

Sales Performance of Fastmoving Consumer Goods (FMCG): Do Behavioural Traits of The Sales Force Matter?

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Abstract

The term "suit and hard sell tactics" does not adequately describe effective sales techniques. When it comes to FMCG manufacturing, in Port Harcourt, Nigeria, there are a lot of factors that affect sales performance and that separates good salespeople from bad ones. This calls for research on the behavioral traits of salespeople in this industry. The research utilised a descriptive survey approach. From a total population of 3838 people, 370 were selected as a sample using the Taro Yamane methodology. Sales managers and salespeople from fast-moving consumer goods companies in the Port Harcourt metropolitan area were among the 370 respondents who filled out the structured questionnaire. The validity of the instrument was done using construct validity and for the reliability, cronbach alpha and composite reliability were used. In analyzing the data for the hypotheses, Structural Equation Model (SEM) was adopted with the aid of Smart-PLSv3. The sales performance of fast-moving consumer commodities in the Port Harcourt metropolis of Rivers State is influenced positively by the sales persons' behavioural trait of agreeableness, conscientiousness, openness, and extraversion, and adversely by neuroticism. The study revealed that the behavioural characteristics had a noteworthy influence on the sales performance of Fast-Moving Consumer Goods (FMCG) in the Port Harcourt metropolitan area. The study recommended that organisation should give attention to agreeableness, conscientiousness, openness, neuroticism and extraversion to determine its effect on sales performance. That further research on the elements of behavioural traits on firm's performance should be investigated.

Keywords: Behavioural trait, Agreeableness, Conscientiousness, Openness, Extraversion, Sales performance

Introduction

The phrase "suit and hard sell tactics" is inadequate for discussing good sales practices. The evaluation of a salesperson's proficiency or lack thereof is determined by various elements (Sardar and Patton 2002). Companies should exercise caution in recognizing the distinct attributes of each salesperson during the hiring process. One well-known method for investigating the link between character traits and action is the Big Five model, which was proposed by Costa and McCrae in 1992 (Poropat, 2009). Notable researchers who have utilized it in their inquiries include Sawyerr, Srinivas, and Wang (2009) as well as Mount, Witt, and Barrick (2000). The "five factors" encompass the traits of openness to new information, agreeableness, extroversion, and

conscientiousness. The efficacy of a company's sales personnel in effectively reaching their intended audience plays a crucial role in determining whether customers select the company's product or service over those of its rivals. To effectively recognize, predict, and fulfill the desires and requirements of consumers, marketers must enlist salespeople who are proactive. As the salesperson's performance improves, there is a simultaneous increase in the company's profitability, shareholder value, and the salesperson's personal income. Salespeople with a propensity towards certain personality traits, as well as those who are proactive and well educated, are essential to a company's success. To avoid hiring mediocre or low-performing employees, personality-profiling methods allow for the selection of top performers.. Prospects are more engaged when salespeople look them in the eyes, as opposed to when they see a display or advertisement. In order to accommodate cultural and behavioral features, salespeople may adjust their tone and phrasing while interacting with clients. In order to fully grasp a customer's requirements and desires regarding a product, salespeople frequently use targeted inquiries. Since salespeople can help customers and act as a go-between for buyers and sellers, many companies choose to invest heavily in their marketing efforts through them. Expert salespeople go above and above to ensure their customers make well-informed selections. After carefully listening to customers to learn their tastes, they give a detailed breakdown of the benefits and drawbacks of their products. The cognitive talents and personality traits necessary for sales are just one part of a salesperson's behavioral traits, according to Wiley and Carolyn (2005). Another part is the capacity to execute the activity well. Beginning with prospecting and ending with follow-up, there are a total of nine steps to the sales process. Good salespeople are able to guide prospective customers through each step of the process with ease because they always act appropriately. The volume and calibre of sales accomplished during a designated timeframe are crucial indicators of sales performance. Numerous scholars from various fields have examined the relationship between the personalities of salespeople and their level of effectiveness. This includes (Bandura 2003; Locke 2002; Luthans & Peterson 2002). While there is some evidence that some traits affect sales performance in developed countries, most of these studies have concentrated on intangible products that consumers are not likely to handle.

There is a lack of empirical study that has investigated the influence of salespeople's behavioral attributes on the success of FMCG sales in Nigeria, particularly in the state of Rivers. Given the frequency with which FMCG firms in Nigeria use sales agents and salespeople for the purposes of product promotion, sales, and transportation. Nevertheless, it remains significantly more deteriorated in comparison to other businesses. Hence, it is important to examine the behavioral characteristics of salespersons in connection to the achievement of FMCG (Fast-Moving Consumer Goods) sales in Nigeria, particularly in the Port Harcourt Metropolis.

An extensive body of studies emphasizes the need of accurate assessments by sales teams about the performance of marketing efforts (Pilling et al., 1999). The objective of the characteristics hypothesis was to ascertain the attributes that are common among salesmen who achieve high levels of performance. But it wasn't the only one trying to figure out what makes a deal go through (Keck et al., 1995; Malik et al.; 2012; Miao et al.; 2007; Kotler; 2002 & Majeed, 2011) are among

the experts who have highlighted the importance of organisational culture as an internal aspect. Certain sales divisions are falling short of expectations, according to sales statistics from many organisations. The research presented here strongly suggests that salespeople are highly valued by industry professionals for helping them reach their sales goals. In their 1977 study, Lamont and Lundstrom looked at what kinds of personality traits and other factors were associated with successful industrial salespeople. The findings indicated a negative correlation between ego strength and performance, but endurance and social recognition had a positive correlation. Bain and Taylor (2000) observed that marketers of fast-moving consumer commodities did not sufficiently take into account the personalities of salesmen when establishing criteria for recruiting, employing, and choosing. Given the fierce competition, it is crucial to determine the key factors that contribute to a salesperson's success in the ever-evolving consumer products sector. Precisely determining the suitability of individuals for roles in this domain necessitates this data.

