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The Influence of Organizational Variables on the Commercial Performance of a Sales Force: The Case of PMUC in Cameroon

Bédel Franck NGOULA, Simplice Patrice TSEKENG, Emmanuel TCHAGANG
The Dschang School of Economics and Management, University of Dschang, (Cameroon)

Summary: *Achieving sales performance remains a major concern for sales professionals today. This is also true for sales managers at PMUC in Cameroon. Reaching a certain level of sales performance is determined by several variables: personal, environmental, organizational, role perceptions, aptitude, know-how, motivation, intrinsic and extrinsic satisfaction, and rewards. This article aims to determine the influence of organizational variables on the sales performance of PMUC salespeople in Cameroon.*

Indeed, our study was based on a questionnaire administered to a sample of 120 commission agents. Our dependent variable was the commission agent's sales performance, measured by two sub-variables: the agent's ability to generate at least 70,000 CFA francs in sales per day and the agent's ability to market all PMUC products. The commission agent's sales performance was explained by three organizational variables (organizational complexity, organizational decentralization, and organizational formalization), which served as explanatory variables. Each explanatory variable comprised a number of items derived from a literature review and exploratory interviews conducted with PMUC commission agents. Following the methodology of Victor TSAPI (2013), we conducted a two-level analysis: descriptive analysis and explanatory analysis (simple and multiple linear regression). The results of the study show that the PMUC organization in Cameroon is characterized by high complexity, a low level of decentralization, and a high level of formalization. Nevertheless, these results indicate that the commercial performance of PMUC commission agents is influenced by three organizational variables. These influences are both positive and negative depending on the nature of the explained and explanatory sub-variables used in the regression model. Organizational formalization exerts the most significant influence on the commission agent's commercial performance.

Keywords: *commercial performance, complexity, formalization*, *decentralization*

Abstract: *The achievement of commercial performance remains a major concern for salesmen today, as is the case for PMUC sales managers. Achieving a level of performance by a sales force is determined by several variables: environmental, organizational, role perception know-how, motivation intrinsic and extrinsic satisfaction, reward. We proposed to determine the influence of the organizational variable on the commercial performance of the PMUC sellers. achieve a turnover of at least 70,000 fcfa per day and the ability to market all PMUC products). This commercial performance has been explained by 03 organizational variables (organizational complexity, organization formalization, and organizational decentralization) that were used as explanatory variables. the organization PMUC is characterized by: a high complexity, a low level of decentralization and a high level of formalization. All the same, it is clear from these results that the commercial performance of commissioners is influenced by the 03 organizational variables, theses influences being both positive and negative depending on the sub-variables used. The organizational formalization of the PMUC has most important influence on the commercial performance of the commissioners.*

Key words: *commercial performance-complexity-formalization – decentralization.*

I. INTRODUCTION

Achieving sales performance has been, and remains, a major concern for salespeople and sales force managers. The sales force's actions are closely linked to how the company positions itself in the market. The sales force is the ambassador of the company's project to its most valuable asset: the customer. Salespeople occupy a unique position, as they are full members of the organization, spending all their time outside the office representing it. Moncrief et al. (2000), in their work, emphasize that there is now a substantial body of literature on the factors that explain sales force performance. However, for their company, salespeople cannot simply be order takers; they are external representatives with a significant brand image role. They must embody the company culture, taking initiative to understand the complexity of their clients' problems and then relaying information back to the company (J. Luckoehl , 2012). In Cameroon, the context is unstable due to intense competition, the diversification of offerings, and increasingly demanding customers. The sales force, comprised of salespeople, represents a major investment for most companies. Therefore, the sales departments of commercial enterprises must effectively manage their salespeople to achieve the desired level of performance. Among the problems faced by sales teams are: customer complaints regarding salespeople's failure to meet delivery deadlines, the unsuitability of sales proposals to target customers, salespeople who do not systematically integrate marketing data into the sales process, their limited knowledge of market trends, and their inability to effectively position products against the competition. Furthermore, many salespeople lack enthusiasm, visiting buyers without actively seeking to identify emerging needs or having a clear strategy to advocate for. At the beginning of 1997, PMU launched a corporate project running from 1997 to 2002, which included commendable efforts designed with and for its commission agents. The project aimed to: develop skills, autonomy, and responsibilities; create career paths; personalize career development; optimize the support and supervision of commission agents (salespeople); and dedicate resources to training. new resources by aiming for: + 7% in 1999, +12% in 2000, 85548 hours of training provided to commission agents in 1999.

