and above with only 32.95% below 30 years. This indicated that all categories of respondents in reference to different age groups were represented in this study.

4.5 Respondents by Highest Level of Education of the Respondents

The Table 4.4 presents the summary statistics on level of education of the respondents. By examining the highest educational qualifications of the study respondents, the researcher wished to ascertain whether there were substantial differences in the responses on sales performance of Microsoft resellers in Kampala.

Table 4.4: Distribution of Respondents by Highest Level of Education of the Respondents

Education of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Advanced level	2	4.9	4.9	4.9
	Diploma level	10	24.4	24.4	29.3
	Degree level	22	53.7	53.7	82.9
	Post graduate level	5	12.2	12.2	95.1
	others (specify)	2	4.9	4.9	100.0
	Total	41	100.0	100.0	

Source: Primary Data (2017)   *N=41*

The majority of the respondents were Bachelor's Degree holders making a total percentage of 53.7%, the respondents with Diplomas were 24.4%, the respondents with Post graduate diplomas were 12.2%, those with advanced certificates were 4.9% and those with others were 4.9%. These results indicate that the respondents had good qualifications and the right skills and knowledge to deliver. Besides, the respondents were able to read, interpret and understand the questionnaire and gave relevant responses.

4.6 Respondents by Work Experience of the Respondents

The Table 4.5 presents the summary statistics on the work experience of the respondents. There were substantial differences in the responses on the factors influencing sale performance of Microsoft resellers.

Table 4.5: Distribution of Respondents by Work experience of the Respondents

Work experience of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 months-1Yr	12	29.3	29.3	29.3
	1-3Years	9	22.0	22.0	51.2
	4-7Years	15	36.6	36.6	87.8
	8-11Years	5	12.2	12.2	100.0
	Total	41	100.0	100.0	

Source: Primary Data (2017)   *N=41*

The majority of the respondents were between 4 and 7 years (36.6%), between 3 months and 1 year were 29.3%, those between 1 and 3 years were 22.0% and the last bunch of 8 and 11 years were 12.2%.This indicated that all categories of respondents in reference to work experience were represented in this study.

4.7 Respondents by Department of the Respondents

Table 4.6: Shows the summary statistics on department of the respondents

Department of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMB	9	22.0	22.0	22.0
	Enterprise	10	24.4	24.4	46.3
	Technical	18	43.9	43.9	90.2
	OEM sales	4	9.8	9.8	100.0
	Total	41	100.0	100.0	

Source: Primary Data (2017)   *N=41*

The majority of the respondents were from the Technical Department making a total percentage of 43.9%, the respondents from the Enterprise Department were 24.4%, the respondents from the SMB department were 22.0%, and those from the OEM Sales Department were 9.8%. These results indicate that the respondents had the right skills and knowledge to deliver.

4.8 Empirical Results on Sales Performance of Microsoft Resellers in Kampala

In this section, the empirical results for each of the specific research objectives is presented, analysed and interpreted with an overall goal of demonstrating which factors influence sales performance of Microsoft resellers in Kampala.

4.8.1 Objective One: Microsoft reseller Training and Sales Performance

The items were derived from the first objective. Question items measuring training were put to the respondents. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and discussed based on 10 questions which are statistically tabulated and presented in Descriptive data as presented in Table 4.7 below with the frequencies and percentages according to the responses collected.

Table 4. 7: Summary Statistics on Microsoft Reseller Trainings

Item Responses		Frequency	Percent	Mean	Std
Are there opportunities for career advancement in your company?	Strongly Disagree	2	4.9	4.0244	1.03653
	Disagree	1	2.4		
	Not sure / No comment	6	14.6		
	Agree	17	41.5		

51

	Strongly Agree	15	36.6		
The sales team has opportunities for further studies supported by the organisation	Strongly Disagree	7	17.1	3.5122	1.36239
	Disagree	1	2.4		
	Not sure / No comment	7	17.1		
	Agree	16	39.0		
	Strongly Agree	10	24.4		
Sales people have opportunities for short trainings within and outside the organisation	Strongly Disagree	7	17.1	3.5122	1.36239
	Disagree	1	2.4		
	Not sure / No comment	7	17.1		
	Agree	16	39.0		
	Strongly Agree	10	24.4		
My job allows me to use the skills gained in the Microsoft trainings	Strongly Disagree	00	00	4.5610	.59367
	Disagree	00	00		
	Not sure / No comment	2	4.9		
	Agree	14	34.1		
	Strongly Agree	25	61.0		
	Disagree	3	7.3		
	Not sure / No comment	5	12.2		
	Agree	18	43.9		
	Strongly Agree	14	34.1		
The sales team receives the	Strongly	00	00	3.77	7.84616

appropriate training for every new product on the market	Disagree				
	Disagree	3	7.3		
	Not sure / No comment	5	12.2		
	Agree	18	43.9		
	Strongly Agree	14	34.1		
The trainings are taught by qualified Microsoft personnel	Strongly Disagree	00	00	4.3415	.69317
	Disagree	00	00		
	Not sure / No comment	5	12.2		
	Agree	17	41.5		
	Strongly Agree	19	46.3		
Brochures and other materials given during and after the trainings add more knowledge to the sales people	Strongly Disagree	00	00	4.2439	.79939
	Disagree	1	2.4		
	Not sure / No comment	6	14.6		
	Agree	16	39.0		
	Strongly Agree	18	43.9		
Online webinars and other trainings are convenient to the sales team compared to the physical trainings	Strongly Disagree	1	2.4	3.6585	1.17494
	Disagree	7	17.1		
	Not sure / No comment	10	24.4		
	Agree	10	24.4		
	Strongly Agree	13	31.7		
Trainings assist the sales team to	Strongly	0	0	4.3171	.72246

achieve their targets easily	Disagree				
	Disagree	0	0		
	Not sure / No comment	6	14.6		
	Agree	16	39.0		
	Strongly Agree	19	46.3		
Sales people are willing to go for more Microsoft trainings because they are satisfying	Strongly Disagree	0	0	4.3171	.64958
	Disagree	0	0		
	Not sure / No comment	4	9.8		
	Agree	20	48.8		
	Strongly Agree	17	41.5		

Source Primary Data (2017)   *N=41*

As to whether there are opportunities for career advancement in your company, the respondent's responses indicated that cumulatively, the larger percentage (78.1%) of the respondents agreed and 7.3% disagreed. The mean = 4.02 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that there are opportunities for career advancement in your company.