Literature review and hypotheses formulation

Behavioral traits

Ozer and Benet (2006) assert that an individual's performance in the workplace is contingent upon their appropriate conduct. The behavior of a salesperson determines how they handle challenging situations. Job performance in the workplace is determined by an individual's possession of the appropriate personality traits and the timely fulfillment of assigned responsibilities, both of which contribute to the overall success of the business. The uniqueness of a person lies in their distinctive amalgamation of traits enumerated here.

Dimensions of behavioural trait

Agreeableness

Ozer and Benet (2006) argue that an individual's professional success is contingent upon their ability to exhibit appropriate behavior in the workplace. The temperament of a salesperson determines their approach to challenging situations. The key determinants of an employee's job performance are possessing the appropriate personality attributes and consistently meeting deadlines for projects. An individual's uniqueness is determined by the specific amalgamation of their characteristics. While several individuals may possess a relaxed and flexible demeanor, there exist others who exhibit a strong inclination towards obstinacy. According to Duckworth and Yeager (2015), managers' performance and the organization's capacity to fulfil its objectives are both enhanced when competency, ethics, and character are evaluated through behavioural qualities. When salespeople demonstrate favorable behavioral characteristics that lead to higher sales, the firm can achieve its goals. Sales performance of a company is determined by the extent to which it achieves its sales objectives within the specified timeframe. The behaviors of a salesperson in the workplace have a substantial impact on the company's capacity to fulfill assignments. Meticulous strategizing and implementation, adherence to schedules, maintaining sufficient inventory, fostering top-notch product innovation, and ensuring customer satisfaction, achieve a company's exceptional sales performance.

H₀₁: Agreeableness has no significant effect on sales performance of fast moving consumer goods in Port Harcourt metropolis, Rivers State.

Conscientiousness

Characteristics of a conscientious person include deliberateness, self-control, and action toward a specific objective. In addition, qualities like organization, efficiency, care, and conscientiousness form the basis of the conscientiousness behavioral trait (Sung and Choi, 2009). People who are very careful and meticulous are often well organized. They possess strong skills in recalling deadlines and considering the potential impact of their actions on others. Individuals that are less organized and regimented tend to get lower scores on this major behavioral attribute. Despite their utmost intentions, individuals may inadvertently overlook crucial deadlines due to their tendency to procrastinate. Employees that have high scores on the conscientiousness scale typically exhibit traits like responsibility, goal-orientation, thoughtfulness, self-discipline, organization, attention to detail, and diligence. Given their self-absorbed nature, they should encounter little difficulty in completing the assignment. Individuals with low levels of conscientiousness frequently display traits such as disorganization, impulsivity, and lack of thoughtfulness.

H₀₂: Conscientiousness does not have significant effect on sales performance of fast moving consumer goods in Port Harcourt metropolis, Rivers State.

Openness

Openness, also known as openness to experience, enhances imagination and intuition. Among the five personality traits, this particular one is the most prominent. Another part of being receptive to new experiences is paying attention to other people's perspectives and ideas (Borghans, Duckworth, Heckman & Ter Weel, 2008). Individuals exhibiting a pronounced degree of openness tend to display a propensity for being intrigued by a wide array of subjects and activities. Their enthusiasm for acquiring knowledge and exploring novel experiences arises from their inherent inquisitiveness about the Earth and its denizens. Individuals with higher scores on this personality trait are also more inclined to exhibit audacity and ingenuity. Individuals lacking proficiency in this behavioral trait often exhibit a tendency towards conformity and may have challenges when it comes to comprehending abstract concepts in a comprehensive and inclusive manner.

H₀₃: Openness has no significant effect on sales performance of fast moving consumer goods in Port Harcourt metropolis, Rivers State

Neuroticism

Individuals employed at companies characterized by high levels of neuroticism sometimes have a pessimistic outlook. The outcomes include stress, hypertension, depression, anxiety, and other related conditions. It includes elements such as lack of confidence, excessive behavior, uneasiness, restlessness, and self-consciousness. Individuals with a higher degree of neuroticism tend to experience a heightened propensity for becoming easily agitated. They lack control over their

desires. Cardiac arrests, intense rage, and other similar conditions are prevalent in their daily existence. Individuals with lower scores are less prone to losing their composure. Furthermore, they have a consistent and calm demeanor, demonstrating a resistance to become easily provoked. An individual with extremely low levels of neuroticism is prone to displaying irresponsibility. From a professional standpoint, an extremely low level of neuroticism is not acceptable. Workplace stress, to a certain extent, is beneficial since it motivates individuals to take responsibility and maintain a strong focus on their objectives.

Ho4: Neuroticism has no significant effect on sales performance of fast moving consumer goods in Port Harcourt metropolis, Rivers State.

Extraversion

According to Barrick and Mount (1991), salespeople who are extremely outgoing are more likely to achieve professional success. According to a study conducted by researchers, Wanberg, Kanfer, and Banas (2000), employees who scored high on the extraversion test exhibited traits such as being sociable, inquisitive, and comfortable in their social environments. Individuals that obtain high scores on the extraversion scale tend to exhibit traits such as sociability, verbosity, optimism, extroversion, and a positive attitude while engaging with people. Their outlook is positive, full of energy, and brimming with delight. They are constantly on the go. Their entrepreneurial spirit shines through in their ability to juggle multiple projects at once. It seems like they're never without company. People who scored lower tend to be reserved, quiet, uninterested in socializing, and obedient. Just because someone is less extroverted doesn't mean they're less productive; it just means they move at a slower pace. They are usually alone themselves.