Among other things, an exploratory study conducted in 2022 with PMUC (Pari Mutuel Urbain) agents shows that they face the following difficulties in marketing products: insufficient and inadequate equipment (lack of newspapers, the MP3 game validation machine is not distributed to all agents, poor maintenance of equipment, and inconsistent distribution of equipment), delays in payouts and deposits (insufficient transport allowances, transport allowances that do not take into account the location of the point of sale), complaints from bettors regarding the increasing complexity of the games, a lack of working capital for agents, low commission rates, and a lack of promotion for agents. Under these conditions, currently, out of the 504 points of sale in the city of Douala, about twenty kiosks are not operational due to the absence of agents. Also, during 2020, commission agents received an average of two summonses per month from the PMUC sales director, urging them to redouble their efforts in marketing the products. Various practitioners and researchers clearly place great importance on sales performance, as this performance has a direct impact on the company's revenue and profitability.

An analysis of PMUC's operating account shows that turnover fell by 12% for seven years from 1990 to 1997, in 1998 turnover resumed its growth: +12% in 1998; +1.8% in 1999; +6% in 2000; subsequently remained stable until 2013; -4.1% in 2014; -1.8% in 2015; +2% in 2016; +2% in 2017 and -2.32% in 2018 (PMUC activity report, 2018). Moreover , on Tuesday, March 13, 2013, around 4:00 PM, at a location known as "Avenue des Banques" in Yaoundé, Cameroon, the agents (sellers) of the Cameroonian Pari Mutuel Urbain (PMUC) went on strike, demanding an increase in their commission percentage from 4% to 10%, affiliation with the national social security fund, and risk allowances for the protection of their work equipment (a phone for validating tickets and a small printer). They also advocated for an increase in taxi fares based on current Cameroonian rates and the distance from the kiosk. This strike followed a similar strike by Pari Mutuel Urbain sellers in Senegal, which led to the closure of that company (Armelle Sitchoma , 2013). Furthermore, research on the effect of organizational variables on the sales performance of a sales force remains limited in the literature. To fill this gap, this article aims to analyze the influence of organizational variables on the commercial performance of a sales force.

This article is divided into three parts: the first part presents the theoretical framework and the hypotheses of the research; the second part highlights the methodological approach adopted to conduct the study; and the third part presents the main results and discussions on the influence of organizational variables on the commercial performance of a sales force.

1- Theoretical Framework and Research Hypotheses

1.1 Clarification of the concept of organization

1.1.1 Definition of the concept of organization

There are numerous definitions. Parsons and Talcott (1964) define it as "social units with a purpose," while Mintzberg (1989) defines it as the sum total of ways in which labor is divided among its members and the results of different tasks are coordinated. For Rojot (2002), organization is "a response to the problem of collective action."

Peter Ferdinand Drucker, an American management theorist who originated many concepts used in the business world, proposed: "an organization is a machine that seeks to maximize human forces."

1.1.2 - The components of the organization

In theory, an organization is a group of individuals who, after tasks have been divided, work towards a common goal: the production of goods and services for society. Similarly, the grouping of individuals working towards the same goal leads to a division of labor into basic elements and additional components. For these components to be effective, they must coordinate and interact with each other according to specific methods or flows.

Mintzberg (1986) identified 5 basic elements constituting the organization, namely: the operating center, the hierarchical apex, the technostructure, and the logistical support.

1.2 Exploration of the concept of sales force management and theoretical proposals

As Littre points out, the word "management" derives from the French 'ménagement', which means 'The art of leading, directing, handling, the action of properly regulating, the measure that one must have with regard to people and things'.

