Sales Force Management as a Strategic Tool for Strengthening Customer Loyalty to the Brand: A Case Study of Fiat Algeria

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Received: 10-10-2025 ***Accepted: 04-12-2025*** ***Published: 29-12-2025***

***Abstract*:**

This study examines the strategic role of the sales force within the promotional mix in fostering customer loyalty, with Fiat Motors Algeria as a case study. It highlights that the company's marketing success depends on aligning promotional strategies with customer expectations and internal capabilities. Effective managerial policies in recruitment, training, motivation, and supervision are found to enhance sales force performance and strengthen customer relations. Using SPSS analysis on data collected from employees and customers, the study reveals that customer loyalty remains moderate due to the lack of a long-term loyalty strategy and weak coordination between marketing and sales departments. The research recommends implementing structured loyalty programs, improving sales force competencies, and adopting best international practices in relationship marketing. Overall, the study concludes that the sales force plays a vital strategic role in sustaining customer loyalty and achieving long-term competitive advantage.

Keywords: *Sales force, Sales Force Management, Customer loyalty*

Jel Classification Codes : *L81, M31, D12.*

***Résumé*:**

Cette étude met en lumière le rôle stratégique de la force de vente dans le mix promotionnel pour renforcer la fidélité des clients, à travers le cas de Fiat Motors Algérie. Elle montre que le succès marketing dépend de la cohérence entre les stratégies promotionnelles, les attentes des clients et les capacités internes. L'analyse SPSS révèle une fidélité client modérée, due à l'absence d'une stratégie durable et à une faible coordination entre le marketing et les ventes. L'étude recommande des programmes de fidélisation structurés, le renforcement des compétences commerciales et l'adoption des meilleures pratiques internationales pour assurer un avantage concurrentiel à long terme.

Mots clés: *force de vente, Management de la Force de vente, fidélité à la clientèle*

Jel Classification Codes : *L81, M31, D12.*

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I. Introduction

The organization seeks sustainability by retaining customers, attracting new ones, and offering competitive marketing strategies within limited resources. It uses market data to guide its product, price, distribution, and promotional decisions, emphasizing personal selling as a key tool for building strong customer relationships. Effective management of the sales force—through recruitment, training, motivation, and supervision—enhances performance and loyalty. Customer brand loyalty is central to strategic planning, supported by programs that assess and improve it. In Algeria's liberalized automotive market, the presence of multiple international brands reflects increasing competition despite the country's limited car manufacturing capacity.

I.1. study problem

Building on the foregoing discussion, this study aims to investigate how a company can effectively manage its sales force to foster and sustain customer loyalty to its brand. In particular, it seeks to determine the extent to which such an approach is applicable to the case of Fiat Algeria. The sales force represents not only a key operational function but also a strategic lever for shaping customer perceptions and building long-term relationships with the brand.

Accordingly, the central research question guiding this study is: ***In what ways can a firm manage its sales force to ensure customer loyalty to its brand, and to what extent is this approach applicable to fiat Algeria?***

To delimit the scope of the investigation and provide a structured framework for analysis, the main question is reformulated into the following sub-questions:

- What is the strategic role of the sales force within an economic enterprise?
- Which managerial policies are most critical for enhancing the performance of the sales force?
- How do customers perceive Fiat Algeria's vehicles, and to what extent are they loyal to its brand?

Based on these sub-questions, the study puts forward the following hypotheses:

- The sales force constitutes a fundamental pillar upon which the economic enterprise relies.
- The effective implementation of managerial policies (recruitment, training, motivation, compensation, and performance appraisal) contributes to improving the sales force's performance.

- The performance level of the sales force at Fiat Algeria exerts a significant influence on the quality of its relationships with customers.
- The loyalty behavior exhibited by Fiat Algeria's customers reflects the existence of a deliberate strategic process aimed at building brand loyalty.

This framework provides the conceptual and empirical basis for analyzing the relationship between sales force management and customer loyalty in the context of Fiat Algeria.