Ho5: Extraversion has no significant effect on sales performance of fast moving consumer goods in Port Harcourt metropolis, Rivers State.

Concept of Sales Performance

An alternative perspective on salespeople's performance is their contribution towards the company's achievement of its objectives. In this context, outcomes that can be directly attributed to the salesperson's exertions are given priority over those influenced by external factors beyond their control, such as market size, brand reputation, and competitive intensity (Miao, 2013). The efficacy of salespeople is assessed from both an objective and subjective perspective (Behrman and Perreault, 2013). Rolstadas (2014) identifies objective performance criteria as dollar sales volume, the number of new accounts, unit sales volume, and contribution profit. Subjective performance evaluation is conducted by salesmen, customers, coworkers, and supervisors

Theoretical foundation of the study

The study adopted one base line theory to underpin the research model. The Trait activation theory was used to underpin the behavioural trait and sales performance

The Tett and Burnett's trait activation theory is a psychological framework that was proposed in 2003. The idea posits that particular situational signals elicit the manifestation or stimulation of attributes that are associated with performance. This theory suggests that our characteristics are

malleable and change over time in response to our environment, rather than being permanent and unchanging. The text suggests that workers should comprehend their work settings and adapt their activities accordingly. When faced with this challenge, their distinctive personality trait becomes prominent, enabling them to excel in their career. The researcher employs trait activation theory to elucidate the correlation between specific subordinate personality traits and an increased probability of resigning from their current post. The current research findings indicate that certain personality traits can account for why certain salesmen are more inclined to consider leaving their jobs.

Empirical review

The primary responsibility for growing the company's profitability lies with salespeople in the telecom business, particularly those employed by ISPs. The distinctive sales performance of this business is influenced by aspects such as self-efficacy, locus of control, and proactive personality, which Magandini and Ngwenya (2015) investigated. They further stated that despite management's extensive investment in salespeople's training and development, they appear to be disregarding the substantial impact that each salesperson's personality has. When provided with identical sales resources, education levels, and work ethics, certain salespeople are capable of attaining higher levels of success compared to others. Indications strongly suggest that the personalities of these remarkable salesmen are the primary determinant of their level of success. While some may be experiencing failure, certain salespeople manage to achieve success. According to the study's results, the researcher recommends that ISP management establish sales objectives that are both demanding and achievable for the sales staff to accomplish in the near future.

Wang (2000) aimed to identify the elements that influence individual sales performance. The individual conducted interviews with sales managers from various enterprises and utilized research findings from the field of social psychology pertaining to the topic of creativity. Wang defines a salesperson's creativity as their ability to generate innovative solutions to challenges and exhibit distinctive behaviors while doing their responsibilities. This research introduces an approach that examines the performance of salespeople on an individual basis. The method is based on theories of motivation, social cognitive theory, and social psychology, with a particular focus on creativity. According to the paradigm, success is primarily determined by the elements of initiative and creativity. Although self-efficacy and innate competitiveness may not serve as dependable predictors of success, sales experience has a direct impact on performance through two primary avenues. The methodology was tested on two separate cohorts: real estate agents and individuals involved in outdoor billboard sales. Overall, the results confirmed six out of the eight associations that were anticipated by the model. Overall, the findings indicate that the model is reliable. More precisely, self-efficacy has a significant influence on creativity, and the creative aspect contributes to sales success.

A study conducted by Akhwale (2018) titled "The Influence of a Salesperson's Traits and Skills on Sales Performance" found that the effectiveness of a salesman is greatly influenced by their personal qualities and level of competence. Research indicates that a salesperson's charisma and physical attractiveness have a substantial impact on their performance in the field. The primary aim of this study was to examine the performance of FMCG firms in Nairobi, Kenya in terms of sales. This study aimed to examine the fast-moving consumer goods (FMCG) market in Nairobi,

Kenya, and investigate the correlation between the salespeople's abilities and character qualities and their organisations' success. The report highlights many commendable attributes demonstrated by the salesman. In order to enhance the productivity of salespeople, it is imperative for management to carefully assess the knowledge needs. According to research, a salesperson's success is heavily influenced by five personality traits: agreeableness, emotional stability, and openness to new experiences, extraversion, and conscientiousness.

Methodology

In the Port Harcourt metropolitan region of Rivers State, Nigeria, the purpose of this study was to evaluate the impact of salesperson personality attributes on revenue production. More specifically, the study focused on a specified range of fast-moving consumer items. The study's population in the Port Harcourt metropolitan region consists of 3838 sales representatives, managers, and employees from a specific group of fast-moving consumer goods companies. A total of 370 individuals, including salespeople, managers, and representatives, were selected randomly using the Taro Yamane method. The research team utilized a systematic questionnaire using a Likert scale to gather data. In order to determine the validity and reliability of the research instrument, a logical method was utilised, and the findings are demonstrated in tables 1 and 2, respectively. The survey results were evaluated using descriptive statistics, including percentages, tables, standard deviation, and mean. A Structural Equation Model (SEM) was employed to conduct hypothesis testing. Utilizing the Smart PLS (v3) software is necessary for this task. We opted for a structural equation model to ensure the accuracy of the interactions between the components of the model. Multiple factors influence the usage of the PLS-SEM approach. This study is dependent on its capacity to facilitate both predictive and exploratory elements. The t-value was utilized to reach a conclusion. If the value was below 1.96, the hypothesis was rejected; if the value was above 1.96, the hypothesis was accepted. Cohen (1988) and Lind, Marchal, and Wathen (2013), proponents of use the t-value for assessing the statistical significance of variables, would have endorsed this approach.