This definition accurately describes the two main aspects of sales team management, namely an operational aspect (setting objectives, implementing resources, etc.) and a relational aspect.

Next, it is appropriate to present the management styles of salespeople and the evolution of management principles linked to the evolution of organizational theories.

1.3. General information on the sales force

These general remarks concern the definition of the sales force and the presentation of its place in the company's strategy.

1.3.1. Definition of the sales force

The term "sales force" is used in companies that have chosen to distribute their products through their own internal department. It also refers to the team responsible for managing the indirect sales network.

In general, it refers to all sales managers who are an integral part of the company and are responsible for following up with customers (Malaval ; 2000).

1.3.2. The different types and status of the sales force

To ensure effective differentiation, it is important for the company to determine the type of sales force it needs. Different types of sales forces can be grouped according to the type of activity and the legal relationship.

1.3.2.1 Typology according to the type of activity

Depending on the tasks assigned to sales representatives, we distinguish between: the internal sales force and the external sales force.

Internal (office-based) sales force: Salespeople work within the company premises in a sedentary manner, meaning that it is the customer who travels to the points of sale. This implies that the company implements a sales policy that attracts customers to the points of sale.

External (field) sales force: These are the salespeople who go to the customers and often take the initiative in making contact (making appointments, negotiating). These two modes of organization can coexist in the same sales force depending on the segmentation of the customer base and their purchasing habits.

It differs in relation to the legal link that is established between the sellers and the company; there are two categories: the own sales force and the delegated sales force.

1.3.1.2. Typology according to the legal link

It differs in relation to the legal link that is established between the sellers and the company; there are two categories: the own sales force and the delegated sales force.

The company's own sales force: It consists of salespeople who work exclusively for the company; they are the company's salaried salespeople; therefore, they are under the company's control and linked to it by a legal relationship of subordination.

The delegated sales force: Salespeople work for several companies; they carry out their activities permanently or temporarily.

1.4. The concept of commercial performance

For a better understanding of commercial performance, we need to present the concept of commercial performance as well as the different variables used for its measurement.

1.4.1. Concept of commercial performance

According to the Petit Robert dictionary, performance is "a quantifiable result obtained in a competition." According to the Foucher Management Dictionary, "a performance is not good or bad in itself; the same result can be considered a good performance if the objective is modest or a bad performance if the objective is ambitious."

Walker et al., (1979) define salesperson performance as "the result of the execution of several discrete and specific tasks which may vary according to the type of position and sales situations".

Churchill et al., (1985) define performance as an evaluation of the contribution of salespeople to the company's objectives.

Anderson and Olivier (1987) consider a salesperson's sales performance from two perspectives: results and behavior. Behavioral performance concerns the various skills and activities required by the salesperson position and can include behaviors such as adaptive selling, teamwork, sales presentations, sales planning, and sales support activities.

The performance of results refers to the results attributable to the seller and may include results such as: sales figures, market share, number of new customers, customer satisfaction or profitability.

Gravens et al., (1993) conceptualize sales performance according to three constructs: non-selling behavior performance, selling behavior performance and results performance.

For Kaue (1986), sales performance represents the results obtained by fulfilling a sales function over a certain period.

1.4.2. Measuring the commercial performance of a sales force

After defining the objectives to be achieved by the salespeople, the company provides the necessary resources to achieve them, including a system for measuring sales performance. Churchill, Ford, Hartley, and Walker (1985), reviewing various published studies on the subject, show that half of the studies (53.3%) measured salespeople's performance using subjective evaluations, while the other half (46.7%) measured it with objective data such as sales volume, quota percentages, etc.

Research conducted by Comer, Bommer, Rich, Mac Kenzie, Podsakoff and Johnson in 1999 on 21 sales force cases suggests that objective and subjective measures of sales performance are not interchangeable and that choosing the appropriate measure requires a simultaneous effort between a good construct of the salesperson's performance domain and the reduction of measurement error.