Relatedly a respondent noted t*here are no opportunities for career development in our company"*

   Another respondent noted that *"Product knowledge of resellers is very crucial to nail a sale, since it helps us to sell what we know and believe in".*

Responses to the question as to whether the sales team has opportunities for further studies supported by the organisation, (63.4%) agreed while 19.5% disagreed. The mean = 3.512 close

to the median score, three, that indicated that the sales team has opportunities for further studies supported by the organisation.

As to whether sales people have opportunities for short trainings within and outside the organisation, the respondents responses indicated that cumulatively, the larger percentage (39%) of the respondents agreed and 19.5% disagreed. The mean = 3.512 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that sales people have opportunities for short trainings within and outside the organisation.

As to whether their job allows me to use the skills gained in the Microsoft trainings, the respondents responses indicated that cumulatively, the larger percentage (95.1%) of the respondents agreed. The mean = 4.56 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that my job allows me to use the skills gained in the Microsoft trainings.

Responses to the question as to whether the sales team receives the appropriate training for every new product on the market (78.8%) agreed while 7.3% disagreed. The mean = 3.77 close to the median score, three, that indicated that the sales team receives the appropriate training for every new product on the market.

As to whether the trainings are taught by qualified Microsoft personnel, the respondent's responses indicated that cumulatively, the larger percentage (87.8%) of the respondents agreed and 12.2% disagreed. The mean = 4.34 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that the trainings are taught by qualified Microsoft personnel.

Responses to the question as to whether brochures and other materials given during and after the trainings add more knowledge to the sales people (82.9%) agreed while 19.5% disagreed. The mean = 4.24above the median score, three, that indicated that brochures and other materials given during and after the trainings add more knowledge to the sales people.

As to whether online webinars and other trainings are convenient to the sales team compared to the physical trainings, the respondent's responses indicated that cumulatively, the larger percentage (56.1%) of the respondents agreed and 12.2% disagreed. The mean = 3.65 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that online webinars and other trainings are convenient to the sales team compared to the physical trainings.

Responses to the question as to whether brochures and other materials given during and after the trainings add more knowledge to the sales people (82.9%) agreed while 19.5% disagreed. The mean = 4.25 close to the median score, three, that indicated that brochures and other materials given during and after the trainings add more knowledge to the sales people.

As to whether trainings assist the sales team to achieve their targets easily, the respondent's responses indicated that cumulatively, the larger percentage (75.3%) of the respondents agreed and 00% disagreed. The mean = 4.31 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that online webinars and other trainings are convenient to the sales team compared to the physical trainings.

Responses to the question as to whether sales people are willing to go for more Microsoft trainings because they are satisfying (82.9%) agreed while 19.5% disagreed. The mean = 4.31 close to the median score, three, that indicated that brochures and other materials given during sales people are willing to go for more Microsoft trainings because they are satisfying.

4.9 Hypothesis Testing One:

Hypothesis one stated that there is a positive relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala. The hypothesis (H1) was verified using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4. 8: Correlation Matrix for Microsoft reseller trainings and sales performance of Microsoft resellers in Kampala, Uganda

Correlations

		Training	Performance
Training	Pearson Correlation	1	.006
	Sig. (2-tailed)		.971
	N	41	41
Sales Performance	Pearson Correlation	.006	1
	Sig. (2-tailed)	.971	
	N	41	41

**. Correlation is at 0.001 level (2-tailed)

Source: Primary Data (2017)   *N = 41*

The results in Table 4.8 indicates that the correlation coefficient is .006and its significance level .971. This implied that Microsoft reseller training influences sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a positive relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda. The better the Microsoft reseller training, the better the sales performance of Microsoft resellers in Kampala, Uganda. Therefore, the alternative hypothesis that was earlier postulated is upheld. The correlation coefficient is a numerical way to quantify the relationship between two variables, thus the independent and dependent and it is denoted by the symbol R. The correlation

coefficient is always between -1 and 1, thus -1 < R < 1. The hypothesis is rejected if the earlier hypothesis was alternate and the finally tested hypothesis is null and the vice versa. Example if the calculated value is greater than the R value we accept the hypothesis.

A regression analysis was further done to determine the strength of the relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda. Results are presented in the table 4.9 below.

Table 4. 9: Regression Analysis for Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.006ª	.000	-.026	1.96845

a. Predictors: (Constant), Training

Source primary data (2017)

The coefficient of determination (Adjusted R square) value is -.026; this implied that Microsoft reseller training explained only -2.6% of sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller training predicts sales performance of Microsoft resellers in Kampala, Uganda by -2.6 %. From all the results the alternate hypothesis earlier postulated stated that there is a relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda is therefore upheld. This means that trainings play a huge role in helping resellers to achieve the set targets.

4.10 Objective Two: Microsoft Reseller Incentives and Sales Performance (Monetary Incentives)

The items were derived from the second objective. Question items measuring responses on Microsoft reseller incentive were put to the respondents. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and discussed based 10 questions which are statistically tabulated and presented in the tables below with the frequencies and percentages according to the responses collected.

Table 4. 10: Summary Statistics on Microsoft reseller incentive (Monetary Incentives)

I feel that the incentives are worth the role I perform	Strongly Disagree	00	00	3.7317	.97530
	Disagree	3	7.3		
	Not sure / No comment	17	41.5		
	Agree	9	22.0		
	Strongly Agree	12	29.3		
The company incentives are evenly distributed between employees	Strongly Disagree	2	4.9	3.5854	1.09489
	Disagree	4	9.8		
	Not sure / No comment	12	29.3		
	Agree	14	34.1		
	Strongly Agree	9	22.0		
Individual incentives are always awarded to the responsible personnel	Strongly Disagree	0	0	3.7317	.97530
	Disagree	5	12.2		
	Not sure / No	11	26.8		

	comment				
	Agree	15	36.6		
	Strongly Agree	10	24.4		
Monetary incentives are a great motivator to the sales team	Strongly Disagree	1	2.4	4.2195	.90863
	Disagree	0	0		
	Not sure / No comment	7	17.1		
	Agree	14	34.1		
	Strongly Agree	19	46.3		
Incentives are always awarded in time	Strongly Disagree	0	0	3.6585	.88345
	Disagree	3	7.3		
	Not sure / No comment	16	39.0		
	Agree	14	34.1		
	Strongly Agree	8	19.5		

As to whether they feel that the incentives are worth the role they perform, the respondent's responses indicated that cumulatively, the larger percentage (51.3%) of the respondents agreed and 48.8% disagreed. The mean = 3.77 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that they feel that the incentives are worth the role they perform.