Table 1: Measurement Index for Effect of Behavioural Traits on Sales Performance of Fast Moving Consumer Goods in Port Harcourt Metropolis Rivers State, Nigeria.

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	VIF
Conscientiousness	0.725	0.730	0.820	0.578	1.522
Sales performance	0.724	0.729	0.820	0.577	
Extraversion	0.769	0.822	0.790	0.553	1.211
Agreeableness	0.754	0.709	0.795	0.543	1.286
Neuroticism	0.826	0.836	0.878	0.591	1.274
Openness	0.714	0.799	0.739	0.580	1.653

Source: Fieldwork, 2023

The measurement model covers an assessment of reliability and validity of the study scale, which holds significant importance within the context of a Structural Equation Modeling (SEM) framework. In SEM, these psychometric analyses play a pivotal role in ensuring the robustness and credibility of the model's results and findings. First, the items factor loadings were assessed and the study followed the rule of thumb of retaining values > 0.60 and removing values lower (Hair *et al.*, 2019; Magnoet *al.*, 2022).

Reliability assessment of the scales was carried out as shown in **Table 1**, Cronbach alpha, Rho and composite reliability were measures used to assess the reliability of the scales (Ringle *et al.*, 2023). The Cronbach alpha test results show the scale is reliable, as the coefficient index values were above the threshold of 0.70, which is supported in literature (Henseler *et al.*, 2015). Furthermore, the Rho coefficients also, which measures reliability exceeded the threshold of 0.60, signifying a commendable level of reliability (**See Table 1**). Additionally, the composite reliability for the study's scales consistently yielded values above 0.60, providing further substantiation for the overall reliability of the measurement instruments employed (**See Table 1**). Consequently, these findings affirm the fulfilment of established reliability criteria, underscoring the trustworthiness of the research data and instruments.

The presence of second-order factors supported the need to assess for the presence of multicollinearity using the variance inflation factor (VIF) (Latan & Noonan, 2017). The findings demonstrate the absence of any problematic collinearity issues. It is worth noting that the VIF values, being well within the prescribed threshold of 5, are indicative of the fulfilment of the underlying assumption, thereby affirming the robustness of the study analysis (**See Table 1**). Next, the validity of the scales was assessed and convergent and discriminant validity was assessed. The construct validity was assessed using the average variance explained (AVE) and as a rule of thumb, values > 0.50 indicates construct validity criteria has been satisfied (Ali *et al.*, 2018; Henseler *et al.*, 2015). The result in **Table 1** indicates that for all the scales the AVE coefficients were > 0.50, which indicates the convergent validity of the scale has been established.

Table 2: Heterotrait-Monotrait Ratio (HTMT) Result for Discriminant Validity

	Conscientiousness	Sales performance	Extraversion	Agreeableness	Neuroticism	Openness
Conscientiousness	0.691					
Sales performance	0.297	0.691				
Extraversion	0.354	0.360	0.673			
Agreeableness	0.417	0.415	0.299	0.586		
Neuroticism	0.266	0.265	0.385	0.501	0.769	
Openness	0.507	0.503	0.277	0.446	0.462	0.616

Source: Fieldwork, 2023

Additionally, an examination of discriminant validity was undertaken by employing the heterotrait-monotrait (HTMT) method, as depicted in **Table 2** presented above. Franke and Sarstedt (2019) have underscored the robustness of the heterotrait-monotrait approach for assessing discriminant validity. In accordance with established scholarly recommendations, the criteria for confirming discriminant validity were set as follows: none of the HTMT values should deviate significantly from 1, and none of the values should surpass the threshold of 0.85, as advocated by Henseler et al. (2015). The outcome of this rigorous analysis firmly validates the presence of discriminant validity within the scope of our study, thereby affirming the distinctiveness of the latent constructs under examination. Given the confirmation of satisfactory measurement model, the current model is found suitable for further analysis.

4 Results and discussion

The hypotheses were tested using structural equation model (SEM) with the aid of Smart-PLSv3 as the statistical software and decision on statistical significance was determined using the T-value, and the rule holds that a hypothesis is accepted when T-value is greater than 1.96, and rejected otherwise. In reaching a conclusion, the t-value was employed. The hypothesis was considered rejected if it fell below 1.96, and conversely accepted if it exceeded this threshold. This approach aligned with the recommendations of Cohen (1988) and Lind, Marchal, and Wathen (2013), who advocated utilizing the t-value to gauge the significance level of variables.

Table 3: Summary table showing responses of agreeableness and sales performance

Statements relating Agreeableness	SA	A	UD	D	SD	Mean	STD
The organization's salesperson is altruistic	93 (30%)	143 (46%)	35 (11%)	27 (9%)	14 (4%)	3.875	1.0701
The business salesperson is modest	111 (36%)	103 (33%)	41 (13%)	42 (13%)	15 (5%)	3.817	1.1848
The organization has a trustworthy employee as a salesperson	117 (38%)	128 (41%)	28 (9%)	25 (8%)	14 (4%)	3.990	1.0922
One of the attribute of your business sales person is straightforwardness	117 (38%)	80 (26%)	51 (16%)	48 (15%)	16 (5%)	3.750	1.2481
The business salesman is tender minded	102	129	32	31	18	3.853	1.1527

	(33%)	(41%)	(10%)	(10%)	(6%)		
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Source: Fieldwork, 2023