I.2.Research Objective

This study aims to highlight the role and position of the sales force within the organization's promotional mix, examine the effectiveness of managerial policies in enhancing and developing sales force performance, identify the key tools and strategies that contribute to building and strengthening customer loyalty toward the brand, explore the extent to which the quality of the relationship between the sales force and customers is closely linked to sales force performance, and assess the level of customer loyalty to Fiat Algeria.

I.3.Research Significance

This study highlights the strategic role of the sales force within an organization's promotional activities, focusing on the highly competitive automotive sector. It emphasizes the need for effective administrative policies to manage and develop sales personnel skills and capabilities.

Customer loyalty, still an evolving and under-theorized field, requires deeper investigation, particularly amid shifting marketing orientations and increasing market competition. The research also traces the move from traditional marketing, centered on exchange, to modern marketing, which prioritizes long-term customer relationships.

A dedicated article examines relationship marketing and brand loyalty, concentrating on the latter as a unifying element across various loyalty behaviors, including products, companies, and retail outlets.

I.4.Study method

This article adopts a descriptive–analytical methodology, providing a detailed description and analysis of the key concepts related to the sales force, as well as the principal managerial policies employed to develop its competencies and skills. Furthermore, it examines aspects of customer relationship marketing

and identifies the most significant strategies and instruments used to foster customer loyalty to the brand. On the empirical side, the study employs the case study method, selecting Fiat Algeria as the focal organization, where two distinct questionnaires were administered — the first addressed to the company's sales force management and the second to its customers.

I.5.Literature Review

I.5.1. Studies related to the variable of sales force management

Mantrala, Albers, and colleagues (2010) provided a comprehensive quantitative review of sales force models, emphasizing key issues of structure, compensation, and territory alignment. **Verbeke et al. (2011)** conducted a meta-analysis demonstrating that internal factors—such as salesperson skills, supervisory support, and incentive structures—and external factors—such as competitive intensity—affect sales force effectiveness, although the effects of external factors are more inconsistent. Complementing these findings, **Alshurideh et al. (2015)** found that market orientation exerts a stronger influence on managerial capabilities, which in turn predict short-term financial outcomes. Most recently, **Liu and Dong (2020)** examined control mechanisms, showing that outcome- and capability-based controls tend to enhance organizational commitment, whereas activity-based controls may weaken it under conditions of behavioral uncertainty.

I.5.2. Studies concerning the brand loyalty variable

Brand loyalty has received comparatively less scholarly attention than sales force management, but research between 2008 and 2012 progressively redefined brand loyalty from a simple behavioral measure of repeat purchasing to a multidimensional construct grounded in experiential, relational, and identity-based drivers. Brakus, Schmitt, and Zarantonello (2009) demonstrated that multidimensional brand experience significantly influences satisfaction and loyalty. Lam, Ahearne, Hu, and Schillewaert (2010) showed that social identity processes strengthen consumers' resistance to switching brands. Nam, Ekinci, and Whyatt (2011) and Sahin, Zehir, and Kitapçı (2011) confirmed that satisfaction and trust mediate the relationship between brand equity, experience, and loyalty. Finally, Emari, Jafari, and Mogaddam (2012) found that brand image and loyalty mediate the effects of marketing activities on performance in the confectionery sector. Collectively, these international studies position brand loyalty as a multidimensional outcome arising from experience, satisfaction, trust, and identity.

Although prior research has extensively examined sales force management policies and their effects on internal performance metrics, and has separately explored multidimensional antecedents of brand loyalty, few—if any—studies have integrated these two streams to investigate sales force management as a strategic lever for strengthening customer loyalty to the brand, particularly within the Algerian automotive sector. This lack of integrative research constitutes a clear gap that the present study seeks to address."

II.The Concept of the Sales Force

Within organizations, the sales force consists of individuals primarily responsible for selling and contributing to the marketing and distribution of products through direct interaction with customers or intermediaries. In the literature, the term "sales force" is often used interchangeably with "personal selling," "sales representatives," "sales personnel," "direct promotion," "sales network," and "sales team."