Responses to the question as to whether the company incentives are evenly distributed between employees (14.7%) disagreed while 56.1% agreed. The mean = 3.58 close to the median score, three, that indicated that the company incentives are evenly distributed between employees.

With respect to whether individual incentives are always awarded to the responsible personnel, cumulatively the larger percentage (36.6%) agreed with 12% disagreeing. The mean = 3.73 which corresponded to agreed indicated the majority of the respondents agreed that individual incentives are always awarded to the responsible personnel.

As to whether monetary incentives are a great motivator to the sales team, cumulatively the larger percentage (80.4%) agreed with 17.1% disagreed. The mean = 4.21 meant that the respondents the respondents agreed that monetary incentives are a great motivator to the sales team.

A respondent noted *"... factors that have influenced sales in our company have been, product knowledge (Microsoft) for the resellers and the end customers…"*.

Regarding whether incentives are always awarded in time, cumulatively the larger percentage (53.6%) agreed and 73% disagreed. The mean = 3.65 implied that incentives are always awarded in time.

4.11: Non- Monetary incentives on Sales Performance

The variables were measured using seven (5) items on a scale of Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. For each of the above items, descriptive statistics that include frequencies, percentages and means are presented in Table 4.11

Table 4. 11: Summary Statistics on Microsoft reseller incentive (Non-Financial)

Sales team has a lot of autonomy in their work	Strongly Disagree	1	2.4	4.0488	.97343
	Disagree	2	4.9		
	Not sure / No comment	6	14.6		
	Agree	17	41.5		
	Strongly Agree	15	36.6		
The sales team are praised and recognised for a job well done	Strongly Disagree	2	4.9	4.1707	.99756
	Disagree	0	0		
	Not sure / No comment	5	12.2		
	Agree	16	39.0		
	Strongly Agree	18	43.9		
Sales people work as a team to achieve targets	Strongly Disagree	3	7.3	4.0000	1.11803
	Disagree	1	2.4		
	Not sure / No comment	4	9.8		
	Agree	18	43.9		
	Strongly Agree	15	36.6		
The team is awarded medals or titles for the job well done	Strongly Disagree	4	9.8	3.6098	1.28215
	Disagree	4	9.8		
	Not sure / No comment	8	19.5		
	Agree	13	31.7		
	Strongly Agree	12	29.3		

				3.6585	1.33435
The top management is very helpful in work related issues	Strongly Disagree	4	9.8		
	Disagree	5	12.2		
	Not sure / No comment	6	14.6		
	Agree	12	29.3		
	Strongly Agree	14	34.1		

Source Primary Data (2017)   *N=41*

As to whether sales team has a lot of autonomy in their work, the respondent's responses indicated that cumulatively, the larger percentage (78.1%) of the respondents agreed and 48.8% disagreed. The mean = 4.04 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that sales team has a lot of autonomy in their work.

Responses to the question as to whether the sales team are praised and recognised for a job well done (4.9%) disagreed while 72.9% agreed. The mean = 4.17 close to the median score, three, that indicated that the sales team are praised and recognised for a job well done.

In relation to market, a respondent noted that "*Microsoft prices and feedback period from Microsoft suppliers have influenced our sales volumes a lot*"

With respect to whether sales people work as a team to achieve targets, cumulatively the larger percentage (80.5%) agreed with 9.7% disagreeing. The mean = 4.000 which corresponded to agreed indicated the majority of the respondents agreed that sales people work as a team to achieve targets.

As to whether the team is awarded medals or titles for the job well done, cumulatively the larger percentage (61%) agreed with 19.6% disagreed. The mean = 3.60 meant that the respondents the respondents agreed that the team is awarded medals or titles for the job well done.

Regarding whether the top management is very helpful in work related issues, cumulatively the larger percentage (63.4%) agreed and 22% disagreed. The mean = 3.65 implied that incentives are always awarded in time.

It was observed that Microsoft training is the mode through which they acquired skills, and some factors that have influenced the sales in their company include budget of the customer and product knowledge (Microsoft) of the customer. In support another respondent noted that "…*Microsoft Trainings to know more about the products has influenced sales for Microsoft products*". Relatedly the goal setting theory emphasises training that can help a factor acquire new skills.

4.12 Hypothesis Testing Two:

Hypothesis Two stated that there is a positive relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda. The hypothesis was tested using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.12: Correlation Matrix for Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda

Correlations

		Incentives	Performance
Incentives	Pearson Correlation	1	-.071
	Sig. (2-tailed)		.660
	N	41	41
Performance	Pearson Correlation	-.071	1
	Sig. (2-tailed)	.660	
	N	41	41

Source: Primary Data (2017)   *N =41*

The results in table 4.12 indicate that the correlation coefficient is -.071and its significance level .660. This implied that Microsoft reseller incentive does not influence the sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a negative relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda. Bettering Microsoft reseller incentive, will not better the sales performance of Microsoft resellers in Kampala, Uganda Therefore, the alternative hypothesis that was earlier postulated is rejected. The correlation coefficient is a numerical way to quantify the relationship between two variables, thus the independent and dependent and it is denoted by the symbol R. The correlation coefficient is always between -1 and 1, thus $-1 < R < 1$. The hypothesis is rejected if the earlier hypothesis was alternate and the finally tested hypothesis is null and the vice versa. Example if the calculated value is greater than the R value, we accept the hypothesis.

A regression analysis was further done to determine the strength of the relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala. Results are presented in the table 4.13 below.

Table 4. 13: Regression Analysis for Microsoft reseller incentive and Sales performance of Microsoft resellers in Kampala, Uganda
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.071[a]	.005	-.021	1.96354

Source Primary Data (2017)

The coefficient of determination (Adjusted R square) value is -0.021; this implied that Microsoft reseller incentive explained only -2.1% of the sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller incentive predicts sales performance of Microsoft resellers in Kampala, Uganda by -2.1%. From all the results the alternate hypothesis earlier postulated stated that there is a relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda is therefore rejected.

In summary, the respondents were asked to give their summary opinions about Microsoft reseller incentive. Several responses were given but generally they indicated that the responses on the Microsoft reseller incentives were not fairly distributed among the sales people who had achieved the targets. In total 41 respondents provided responses indicating that the Microsoft reseller incentives are appreciated by the sales people but the top managers do not distribute them evenly which has become a significant challenge.