Table 4: Summary table showing responses of conscientiousness and sales performance

Statements on conscientiousness	SA	A	UD	D	SD	Mean	STD
The salesperson of the organization is responsible	130 (42%)	75 (24%)	52 (17%)	41 (13%)	14 (4%)	3.853	1.2231
The organization salesman possesses trait of hard-working	118 (38%)	114 (37%)	35 (11%)	26 (8%)	19 (6%)	3.910	1.1669
The sales workforce of the entity has a goal oriented attribute	155 (50%)	85 (27%)	24 (8%)	38 (12%)	10 (3%)	4.074	1.1667
The salesperson adhere to the norm and rule of the organization	124 (40%)	107 (34%)	38 (12%)	35 (11%)	10 (3%)	3.952	1.1202
The organization's salesperson is organized	113 (36%)	85 (27%)	52 (17%)	44 (14%)	18 (6%)	3.737	1.2429

Source: Fieldwork, 2023

Table 5: Summary table showing responses of openness and sales performance

Statements on openness	SA	A	UD	D	SD	Mean	STD
The salesperson of the organization has an attribute of imagination and creativity	111 (36%)	102 (33%)	41 (13%)	42 (13%)	16 (5%)	3.801	1.2051
The organization's salesperson is inventive	140 (45%)	103 (33%)	27 (9%)	25 (8%)	17 (5%)	4.038	1.1615

The business salesperson is open to unusual ideas	115 (37%)	71 (23%)	51 (16%)	57 (18%)	18 (6%)	3.667	1.2947
The salesperson of the organization has the attribute of nonconformity	111 (36%)	118 (38%)	35 (11%)	34 (11%)	14 (4%)	3.891	1.1402
Adventure is one of the trait of the business salesperson	113 (36%)	100 (32%)	43 (14%)	43 (14%)	13 (4%)	3.824	1.1885

Source: Fieldwork, 2023

Table 6: Summary table showing responses of neuroticism and sales performance

Statements on neuroticism	SA	A	UD	D	SD	Mean	STD
The organizations sales person is emotional instable	113 (36%)	129 (41%)	28 (9%)	27 (9%)	15 (5%)	3.962	1.0989
Depression is one of the sales person trait	126 (40%)	72 (23%)	53 (17%)	46 (15%)	15 (5%)	3.795	1.2486
The sales person of the organization often gets irritated	116 (37%)	126 (40%)	29 (9%)	27 (9%)	14 (5%)	3.968	1.1049
The sales representative of the organization often has negative feelings	109 (35%)	105 (34%)	43 (14%)	41 (13%)	14 (4%)	3.821	1.1785
The sales representative of the organization has self-doubt	115 (37%)	127 (41%)	29 (9%)	26 (8%)	15 (5%)	3.978	1.0979

Source: Fieldwork, 2023

Table 7: Summary table showing responses of extraversion and sales performance

Statements on extraversion	SA	A	UD	D	SD	Mean	STD

The organizations sales person is impulsive	106 (34%)	81 (26%)	51 (16%)	53 (17%)	21 (7%)	3.638	1.2832
The sales person of the organization is sociable	90 (29%)	146 (47%)	32 (10%)	29 (9%)	15 (5%)	3.853	1.0896
The sales person of the organization has positive emotion	114 (37%)	93 (30%)	45 (14%)	45 (14%)	15 (5%)	3.792	1.2181
The behavior of a sales person of the organization is characterized by high activity level	100 (32%)	137 (44%)	27 (9%)	33 (10%)	15 (5%)	3.888	1.1069
Assertiveness is one of the characteristics of an organizational sales person	137 (44%)	68 (22%)	44 (14%)	48 (15%)	15 (5%)	3.853	1.2619

Source: Fieldwork, 2023

Table 8: Respondents' opinions on Sales Performance

	SA	A	UD	D	SD	Mean	STD
The sales volume of the organization is high	76 (24%)	96 (31%)	62 (20%)	52 (17%)	26 (8%)	3.59	1.0612
The organization's sales target is feasible	70 (22%)	84 (27%)	68 (22%)	58 (19%)	32 (10%)	3.620	0.9810
The organization's level of profit is consistent	75 (24%)	90 (29%)	66 (21%)	60 (19%)	21 (7%)	3.692	1.0211
The organization served a high number of customers	83 (27%)	92 (29%)	64 (21%)	56 (18%)	17 (5%)	3.751	1.0410
There is high quality of customer satisfaction in the organization	74 (24%)	88 (28%)	70 (22%)	62 (20%)	18 (6%)	3.723	1.0021

Source: Fieldwork, 2023

Test of hypotheses

The structural model undergoes a thorough examination of the relationship between the two variables. In order to determine the path's relevance, this structural model first ran the path analysis. It took the PLS approach five iterations to get convergence in the route analysis. Next, the structural model's significance was evaluated using the following criteria: 500 bootstrapping resamples, a 2-tailed test, a significance level of 0.05, a Bias-Corrected Accelerated (BCa) Bootstrap confidence interval level, and a complete bootstrapping supply of results