Scholars have provided several definitions. Abd El-Sabour (2000, p. 103) defines the sales force as "a direct personal interaction between the company's representatives and the targeted customer, aimed at offering goods and services and providing all the information necessary to convince the customer and encourage them to make an appropriate purchase decision." Al-Jayashi (2003, p. 29) emphasizes the proactive search for customers, describing it as "the process of seeking customers through personal communication aimed at satisfying their needs and helping them make purchase decisions." Chirouze (2003, p. 66) highlights the team dimension, defining it as "a group of commercial staff responsible for selling the company's products and stimulating demand through personal contact with current and potential customers."

Taken together, these definitions support a comprehensive view of the sales force as a body of commercial personnel whose core responsibility is to market and deliver goods and services, satisfy customer needs and preferences, respond to inquiries, prospect new customers, and provide the information necessary for informed purchase decisions—relying primarily on direct and personal communication.

II.1. Stages of the Sales Process and the Role of the Sales Force

II.1.1.The Pre-Sales Stage within the Selling Process

The text underscores the pre-selling phase as a critical element of the sales process, involving the sales force's preparation before direct customer interaction. This encompasses welcoming clients, prospecting for new customers,

choosing effective communication channels, and tailoring approaches to convey the organization's sales message. Long-term preparation entails comprehensive knowledge of policies, product features, and after-sales services, whereas short-term preparation involves daily operational awareness and maintaining a positive attitude to meet expectations. Prospecting is portrayed as a central task, supported by methods such as mail campaigns, direct calls, trade fairs, and referrals, as well as the compilation and segmentation of detailed customer files by sales volume, economic status, and purchasing motives. The text also highlights the strategic use of communication channels—phone, visits, mail, e-mail—alongside professional demeanor and interpersonal skills as key to favorable first impressions. Finally, presenting the sales message is framed as a creative process requiring attentive listening, accurate needs assessment, and confident dialogue, guided by models like AIDA, CAIBEC, and DIPADA. Collectively, these practices demonstrate that an effective communication strategy implemented by a skilled sales force is essential for achieving marketing objectives and fostering long-term customer relationships.

II.1.2. The Post-Sales Phase

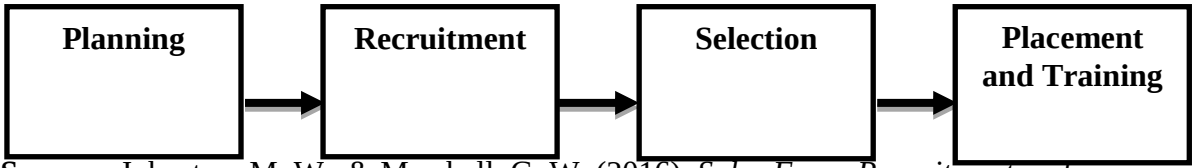
The post-sales stage plays a vital role in sustaining customer satisfaction and loyalty. It involves effectively addressing customer objections, applying appropriate closing techniques, and conducting systematic follow-up after the sale. By resolving concerns, identifying buying signals, and maintaining post-purchase contact, firms enhance customer trust and encourage repeat purchasing. Thus, efficient post-sales management contributes to long-term relationship building and strengthens organizational competitiveness.

III. Sales Force Management

III.1. Sales force recruitment

Effective sales force management begins with recruitment, which ensures the right match between organizational needs and candidates' skills. Recruitment is crucial because salespeople represent the company in competitive markets, the role demands strong personal attributes, and hiring decisions affect training, motivation, and evaluation. Success requires alignment between organizational requirements and qualified applicants through a structured process, as illustrated in Figure (02) .