For Darmon (1993), sales volume share is the objective measure par excellence and the most used in academic research. Morris et al (1991) emphasize that to measure the performance of a salesperson, managers should no longer simply rely on results criteria (turnover, sales volume, market share) as the commercial environment is increasingly complex and there is a diversification of distribution channels, but also on the behaviors of salespeople that lead to results (performance related to the effectiveness of the salesperson's commercial communication, performance related to feedback, performance related to respecting spending budgets, performance related to technical mastery of the offer).

Kaplan and Norton (1993) introduced a comprehensive measurement of companies, integrating multiple factors, different from previous strategic models. This model incorporates measures of customer satisfaction, internal company processes, financial aspects, and the organization's capacity for innovation. Kung and Toscan-Ruffuli's (2000) application to the sales force requires consideration of financial perspectives (revenue, gross margin for the sales force per team, per salesperson, etc.), the perspective concerning the quality of concepts and detailed plans (quality of management and control tools, time spent on different sales processes, etc.), customer perspectives (customer satisfaction, quality of relationships, loyalty compared to churn, acceptance of new products, etc.), and the personal perspectives of the salespeople (salesperson satisfaction and qualifications).

Farrel and Hakstian (2001) report a convergence of opinions and that the two types of measurement of commercial performance address different phenomena and should not be used interchangeably but in a complementary manner.

The different facets seen when addressing the concept of commercial performance and its measurement have led to very varied approaches to commercial performance.

Among these different approaches we can distinguish among others: the pure managerial approach, the approach of manuals devoted to sales force management, the practice of companies, the approach of researchers.

Purely managerial approach: This approach establishes a link between performance and the concepts of effectiveness and efficiency. According to this approach, effectiveness is defined as exceeding objectives with given resources, while efficiency is defined as achieving objectives with fewer resources. For the purely managerial approach, a salesperson's commercial performance is measured by their sales (revenue), which is calculated as the product of working days, the number of visits per working day, the number of orders per visit per day, and the number of sales per order.

The approach of sales force manuals: these manuals were inspired by North American business practices, starting from the equation:

Performance = Opportunity x Capacity x Motivation

The opportunity may arise from the market, the client's situation, etc. Capability introduces the notion of competence, and motivation refers to the salesperson's own motivation or that resulting from management mobilization. Within this approach, performance and efficiency models have been developed, the best known being that of Walker, Churchill, and Ford (1975), which we will present later.

Researchers' approaches: Research on the topic of sales performance dates back to the origins of marketing research and the literature devoted to the sales force. These research approaches explain salesperson performance by focusing on:

-to the characteristics of the seller: aptitudes (Bagozzi, 1978; Weitz and Sujan, 1995); his role (Jackson et al., 1995); his aptitudes and roles (Doyle and Shapiro, 1980); his personal characteristics (Age, level of education, marital status) Macquin (1993), his level of competence.

- On the company's environment : characteristics of the territories (Bovert and Gravens; 1997), the competitive environment (Graveens ; Woodruff and Stamper, 1972), the internal organization (Doyle and Shapiro, 1980) Support for advertising management, quality of management (Kohli; Shervani and Chagallalla , 1998).

- On the links with motivation and (where) engagement: link with remuneration and effort (Vroom, 1964).

- **Regarding the links with recruitment and training** (Farel and Hakstian , 2001), they discuss the abundance of attempts to explain sales performance. Therefore, it is important to examine what companies do to explain a salesperson's sales performance.

Business practice: Companies, when measuring sales performance, most often focus on results, which they claim are objective, especially for field salespeople working with key accounts (Zeyl , 2003). They take into account numerous quantifiable variables (number of visits, number of clients acquired, frequency of visits, etc.). Many companies conduct salesperson evaluations every 6 or 12 months, as with their other employees; these evaluations include qualitative objectives.