Sales performance

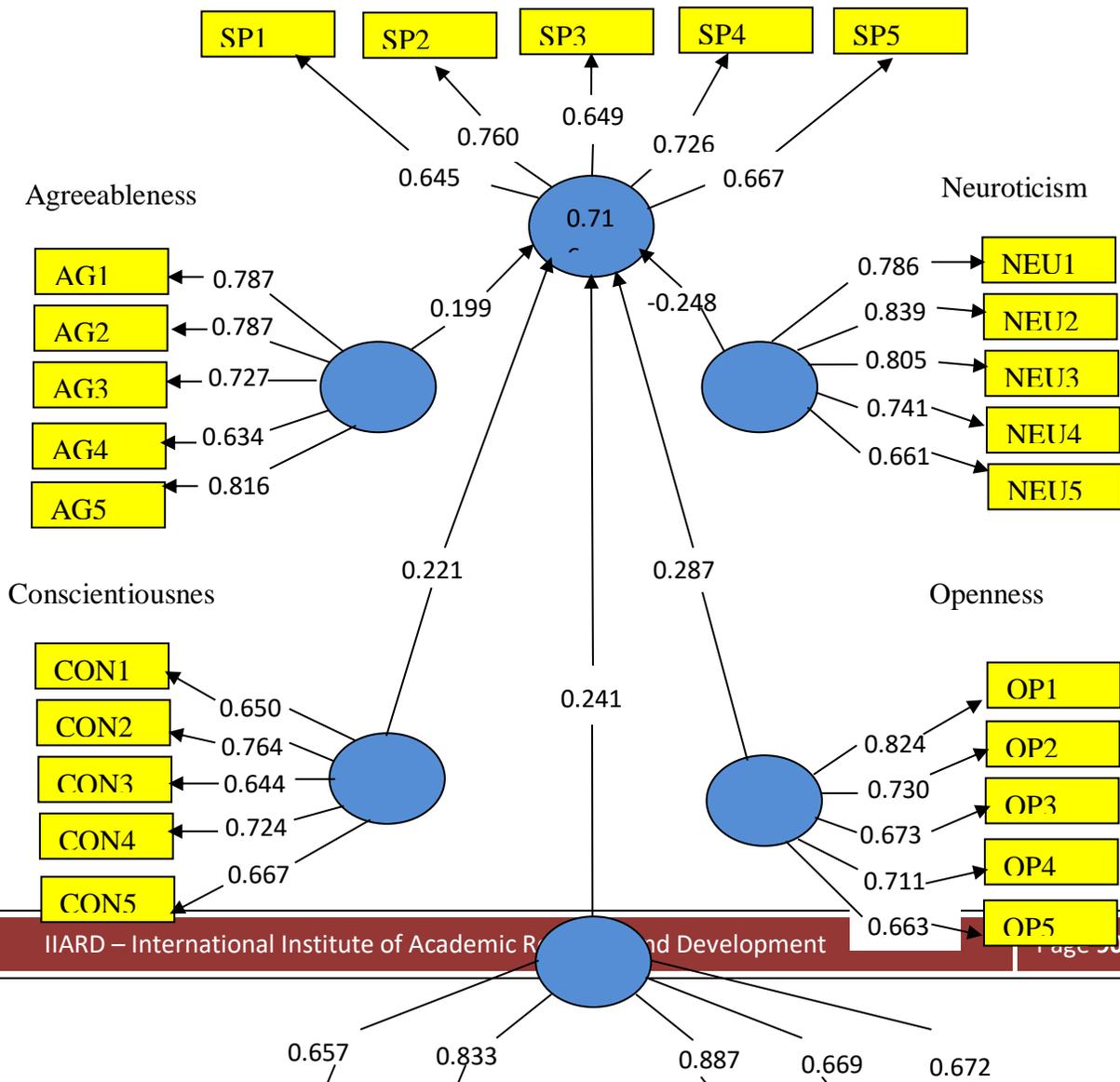


Figure 1: showing effect between Behavioural traits and Sales performance

Figure 1 displays the different elements of the study, such as the second-order factor model. Research indicates that in the fast-moving consumer goods (FMCG) business, there is a positive correlation between agreeableness and sales success ($\beta = 0.199$). The study's additional data reveals a favourable correlation ($\beta = 0.221$) between conscientiousness and sales performance in the fast-moving consumer goods industry. A significant positive connection ($\beta = 0.287$) was observed between the trait of openness and the level of sales success for rapidly moving consumer items. The study confirmed that there is a substantial correlation between neuroticism and sales effectiveness ($\beta = -0.248$) in the fast-moving consumer goods industry. Furthermore, there was a significant negative correlation ($\beta = 0.241$) observed between extraversion and the performance of FMCG sales.

Figure 1 displays the coefficient of determination (R^2). This quantitative metric quantifies the extent to which the independent variable influences the variability in the dependent variable. Based on the research conducted by Henseler et al. (2020), a latent variable may be categorised as significant, moderate, or weak when its R^2 value is 0.75, 0.50, or 0.25, respectively. The R^2 coefficient of determination, derived from the Partial Least Squares (PLS) study conducted on the sales performance of fast moving consumer products, is presented in Figure 1. The numerical value of this coefficient is 0.716. In the urban region of Port Harcourt, situated in River State, Nigeria, the characteristics of agreeableness, extraversion, neuroticism, conscientiousness, and openness were shown to explain 71.6% of the differences in the sales performance of fast-moving consumer goods (FMCG). Henseler et al. (2020) discovered that the R^2 values of the endogenous latent variables fell below acceptable thresholds.

The researcher assessed the magnitude of the influence by finding the factors that, if excluded from the model, would have the most significant effect. Based on the research conducted by Hair et al. (2019) and Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 correspond to moderate, mild, and high effects, respectively, when assessing the influence of external hidden variables. The findings indicated that all characteristics had negligible impacts, with effect values ranging from 0.02 to 0.09. Conversely, openness had a very significant characteristic with a coefficient of determination (f^2) of 0.19.