4.13 Objective Three: The relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda.

The items were derived from the third objective. Question items measuring Microsoft reseller service quality divided into three reliability, convenience and relevance were put to the respondents. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and discussed based on 04 items which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table 4. 14: Summary Statistics on Microsoft reseller service quality (Reliability)

Our customers do not switch suppliers	Strongly Disagree	4	9.8	3.2927	1.26972
	Disagree	8	19.5		
	Not sure / No comment	9	22.0		
	Agree	12	29.3		
	Strongly Agree	8	19.5		
The customers know what they want when it comes to Microsoft services	Strongly Disagree	4	9.8	3.3415	1.38942
	Disagree	10	24.4		
	Not sure / No comment	7	17.1		
	Agree	8	19.5		
	Strongly Agree	12	29.3		
We meet our customer expectations every day	Strongly Disagree	3	7.3	3.5854	1.26443
	Disagree	6	14.6		
	Not sure / No	8	19.5		

	comment				
	Agree	12	29.3		
	Strongly Agree	12	29.3		
Our customers are satisfied with our services	Strongly Disagree	3	7.3	3.6585	1.33435
	Disagree	7	17.1		
	Not sure / No comment	6	14.6		
	Agree	10	24.4		
	Strongly Agree	15	36.6		

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how Microsoft reseller service reliability influences sales performance. The details are supported by interviews results and documentary evidence.

As to whether the customers do not switch suppliers, the tabulated responses indicated a mean of 3.29 above the median score of three. This implied that the customers do not switch suppliers

As to whether the customers know what they want when it comes to Microsoft services (58.8%) agreed while 44.2% disagreed with the item implying that the customers know what they want when it comes to Microsoft services

As to whether they meet the customer expectations every day, the majority of the respondents (58.6%) agreed with the statement indicating a mean of 3.585.

As to whether the customers are satisfied with our services indicated a mean of 3.65 above the median score of three. This implied that the customers are satisfied with our services.

In relation to how they acquired skills, a respondent noted that *"I acquired skills through Microsoft training and certain factors also have influenced our sales like Product knowledge (Microsoft) and competitive prices as well"*. Relatedly the goal setting theory emphasises training that can help a factor acquire new skills.

Table 4.15: Summary Statistics on Microsoft reseller Service Quality (Relevance)

The customers are served with what they want	Strongly Disagree	5	12.2	3.4390	1.32380
	Disagree	5	12.2		
	Not sure / No comment	8	19.5		
	Agree	13	31.7		
	Strongly Agree	10	24.4		
The customers pay for the services on time	Strongly Disagree	4	9.8	3.1220	1.18733
	Disagree	10	24.4		
	Not sure / No comment	8	19.5		
	Agree	15	36.6		
	Strongly Agree	4	9.8		
Customers are willing to change to services that fit their wants	Strongly Disagree	4	9.8	3.5122	1.34391
	Disagree	7	17.1		
	Not sure / No comment	6	14.6		
	Agree	12	29.3		
	Strongly Agree	12	29.3		
Our company is customer	Strongly	5	12.2	3.8049	1.45292

focused	Disagree				
	Disagree	4	9.8		
	Not sure / No comment	5	12.2		
	Agree	7	17.1		
	Strongly Agree	20	48.8		
Our company values its core mission	Strongly Disagree	7	17.1	3.7317	1.56564
	Disagree	4	9.8		
	Not sure / No comment	2	4.9		
	Agree	8	19.5		
	Strongly Agree	20	48.8		
Our company values its core objectives	Strongly Disagree	8	19.5	3.5610	1.58191
	Disagree	4	9.8		
	Not sure / No comment	3	7.3		
	Agree	9	22.0		
	Strongly Agree	17	41.5		

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how Microsoft reseller service relevance influences sales performance. The details are supported by interviews results and documentary evidence.

As to whether the customers are served with what they want, the tabulated responses indicated a mean of 3.43 above the median score of three. This implied that the customers are served with what they want.

As to whether the customers pay for the services on time (47.4%) agreed while 34.2% disagreed with the item implying that the customers pay for the services on time.

As to whether customers are willing to change to services that fit their wants, the majority of the respondents (58.6%) agreed with the statement indicating a mean of 3.512.

As to whether the company is customer focused indicated a mean of 3.80 above the median score of three. This implied that the company is customer focused

As to whether the company values its core mission, the tabulated responses indicated a mean of 3.73above the median score of three. This implied that the company values its core mission

As to whether the company values its core objectives, the majority of the respondents (63.5%) agreed with the statement indicating a mean of 3.56.

A respondent was asked how she acquired skills, he noted that *"Microsoft training and online training was the mode"*. Relatedly the goal setting theory emphasises training that can help a factor acquire new skills. For factors that have influenced the sales, he noted that "…*competitive pricing and Microsoft product knowledge for the end customers has been a winning card for us"*.

Table 4.16: Summary Statistics on Microsoft reseller Service Quality (Convenience)

Customers find the location of our company convenient	Strongly Disagree	5	12.2	3.6341	1.40990
	Disagree	5	12.2		
	Not sure / No comment	5	12.2		
	Agree	11	26.8		
	Strongly Agree	15	36.6		
Customers find our speed of doing things convenient	Strongly Disagree	3	7.3	3.4390	1.20517
	Disagree	7	17.1		
	Not sure / No comment	8	19.5		
	Agree	15	36.6		
	Strongly Agree	8	19.5		
Whatever customers desire from us is available	Strongly Disagree	4	9.8	3.3659	1.26008
	Disagree	7	17.1		
	Not sure / No comment	8	19.5		
	Agree	14	34.1		
	Strongly Agree	8	19.5		
Our services offered to the customers are affordable	Strongly Disagree	4	9.8	3.4634	1.32472
	Disagree	7	17.1		
	Not sure / No comment	7	17.1		
	Agree	12	29.3		
	Strongly Agree	11	26.8		

Our services offered are within the reach of the customers in terms of quality	Strongly Disagree	4	9.8	3.6585	1.37131
	Disagree	7	17.1		
	Not sure / No comment	2	4.9		
	Agree	14	34.1		
	Strongly Agree	14	34.1		
The services offered to the customers are timely	Strongly Disagree	7	17.1	3.4390	1.48406
	Disagree	5	12.2		
	Not sure / No comment	5	12.2		
	Agree	11	26.8		
	Strongly Agree	13	31.7		

Source Primary Data (2017)   *N=41*

The details below interrogate the empirical results through advanced statistical tests to demonstrate the views of the respondents on how convenience influences sales performance. The details are supported by interviews results and documentary evidence.