1.5. Organizational determinants of sales force performance

In their 1985 meta-analysis, Walker, Churchill, and Ford identified six predictive categories to explain the marginal variance in sales performance (in order of predictive validity): role perceptions, skill levels, aptitude, motivation, personal characteristics, and organizational/environmental variables. The results of this analysis show that sales performance is explained by the organizational variables of organizational complexity, organizational decentralization, and organizational formalization.

1.5.1. Organizational complexity

At the elementary level, all organizations can be described in terms of division of labor, functions, knowledge, and resources. Organizational complexity precisely depicts the components, or structural units, that allow us to categorize organizations as well as their various employees (Miles, 1990).

Complexity describes the number of distinct parts that make up an organization, as evidenced by the division of labor, as well as the number of hierarchical levels and departments (Bedian, 1994). This author distinguishes two components of organizational complexity: vertical complexity and horizontal complexity.

Vertical complexity: this refers to the number of hierarchical levels within an organization.

Horizontal complexity: this relates to the number of work specialties, the proportion of extra-organizational professional activities, and the number of divisions or departments within an organization.

Lorsch and Lawrence in 1973, in measuring organizational complexity, more precisely assess the different cognitive and emotional tendencies of managers (their orientations towards objectives, time, and interpersonal relationships, as well as variations in the degrees of formality of the structure); they agree with the idea that the communication process in organizations is associated with different degrees of organizational complexity.

1.5.2. Organizational decentralization

An organization is generally considered decentralized based on the degree to which authority, instead of concentrating decision-making, is delegated to the lowest levels of management. According to Simon (1954), an organization is decentralized to the extent that the freedom and authority necessary for making important decisions are delegated by senior management to lower levels of the organization. In empirical research, the concept of decentralization is frequently operationalized in two ways: by the hierarchical level at which decisions are made, or by the extent to which subordinates participate in decision-making.

1.5.3. Organizational formalization

The concept is commonly attributed to Weber (1922), who saw it as a method for increasing efficiency and control within organizations. In general terms, formalization refers to the extent to which behaviors and job requirements are made explicit, that is, codified in the form of policies, rules, and customs (Hage, 1980).

Zey Ferrel (1979) states that the definition and operationalization of the notion of formalization used in research varies considerably. Some operationalizations focus solely on written rules or policies, while others also include unwritten customs and norms relating to practices and their application.

1.5.4. Influence of organizational variables on the sales performance of a sales force

Many variables explaining the commercial performance of a sales force have been identified in marketing. Some of these variables relate to the salesperson: their personal characteristics (age, level of education, sex, marital status) Macquin (1993), their level of competence (Walker, Churchill and Ford, 1985), their aptitudes (Bagozzi, 1978), their perception of role and their motivation (Vroom, 1964).

Other variables relate to the organization itself: type of supervision, managerial policy, influence on the standard of supervision, recruitment policy, remuneration policy, sales training, organizational climate (Kholi , Shervani and Chagallala , 1998).

Thus for Barth and Rives (2003), through animation, communication, mobilization and even manipulation, the company acts at the level of the role, so that the objectives are easily perceived and achieved by the salesperson, thus this perception will lead to the execution of missions and tasks (role), directly or indirectly, to results hence a performance.

Organizational variables are inherently inconsistent in the direction of their influence on sales performance, thus the direction of the effects on performance cannot be determined a priori (W. Verbeke et al., 2010).

Hence the formulation of the following hypotheses:

H1: The level of complexity of the PMUC organization influences the commercial performance of commission agents

H2: The level of decentralization of the PMUC organization influences the commercial performance of commission agents.

H3: The formalization of the PMUC organization influences the commercial performance of commission agents.

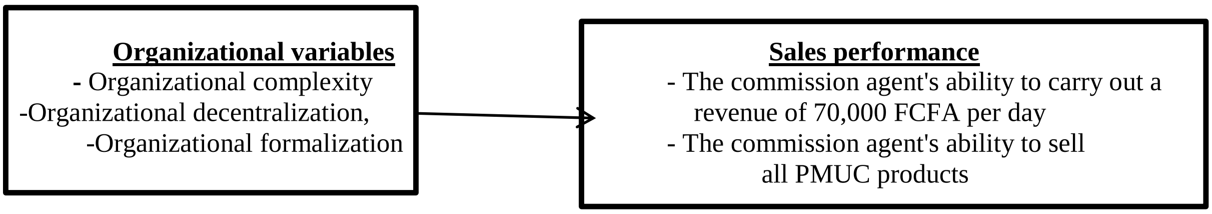
II. Methodology adopted

We set out to determine the influence of organizational variables on the commercial performance of PMUC salespeople.