In order to assess the model's ability to make accurate predictions, we employed Stone-Geisser's Q2 value. An approach to assess the anticipated performance of the PLS path model on fresh data is by examining the Stone-Geisser Q2 value. A path model is considered effective if each reflected endogenous latent concept has a Q2 score greater than 0. As per the findings of Hair et al. (2019), the Q2 values for all six intrinsic latent constructs are considerably greater than zero. The exact sales figure for the second quarter was 0.341, indicating a level of success. The results offer compelling proof that the model is very applicable in predicting the endogenous latent variables. To assess the significance of the route coefficient in the structural model, we employed the usual bootstrapping technique with 5000 bootstrapped samples, as suggested by Ringle et al. (2023) and Hair et al. (2019). Figure 1 clearly demonstrates a significant association between all of the constructs and the indicators used to measure them.

Sales performance

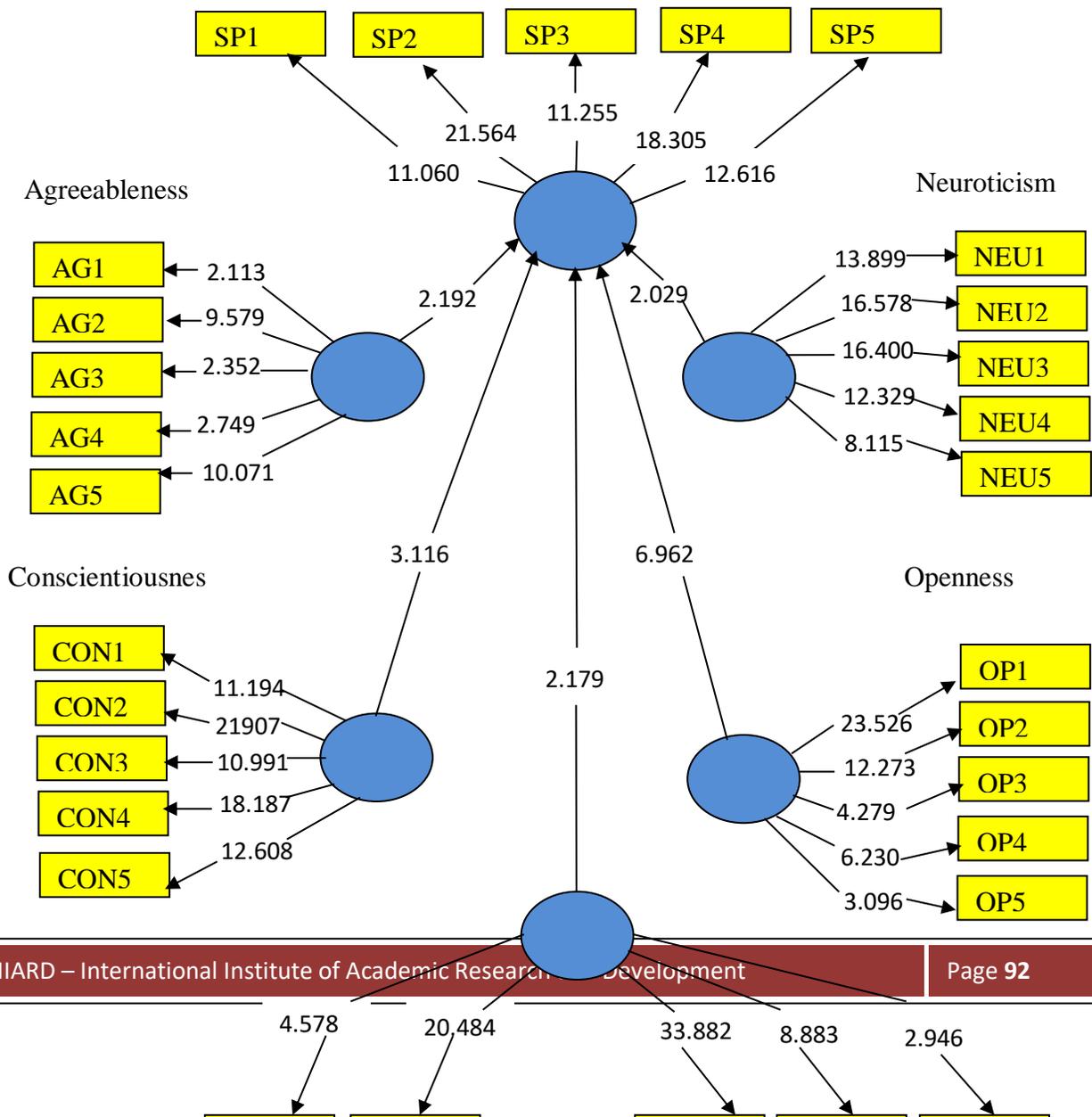


Figure 2: Significance of Path Model showing the link between Behavioural traits and Sales performance.

Source: SmartPLSv3 Output, 2023

Table 9: Summary of SEM Results and Findings

Hypothesis	Variable		Path Coefficient	t-value	p-value	Decision
H ₀₁	Agreeableness performance	->Sales	0.199	2.192	0.001	Reject
H ₀₂	Conscientiousness performance	-> Sales	0.221	3.116	0.001	Reject
H ₀₃	Openness performance	-> Sales	0.287	6.962	0.000	Reject
H ₀₄	Neuroticism performance	-> Sales	-0.248	2.029	0.000	Reject
H ₀₅	Extraversion performance	-> Sales	0.241	2.179	0.00	Reject

Source: SmartPLS, Output, 2023

Figure 2 and Table 9 demonstrate that behavioural characteristics exert a substantial influence on the sales performance of fast moving consumer goods in Port Harcourt, a metropolis situated in Rivers State, Nigeria. In order to examine the initial premise, we deconstruct agreeableness into its constituent elements and analyse the impact of each element on the success of FMCG sales. This theory can now be deemed noteworthy. The statistical significance of the construction link and coefficient was established based on a β value of 0.199, a t-value of 2.192, and a p-value below 0.05. This is because the p-value was below 0.05 and the t-value exceeded 1.96. This refutes the null hypothesis and demonstrates that agreeableness has a considerable impact on FMCG sales performance. Therefore, we support the alternative hypothesis (the second one) and dismiss the first one (the null).