As to whether customers find the location of the company convenient, the tabulated responses indicated a mean of 3.63 above the median score of three. This implied that the customers find the location of our company convenient

As to whether customers find the speed of doing things convenient (56%) agreed while 24.4% disagreed with the item implying that customers find the speed of doing things convenient.

As to whether whatever customer's desire from us is available, the majority of the respondents (53.6%) agreed with the statement indicating a mean of 3.36.

As to whether the services offered to the customers are affordable, the tabulated responses indicated a mean of 3.46 above the median score of three. This implied that the services offered to the customers are affordable.

As to whether the services offered are within the reach of the customers in terms of quality, the tabulated responses indicated a mean of 3.65 above the median score of three. This implied that the services offered are within the reach of the customers in terms of quality

As to whether the services offered to the customers are timely, the majority of the respondents (57.5%) agreed with the statement indicating a mean of 3.43.

A respondent noted that "*some of the factors that have influenced sales in my company have been, demand in the market and product knowledge (Microsoft) of resellers and end customers*". The goal setting theory postulates conditions for performance improvement.

4.14 Dependent Variable: Sales Performance

The items were derived from the dependent variable. The items were scaled using the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and discussed based on 06 items which are statistically tabulated and presented in the table below with the frequencies and percentages according to the responses collected.

Table 4.17: Frequencies, Percentages and Means on Sales Performance

There are few cases of customer defection	Strongly Disagree	1	2.4	3.7805	.93574
	Disagree	2	4.9		
	Not sure / No comment	11	26.8		
	Agree	18	43.9		
	Strongly Agree	9	22.0		
Microsoft resellers have been	Strongly		O	4.1463	.79250

able to retain most of its customers	Disagree				
	Disagree	1	2.4		
	Not sure / No comment	7	17.1		
	Agree	18	43.9		
	Strongly Agree	15	36.6		
The customer attrition rates in Microsoft resellers are low	Strongly Disagree	0	0	4.4634	.71055
	Disagree	0	0		
	Not sure / No comment	5	12.2		
	Agree	12	29.3		
	Strongly Agree	24	58.5		
The customer churn rates in Microsoft resellers are low	Strongly Disagree	0	0	3.7561	.88827
	Disagree	3	7.3		
	Not sure / No comment	13	31.7		
	Agree	16	39.0		
	Strongly Agree	9	22.0		
The customers derive satisfaction from the services offered	Strongly Disagree	0	0	4.2195	.61287
	Disagree	0	0		
	Not sure / No comment	4	9.8		
	Agree	24	58.5		
	Strongly Agree	13	31.7		
The sales keep on going up every day	Strongly Disagree	0	0	3.7805	.79095

	Disagree	2	4.9		
	Not sure / No comment	12	29.3		
	Agree	20	48.8		
	Strongly Agree	7	17.1		

Source: Primary data 2017   *N=41*

As to whether there are few cases of customer defection, the respondent's responses indicated that cumulatively, the larger percentage (65.9%) of the respondents agreed and 7.3% disagreed. The mean = 3.78 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that there are few cases of customer defection

Responses to the question as to whether Microsoft resellers have been able to retain most of its customers (78.3%) agreed while 2.4% disagreed. The mean = 4.14 close to the median score, three, that indicated that Microsoft resellers have been able to retain most of its customers.

As to whether the customer attrition rates in Microsoft resellers are low, the respondents responses indicated that cumulatively, the larger percentage (87.8%) of the respondents agreed. The mean = 4.46 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that the customer attrition rates in Microsoft resellers are low.

As to whether the customer churn rates in Microsoft resellers are low, the respondents responses indicated that cumulatively, the larger percentage (61%) of the respondents agreed. The mean = 3.75 was above the median score, three, which on the five-point Likert scale used to measure the

items indicated that the respondents agreed that the customer churn rates in Microsoft resellers are low.

Responses to the question as to whether the customers derive satisfaction from the services offered (90.2%) agreed. The mean = 4.2 close to the median score, three, that indicated that the customers derive satisfaction from the services offered.

As to whether the sales keep on going up every day, the respondent's responses indicated that cumulatively, the larger percentage (65.9%) of the respondents agreed and 4.9% disagreed. The mean = 3.78 was above the median score, three, which on the five-point Likert scale used to measure the items indicated that the respondents agreed that the sales keep on going up every day.

4.15 Hypothesis Testing Three:

Hypothesis Three stated that there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. The hypothesis was verified using the Pearson correlation coefficient and the results of the hypothesis are given below.

Table 4.18: Correlation Matrix for Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda

Correlations

		Service Quality	Performance
Service Quality	Pearson Correlation	1	.042
	Sig. (2-tailed)		.794
	N	41	41
Performance	Pearson Correlation	.042	1
	Sig. (2-tailed)	.794	
	N	41	41

Source: Primary Data (2017)   *N =41*

The results in Table 4.18 indicate that the correlation coefficient is .042and its significance level .794. This implied that Microsoft reseller service quality does influence the sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. The better the Microsoft service quality, the better the sales performance of Microsoft resellers in Kampala, Uganda. Therefore, the alternative hypothesis that was earlier postulated is upheld. The correlation coefficient is a numerical way to quantify the relationship between two variables, thus the independent and dependent and it is denoted by the symbol R. The correlation coefficient is always between -1 and 1, thus $-1 < R < 1$. The hypothesis is rejected if the earlier hypothesis was alternate and the finally tested hypothesis is null and the vice versa. Example if the calculated value is greater than the R value, we accept the hypothesis.

A regression analysis was further done to determine the strength of the relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. Results are presented in the table 4.19 below.

Table 4. 19: Regression Analysis for Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.042[a]	.002	-.024	1.96674

Source Primary Data (2017)

The coefficient of determination (Adjusted R square) value is -0.024; this implied that Microsoft reseller incentive explained only 2.4% of the sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller service quality predicts sales performance of Microsoft resellers in Kampala, Uganda by 2.4%.

In conclusion**,** the respondents were asked to give their summary opinions about Microsoft reseller service quality. Several responses were given but generally they indicated that the responses on the Microsoft reseller service quality was good. In total 41 respondents provided responses indicating that the Microsoft reseller service quality are worthy of the customer fees.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings, discussion, conclusions, recommendations and areas for further study based on the study objectives.