Indeed, our study was based on a questionnaire administered to a sample of 100 commission agents. To better understand our research question and operationalize the various organizational variables and variables used to measure a salesperson's sales performance, we first conducted exploratory research using semi-structured interviews with PMUC sales managers and commission agents. These interviews allowed us to identify three organizational variables (organizational complexity, organizational decentralization, and organizational formalization) and two variables (the commission agent's ability to generate at least 70,000 FCFA in sales per day, and the commission agent's ability to market all PMUC products) to measure the commission agent's sales performance. Subsequently, for the descriptive and explanatory phase, we conducted fieldwork using a questionnaire to gauge the commission agents' opinions and understand the impact of the organizational variables on their sales performance.

Our dependent variable was the commission agent's sales performance. This sales performance was explained by three organizational variables (organizational complexity, organizational decentralization, and organizational formalization), which were used as explanatory variables. Each explanatory variable comprised a number of items derived from a literature review and exploratory interviews conducted with PMUC commission agents. Thus, we performed a two-level analysis: descriptive analysis and explanatory analysis using simple and multiple linear regression.

Figure 1: Conceptual research model



Source: By the author, based on literature

III. Research Results and Discussion

We will present the impact of organizational variables on the sales performance of salespeople.

3.1. Simple linear regression between organizational complexity and the commercial performance of the commission agent

Table 1: Results of the simple linear regression between organizational complexity and the commercial performance of the commission agent

Model		R	R-two	R-two adjusted	Standard error of the estimate	Variation of F	Sign . Variation of F
1		,558	0.311	250	0.869	5,132	0.000

Reading this table, we observe a correlation coefficient (R) of 0.558, which shows a weak positive association between the commission agent's commercial performance and organizational complexity, the coefficient of determination (R-two) The model yields a value of 0.311, the adjusted coefficient of determination or (R The adjusted F-value of 0.250 is not very satisfactory (as it is less than 0.7). This model is confirmed insofar as the variation in F is 5.132 and is significant at the 1% level. We can conclude that the level of organizational complexity of the PMUC influences the commercial performance of the commission agents.

3.2. Simple linear regression between the organizational decentralization of PMUC and the commercial performance of commission agents

The aim here is to provide an overview of the link between the level of decentralization of the PMUC organization and the commercial performance of the commission agent.

Table 2 : Results of the simple linear regression between the level of organizational decentralization and the commercial performance of commission agents

Model	**R**	**R-two**	**R-two adjusted**	**Standard error of the estimate**	**Variation of F**	**Sign . Variation of F**
1	0.447	0.2	0.157	1,020	1,020	0.001

Reading this table shows a correlation coefficient (R) of 0.447, indicating a weak positive association between the commission agent's commercial performance and organizational decentralization, the coefficient of determination (R) -two The model yields a value of 0.2. The adjusted coefficient of determination (adjusted R-squared) is 0.157, which is not very satisfactory (as it is less than 0.7). This model is confirmed insofar as the variation of F is 1.020 and is significant at the 1% level. We can conclude that the level of organizational decentralization of the PMUC influences the commercial performance of the commission agent.

The results in this table reveal a positive and significant value at the 1% level for the variable representing unspecified factors (Constant). Three other variables are also significant at the respective levels of 1% and 10%. The inverse values of the variance inflation factor (1/VIF) greater than 0.1 allow us to conclude that there is no multicollinearity problem between the variables of organizational decentralization.