The impact of thoughtful deliberation on the effectiveness of FMCG sales is illustrated by the route coefficient in this model. The results for the second hypothesis, which are supported by the data, are displayed in Table 9 and Figure 2. The path coefficient ($\beta = 0.221$) indicates a strong and

positive relationship between conscientiousness and sales success of fast-moving consumer items. This suggests a positive correlation between the variables. The researchers aimed to determine the extent to which conscientiousness influenced sales of fast-moving consumer goods (FMCG). The statistical analysis revealed a significant correlation, as indicated by a p-value of less than 0.05 and a t-value of 3.116. In addition, the t-value exceeds 1.96. The results indicate that the level of diligence has a substantial impact on the performance of fast-moving consumer goods (FMCG) sales. Therefore, we refute the null hypothesis and instead embrace the alternative hypothesis, consequently disproving Hypothesis 2.

Figure 2 and Table 9 demonstrate a clear correlation between the level of openness and the effectiveness of FMCG sales. The data indicate a positive correlation between openness and the sales performance of fast-moving consumer goods (FMCG) with a beta coefficient of 0.287. The findings of the further tests conducted to ascertain the significance of the path are presented in Figure 2 and Table 9. The result demonstrates a statistically significant association, as indicated by a t-value of 3.453 and a p-value below 0.05. Hence, it is advisable to embrace the alternative hypothesis, which asserts that the level of openness has a substantial impact on the sales performance of fast-moving consumer goods (FMCG), and discard the null hypothesis. Hence, the third choice is irrelevant.

Table 9 and Figure 2 display the path coefficient of the model, providing evidence for hypothesis four by illustrating the impact of neuroticism on the sales performance of FMCG products. The negative path coefficient ($\beta = -0.248$) indicates a direct and detrimental impact of neuroticism on FMCG sales success. Figure 2 and Table 9 both emphasise the significance of the association between neuroticism and the performance of sales in the fast-moving consumer goods industry. The study determines that the path is statistically significant based on the t-value exceeding 1.96 and the p-value being lower than 0.05. There is undeniable evidence that neuroticism has a substantial negative impact on FMCG sales performance. Thus, we invalidate the null hypothesis and validate the alternative hypothesis, thereby refuting hypothesis four.

Moreover, the result of the fifth hypothesis is shown above. Figure 2 displays the model's route coefficient, providing insight into the impact of extroversion on the success of FMCG sales. The sales performance of fast-moving consumer items is directly and positively linked to extraversion, as evidenced by the path coefficient ($\beta = 0.241$). Figure 2 and Table 9 further illustrate the importance of this connection, which display the impact of extroversion on FMCG sales performance. The significance of the path is confirmed by the analysis results, which indicate a t-value of 2.179, exceeding the critical threshold of 1.96 ($p < 0.05$). This further substantiates the notion that extroversion plays a crucial role in the FMCG sales industry. By adopting the alternative hypothesis and rejecting the null hypothesis, we can infer that hypothesis five is not valid

Table 10: Summary of Model Fit

	Saturated Model	Estimated Model
SRMR	0.026	0.026
d_ULS	4.113	4.113

d_G	3.876	3.876
Chi-Square	187.134	187.134
NFI	0.221	0.221

Source: SmartPLS, Output, 2023

Furthermore, the research model's adequacy, as measured by the standardised root mean squared residual (SRMR), is presented in Table 10. According to researchers, the standardised root mean squared residual is considered the most suitable measure for assessing the fit of a variance-based structural equation model (Hair et al., 2019; Ringle et al., 2023). Hence, it is selected for this model. Hair et al. (2019) and Nitzl, Roldan, and Cepeda (2016) assert that values below 0.08 indicate a reasonable model fit, aligning with the consensus among the academic community. According to Table 9, the SRMR value was 0.026, which is below the limit of 0.08. Given this situation, we can confidently state that the research model is a good fit for the data.

5. Conclusions

The study conducted in Port Harcourt, Rivers State, demonstrates that the success of FMCG items is influenced by the agreeableness, conscientiousness, and openness to experience, neuroticism, and extraversion levels of salespeople. The study found that agreeableness had a considerable impact on the sales performance of fast-moving consumer goods (FMCG) in the Port Harcourt metropolis of Rivers State. Furthermore, the data indicate that conscientiousness has a substantial impact on FMC sales in the Port Harcourt metropolitan region in Rivers State. Research undertaken in the Port Harcourt metropolitan region of Rivers State has found that the success of selling Fast-Moving Consumer Goods (FMCG) is greatly influenced by one's willingness to embrace new experiences. A significant link exists between neuroticism and underperformance in FMCG sales in the Port Harcourt metropolitan area of Rivers State. Extraversion in the urban zone of Port Harcourt in Rivers State has a substantial impact on the sales performance of fast-moving consumer items. The study highlights the importance of assessing the impact of personality qualities, such as openness, neuroticism, agreeableness, conscientiousness, and extraversion, on employee commitment. The essay concluded by advocating for further investigation into the impact of individual attributes on corporate outcomes.

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