5.2. Summary of Major Findings

The summary of the major findings is presented based on the study objectives as laid in chapter one of this report.

5.2.1 Objective One: Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda

The Pearson Correlation results indicated that the correlation coefficient was .006. This implied that Microsoft reseller training influences the sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a positive relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda. A regression analysis was further done to determine the strength of the relationship between Microsoft reseller training and the sales performance of Microsoft resellers in Kampala, Uganda. The coefficient of determination (Adjusted R square) value was -0.26; this implied that Microsoft reseller training explained only -0.26% of sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller training predicts sales performance of Microsoft resellers in Kampala, Uganda by -0.26 %.

The coefficient of determination (Adjusted R square) value was -0.26; this implied that Microsoft reseller training explained only -1% of sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller training predict sales performance of Microsoft resellers in Kampala, Uganda by -1%. From all the results the alternate hypothesis earlier postulated stated that there is a positive relationship between Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda is therefore rejected.

5.2.2 Objective Two: Microsoft Reseller Incentives and Sales Performance of Microsoft Resellers in Kampala, Uganda.

The Pearson Correlation results indicated that the correlation coefficient was -0.71. This implied that Microsoft reseller incentive does not influence sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a negative relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda. A regression analysis was further done to determine the strength of the relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda.

The coefficient of determination (Adjusted R square) value was -0.21; this implied that Microsoft reseller incentives explained only -1% of sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller incentive predicts sales performance of Microsoft resellers in Kampala, Uganda by -1%. From all the results the alternate hypothesis earlier postulated stated that there is a negative relationship between Microsoft reseller incentive and sales performance of Microsoft resellers in Kampala, Uganda is therefore rejected.

5.2.3 Objective Three: Microsoft reseller service quality and sales performance of

Microsoft resellers in Kampala, Uganda.

The Pearson Correlation results indicated that the correlation coefficient was 0.42 and its significance level 0.794. This implied that Microsoft reseller service quality influences sales performance of Microsoft resellers in Kampala, Uganda. Therefore according to the results there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. A regression analysis was further done to determine the strength of the relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda.

The coefficient of determination (Adjusted R square) value is -0.24; this implied that Microsoft reseller service quality explained only -1% of sales performance of Microsoft resellers in Kampala, Uganda. Therefore Microsoft reseller service quality predicts sales performance of Microsoft resellers in Kampala, Uganda by -1%. From all the results the alternate hypothesis earlier postulated stated that there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda is therefore rejected.

5.3. Discussion of Findings

The findings are discussed on the basis of the study objectives as laid down in chapter one

5.3.1 Objective One: Microsoft reseller training and sales performance of resellers in

Kampala, Uganda.

Findings revealed that there is a positive relationship between Microsoft reseller training and sales performance of resellers in Kampala, Uganda. Evidence from the interviews suggested that Microsoft reseller trainings have a direct influence on attraction of sales by the resellers, and is

an important influence on product knowledge. In agreement with the goal setting theory, training of the key stakeholders has a direct influence on performance. Similarly Kelly (2006) noted that an institution becomes successful when its workforce works hard to achieve the organizations goals and objectives. An institution can only become successful if it helps employees to progress and improve on their job skills. The goal setting theory postulates that a team will achieve its goals when its workforce works hard to achieve the organizations goals and objectives

Survey findings indicated there are opportunities for career advancement in their companies. Peter, Heslin, Carson and Vandewalle (2009) noted that there are opportunities for career advancement in the Microsoft reseller companies and these are invoked if people have a chance to get those opportunities. It was further established that product knowledge of resellers is very crucial to nail a sale, since someone is selling what they know and believe in.

It was further noted that the sales team has opportunities for further studies supported by the organisation. The sales people have opportunities for short trainings within and outside the organisation. The job allows them to use the skills gained in the Microsoft trainings. The sales team receives the appropriate training for every new product on the market. The findings are consistent with Raja, Ghafoor, Ahmed and Muhammad (2011) who noted that in every job, there are opportunities for short trainings within and outside the organisation. This is in line with the goal setting theory that postulated that new skills relevant to the work done are key for institutional success.

It was noted that the trainings are taught by qualified Microsoft personnel and further findings indicated that brochures and other materials given during and after the trainings add more knowledge to the sales people. It was further observed that online webinars and other trainings

are convenient to the sales team compared to the physical trainings. Raymond (2010) noted that trainings may be convenient for people who are involved in businesses where they directly deal with the people.

5.3.2 Objective Two: Microsoft reseller incentive and Sales performance of Microsoft resellers in Kampala, Uganda.

Findings revealed that there is a negative relationship between Microsoft reseller incentives and sales performance of Microsoft resellers in Kampala, Uganda. Similarly, Kibuuka (2015) noted that incentives to the sales team positively influence market performance. In contrast, Muluma (2015) noted that incentives to the sales team negatively influence market performance. The goal setting theory postulates that incentives to employees enhance performance. Findings based on questionnaires revealed that Microsoft reseller incentive is not a very important factor in sales performance of Microsoft resellers in Kampala, Uganda. It has not helped the Microsoft resellers to maintain their sales performance year in and year out. Similarly, it was observed that Parasuraman, Zeithaml, and Berry (1985), it is important for the marketing team to help the company improve on its sales performance.

It was observed that managers, especially those who don't consult employees, have a tendency to sideline the financial and non-financial incentives to themselves or their favorite people/employees. Findings further showed that employees were not satisfied with the way incentives were distributed among the sales personnel. The goal setting theory noted that in order to attain the desired goals, resources must be equally allocated. Noe (2010), in line with the findings noted that employees have a tendency to sideline the financial and non-financial.

It was further observed that when employees are appreciated, they perform their tasks in the right manner which stimulates motivation for high sales. Furthermore, sales people who have served the organization for a long time are more driven for they have the renewed assurance in the administrative policy that they will be considered first for the financial and non-financial incentives by the institution. Ilmari (2008) noted that it is important to perform tasks basing on the design of the set tasks.

5.3.3 Objective Three: Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda

Findings revealed that there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. Based on the findings and looking at the technical skills of the employees, there are low complaints from the end customers about the quality of services rendered. The findings are consistent with the goal setting theory that emphasizes quality at every level.