From reading this table, we can draw several conclusions:

The variable "discussion of sales objectives among commission agents" (**DISCOBJCOL**) has a positive and significant influence at the 1% level on the commission agent's ability to market all products. This result means that the commission agent's ability to sell all PMUC products increases when they discuss their sales objectives among colleagues (discussion which focuses on sharing sales experiences and strategies adopted to market all products at the kiosk level).

The variable of high dependence of the commission agent on their supervisor (**FORTDECOMSUP)** has a significant negative influence at the 10% level on the commission agent's ability to market all PMUC products. This means that the commission agent's ability to market all products decreases when they are highly dependent on their sales representative in their sales work.

The variable possibility of taking personal initiatives by the commission agent in his sales business (**PRIINIPERTRACOM)** has a positive and significant influence at the 1% threshold on the commission agent's ability to market all PMUC products.

3.3 - Impact of the formalization of the PMUC organization on the commercial performance of the commission agent

This section presents the link that exists between the level of formalization of the PMUC organization and the commercial performance of the commission agent.

<u>Table 3</u> : Results of the simple linear regression between the level of organizational formalization and the commercial performance of the commission agent

Model	R	R-two	R-two adjusted	Standard error of the estimate	Variation of F	Sign . Variation of F
1	0.579	0.335	0.284	0.586	6,618	0.000

Reading this table shows a correlation coefficient (R) of 0.579, which indicates a positive association between the commission agent's commercial performance and organizational formalization, the coefficient of determination (R-two) The model yields a value of 0.335, and the adjusted coefficient of determination (adjusted R-squared) is 0.264, which is not very satisfactory (as it is less than 0.7). This model is confirmed insofar as the variation in F of 6.618 is significant at the 1% level. We can conclude that the level of organizational decentralization of the PMUC influences the commercial performance of the commission agent.

The results obtained allow us to verify the hypotheses made; we can then state that:

Hypothesis 1, according to which the level of complexity of the PMUC organization influences the commercial performance of the commission agent, is indeed confirmed.

Hypothesis 2, that the level of decentralization of the PMUC organization influences the commercial performance of the commission agent, is confirmed.

Hypothesis 3 stating that: the formalization of the PMUC organization influences the commercial performance of the commission agent is indeed certified.

IV. CONCLUSION

The main objective of this research was to highlight the influence of organizational variables on the sales performance of PMUC commission agents. To achieve this objective, a comprehensive analysis of the PMUC sales force proved absolutely necessary, initially aimed at determining the management process and the challenges faced by this sales force. On the other hand, we conducted a literature review on the determinants of sales force performance, focusing primarily on the work of Walker, Churchill, and Ford (1985). The results of the empirical study, obtained through frequency distributions, reveal that PMUC commission agents perceive the PMUC organization as highly complex, with a low level of decentralization and a high level of formalization. Explanatory analyses performed using simple regression of the different organizational variables (complexity, decentralization, formalization) and multiple regression between the different variables measuring organizational complexity, organizational decentralization, and organizational formalization on the variables measuring commission agent sales performance demonstrate a significant influence of these organizational variables on commission agent sales performance. Based on the empirical analysis, our various hypotheses are confirmed. These results allow us to draw managerial implications and recommendations to be implemented at the organizational level to improve the sales performance of commission agents, focusing solely on... The variables of sales team management. The recommendations concern the planning of PMUC's sales activities, the regulations governing the recruitment of PMUC commission agents, and the motivation and incentives provided to PMUC commission agents. The regulations governing the control of PMUC commission agents, the regulations governing their evaluation, and the management of PMUC products are addressed in this study. However, this work has some limitations. It should be noted that this study focused solely on commission agents in the city of Douala. A second limitation concerns the limited number (three groups of variables) of organizational variables considered in explaining their influence on the commission agent's sales performance. Another limitation is related to the non-probability sampling method adopted (convenience sampling), which limits the generalization of results obtained from a single sample to the entire population. Looking ahead, further studies could be conducted considering other major cities in Cameroon. Furthermore, it would be important to extend this same study to other services in order to explain the demotivation of the sales force.

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