It was observed that the customers do not switch suppliers. It was further noted that customers know what they want when it comes to Microsoft services. The goal setting theory looks at satisfying the customers desires. Findings further revealed that customers meet the customer expectations every day. Grandjean (2014) noted that customers must exercise due diligence by meeting customer expectations.

It was noted that customers are served with what they want, customers pay for the services on time and customers are willing to change to services that fit their wants. It was further established that many companies are customer focused. The company values its core mission, and it was further observed that the company values its core objectives.The goal setting theory

points at fulfilling the company's mission and objectives. Falola, Olubusayo, Ayodotun, and Olokundun (2014) noted that customers are served with what they want and customers find the location of the company convenient. This implied that the customers find the location of our company convenient

It was further observed that customers find the speed of doing things convenient; on the other hand, it was observed that whatever customer's desire from us is available. It was noted that the services offered to the customers are affordable. In line with the above, Fakhar (2010) noted that services offered to the customers must be affordable. Dedan (2012) noted that services offered must be within the reach of the customers in terms of quality, and affordability.

5.4 Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.4.1 Objective One: To find the relationship between Microsoft reseller trainings and the sales performance of Microsoft resellers in Kampala (Uganda)

Objective one was set to answer the research question one (1): what is the relationship between Microsoft reseller trainings and the sale performance of Microsoft resellers in Kampala (Uganda)? The findings revealed that there is a positive relationship between Microsoft reseller training and the sales performance of resellers in Kampala, Uganda. The research hypothesis had suggested a positive relationship between Microsoft reseller training and the sales performance of resellers in Kampala, Uganda, which was found to be true by the findings of the study.

Evidence suggested that Microsoft reseller trainings have a direct influence on attraction of sales by the resellers, and is an important influence on product knowledge. It was further established that product knowledge of resellers is very crucial to nail a sale, since someone is selling what they know and believe in. It was further noted that the sales team has opportunities for further studies supported by the organisation. The sales people have opportunities for short trainings within and outside the organisation. The job allows them to use the skills gained in the Microsoft trainings. The sales team receives the appropriate training for every new product on the market. The better the Microsoft reseller training, the better the sales performance of Microsoft resellers in Kampala, Uganda

5.4.2 Objective Two: To establish the relationship between Microsoft reseller incentives and the sales performance of Microsoft resellers in Kampala (Uganda)

The findings answered the research question two (2): what is the relationship between Microsoft reseller incentives and the sale performance of Microsoft resellers in Kampala (Uganda)? The findings revealed that there is a negative relationship between Microsoft reseller incentives and sales performance of Microsoft resellers in Kampala, Uganda. The research hypothesis had suggested a positive relationship between Microsoft reseller incentives and the sales performance of resellers in Kampala, Uganda, which was found to be false by the findings of the study. It has not helped the Microsoft resellers to maintain their sales performance year in and year out. It was observed that managers, especially those who do not consult employees, have a tendency to sideline the financial and non-financial incentives to themselves or their favorite people. Findings further showed that employees were not satisfied with the way incentives were distributed among the sales personnel. The better the Microsoft reseller incentive, will not lead to an improvement on sales performance of Microsoft resellers in Kampala, Uganda.

5.4.3 Objective Three: To find out the relationship between Microsoft reseller service quality and the sales performance of Microsoft resellers in Kampala (Uganda)

Objective three set out to answer research question three (3): what is the relationship between Microsoft reseller service quality and the sale performance of Microsoft resellers in Kampala (Uganda)? The findings revealed that there is a positive relationship between Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda. The research hypothesis had suggested a positive relationship between Microsoft reseller service quality and the sales performance of resellers in Kampala, Uganda, which was found to be true by the findings of the study. Based on the findings and looking at the technical skills of the employees, there are low complaints from the end customers about the quality of services rendered. It was observed that the customers do not switch suppliers. It was further noted that customers know what they want when it comes to Microsoft services. Findings further revealed that customers meet the customer expectations every day. It was noted that customers are served with what they want, customers pay for the services on time and customers are willing to change to services that fit their wants. It was further established that many companies are customer focused. The company values its core mission, and it was further observed that the company values its core objectives. It was further observed that customers find the speed of doing things convenient; on the other hand, it was observed that whatever customer's desire from us is available. The better the Microsoft reseller service quality, the better the sales performance of Microsoft resellers in Kampala, Uganda

5.5 Recommendations

The below recommendations are discussed based on objective by objective as mentioned in chapter one.

5.5.1 Objective One: Microsoft reseller training and sales performance of Microsoft resellers in Kampala, Uganda.

There is need to thinking ahead as to what the business needs are, what their challenges are, and making sure that their IT systems and the IT decisions that they have made in the past, can continue to keep up with all that and help provide leverage to grow their businesses and based on the evidence, this is through training. This requires strengthening the element of training. Computer businesses can be strengthened basing on the new acquired skills.

5.5.2 Objective Two: Microsoft reseller incentives and sales performance of Microsoft resellers in Kampala, Uganda.

There is need to ensure that there are sufficient incentives. There are a ton of small businesses in any local market that would be happy to pay someone else to take this task off of their plate. An incentive is a resource that one can't get back. There is always the argument of paying for something once and owning it versus paying for something monthly and never truly owning it. However, with evidence gathered the mindset shift of today's consumers, largely due to big companies selling Software-as-a-Service, it is not only common place to offer subscriptions but many Microsoft resellers prefer incentives. Clients don't have to pay full price for something upfront and they aren't (in many cases) tied in to a long term agreement.

5.5.3 Objective Three: Microsoft reseller service quality and sales performance of Microsoft resellers in Kampala, Uganda.

The first thing to think about is scalability, then think about profitability, which ultimately should lead to growth. People are so concerned with getting quality service, that they are willing to absolutely, positively give away consideration in this case. Research showed that all this should fold together into an integrated IT solution that makes sense by having good service quality. All of this needs to be organized into a well-thought-out project plan.

5.6 Contribution of the study

The study found out that Microsoft reseller training, Microsoft reseller incentives and Microsoft reseller service quality can lead to increased performance and sale numbers which results into high company profits, sales volumes and customer base. It is better to give Microsoft resellers monetary incentives like cash backs on the sales made and non-monetary incentives like shopping vouchers, gift hampers and gift packs to individuals who have achieved Microsoft set targets. It is further observed that service quality must be maintained through reliability, relevance, responsiveness and convenience. These qualities must be appreciated by the end users who benefit from the reseller services if sales performance is to improve. The study took mixed methodological approaches in investigating the problem compared to most of the works reviewed that use a mono approach.

5.7 Limitation of the study

Some Limitation might be related to collecting and interpreting our results. The researcher used one single questionnaire to measure all constructs included, so perhaps, the strength of the relationships could have been altered since the findings point to the important contribution of values which relate to individuals and groups. The confidence in the results could be strengthened with access to behavioral findings. The use of findings from the questionnaire which was close ended also could have missed important information which could have been obtained through interviews and other qualitative methodologies. These recognized limitations could inspire researchers to define their future research agendas.

5.8 Areas for further research

The study focused on assessing the factors influencing the sales of Microsoft reseller: the case of selected companies in Kampala, Uganda. However there is need to carry out a study in future specifically on other factors influencing sales performance of Microsoft resellers in Kampala, Uganda.

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APPENDICES

Appendix 1: Questionnaire.

Please answer by ticking the correct alternative to the question according to you.

Humbly note, no answer is wrong.

Section A

Demographic characteristics

Section A: Background Information		
1	Gender	1. Male
		2. Female
2	Age	1. Below 25 yrs
		2. 25 – 30 yrs
		3. 31 – 35 yrs
		4. 36 – 40 yrs
		5. 41 – 45 yrs
		6. 46 – 50 yrs
3	Education	1. Advanced level
		2. Diploma level
		3. Degree level
		4. Post graduate level
		5. PHD level
		6. Others (specify)
4	For how long have you been working as a Microsoft reseller?	1. 3 months – 1 yr
		2. 1 – 3 yrs
		3. 4 – 7 yrs
		4. 8 – 11 yrs
5	Which department do you belong to?	1. SMB
		2. Enterprise
		3. Technical
		4. OEM sales

In the following sections, use the below scale to indicate the best option that reflects your opinion on each of the statements. You may tick the number that best describes your opinion on each of the statements. The numbers stand for the following:

Strongly agree – 5

Agree – 4

Not sure / no comment – 3

Disagree – 2

Strongly disagree – 1

	Trainings and Performance of Microsoft resellers	5	4	3	2	1
1	There are opportunities for career advancement					
2	The sales team has opportunities for further studies supported by the organisation					
3	Sales people have opportunities for short trainings within and outside the organisation					
4	My job allows me to use the skills gained in the trainings					
5	The sales team receives the appropriate training for every new product on the market					
6	The trainings are taught by qualified Microsoft personnel					
7	Brochures and other materials given during and after the trainings add more knowledge to the sales people					
8	Online webinars and other trainings are convenient to the sales team compared to the physical trainings					
9	Trainings assist the sales team to achieve their targets easily					
10	Sales people are willing to go for more Microsoft trainings because they are satisfying					

	Size and Skills	5	4	3	2	1
1	The company has an official recruiting procedure / manual					
2	There are enough staff to get the work done					
3	Vacant posts are filled within the required time					
4	The sales team gets leave whenever they require					
5	The sales team are free to go home after the day's work schedule					
6	The sales team are not over worked					
7	The sales team are equally distributed in all departments					

	Incentives and Performance of Microsoft resellers	5	4	3	2	1
1	I feel that the incentives are worth the role I perform					
2	The company incentives are evenly distributed between employees					
3	Individual incentives are always awarded to the responsible personnel					
4	Monetary incentives are a great motivator to the sales team					
5	Incentives are always awarded in time					

	Non- Financial Incentives	5	4	3	2	1
1	Sales team has a lot of autonomy in their work					
2	The sales team are praised and recognised for a job well done					
3	Sales people work as a team to achieve targets					
4	The sales team have freedom to make important decisions regarding their work					
5	The top management is very helpful in work related issues					

Service Quality

Statements	1	2	3	4	5
Reliability	1	2	3	4	5
11. The customers of Microsoft resellers do not switch goal posits					
12. The character of the customers is paramount when it comes to seeking Microsoft reseller services					
13. Microsoft resellers meets the customer expectations					
Statements	1	2	3	4	5
Relevance	1	2	3	4	5
14. Customers of Microsoft resellers are served with what they want					
15. The customers pay for the services on time					
16. Customers are willing to change to services that fit there wants					
17. Microsoft resellers is customer focused					
18. Microsoft resellers values its core mission					
19. Microsoft resellers values its core objectives					
Statements	1	2	3	4	5
Convenience	1	2	3	4	5
20. Customers find the location of Microsoft resellers convenient					
21. Customers find the speed of doing things in Microsoft resellers convenient					
22. Whatever customers desire from Microsoft reseller is available					
23. The services offered are within the reach of the customers in terms of price					

Statements	1	2	3	4	5
24. The services offered are within the reach of the customers in terms of quality					
25. The services offered are within the reach of the customers in terms of time					

Statements	1	2	3	4	5
SALES PERFORMANCE	**1**	**2**	**3**	**4**	**5**
26. There are few cases of customer defection					
27. Microsoft resellers has been able to retain most of its customers					
28. The customer attrition rates in Microsoft resellers are low					
29. The customer churn rates in Microsoft resellers are low					
30. The customers derive satisfaction from the services offered					
31. The sales keep on going up every day.					

Appendix 2: Interview Schedule

Interview Schedule for software resellers in Kampala.

I. Opening

A. (Establish Rapport) [shake hands] my name is _____ and as a member of the same industry, I thought it would be a good idea to interview you, so that I can finish my research.

B. (Purpose) I would like to ask you some questions about your work, your education, some experiences you have had, and interests in order to learn more about you.

C. (Motivation) I hope to use this information to help graduate in Masters in Business Administration and also to bridge the information gap.

D. (Time Line) The interview should take about 10 minutes. Are you available to respond to some questions at this time?

(Transition: Let me begin by asking you some questions about where you live and your family)

Body

A. (Topic): Factors influencing quality performance of Software resellers in Kampala (Uganda).

1. What is your name?

2. How long have you worked as reseller?

3. Are you skilled in this type of work?

4. How did you get skilled? Please share a few ways.

5. Please describe your relationship with your customers?

6. What kind of activities do you do on a daily basis?

THANK YOU SO MUCH FOR PARTICIPATING

Appendix 3: Documentary Review Checklist

The following documents were reviewed.

1. Microsoft Resellers Reports

2. Microsoft Resellers Reports

3. Microsoft Resellers Daily sales Reports

4. Microsoft Resellers Weekly sales Reports

5. Minutes of Meetings

6. Any other Documents