Fig (02): Stages of Sales Force Recruitment



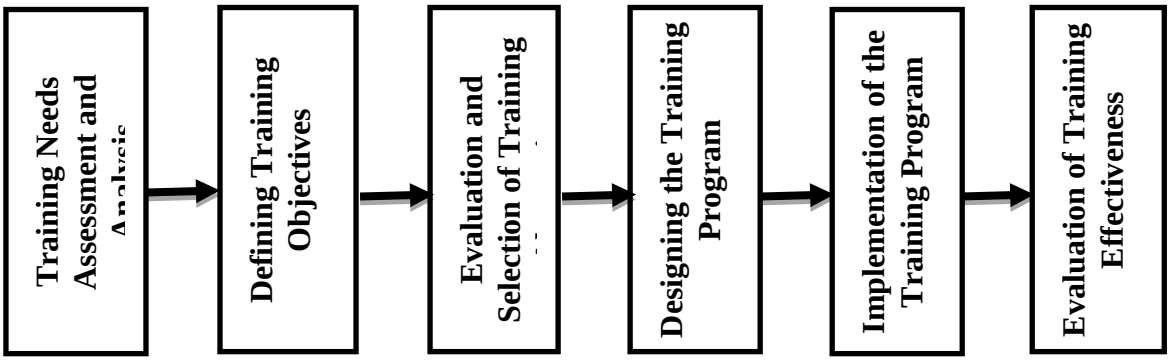
Source : Johnston, M. W., & Marshall, G. W. (2016). *Sales Force Recruitment and Selection* (Chapter 9, pp. 256–258). In *Sales Force Management: Leadership,*

Figure No 02 illustrates The sales force recruitment process follows a structured approach that includes planning, attracting candidates, selection, and integration. It starts by defining staffing needs and required qualifications, then identifying and evaluating suitable applicants through interviews and tests. Finally, hiring and socialization ensure the salesperson's smooth adaptation to the company's culture and performance standards.

III.2. Sales force training

Training is essential for improving organizational efficiency by equipping sales forces with the skills and knowledge needed to adapt to competitive markets and enhance performance (Ingram et al., 2015, p. 278). It is defined as the process of developing and retraining sales representatives to accomplish tasks effectively (Johnston & Marshall, 2016, p. 214). As a continuous process, training strengthens efficiency, adaptability, and sales outcomes when supported by clear responsibilities, product knowledge, and appropriate program design (Futrell, 2014, p. 189). To ensure success, organizations must follow structured steps in implementing training policies (Kotler & Keller, 2016, p. 632).

Fig (03): Stages of Sales force training



Source: Attia**,** A. M., Honeycutt, E. D., & Leach, M. P. (2005). A three-stage model for assessing and improving sales force training and development. *Journal of Personal Selling & Sales Management, 25*(3), 254–255.

The sales force training process is a structured and systematic approach aimed at enhancing efficiency and relevance. It begins with identifying competency gaps through a training needs assessment, followed by setting clear and measurable objectives aligned with organizational strategy. Appropriate training methods are then selected, and the program is designed to define content, structure, and delivery. Implementation puts the plan into action, while the final evaluation assesses its effectiveness in improving knowledge, skills, and performance, ensuring ongoing organizational development and continuous improvement.

III.3. Sales Force Motivation and Reward Systems

Within sales force management, organizations undertake functions designed to enhance motivation and performance, which are crucial for boosting productivity and achieving strategic objectives. A central function in this regard is the motivation and compensation of the sales force.

III.3.1. Sales Force Motivation

The design of an effective sales force motivation and reward system requires a structured approach that begins with a systematic review and analysis of the sales role, which allows managers to align motivational tools with both short- and long-term sales objectives (Churchill, Ford, Walker, Johnston, & Tanner, 2000, pp. 265–266). The next step involves defining clear and measurable objectives, such as increasing sales volume, acquiring new customers, or reducing selling costs (Churchill et al., 2000, p. 268). Following this, managers must identify controllable sales activities and establish objective performance criteria that consider product type, customer characteristics, and specific selling situations (Zoltners, Sinha, & Lorimer, 2012, p. 147). The selection of incentive methods, combining financial rewards like commissions and bonuses with non-financial incentives such as recognition and career development, ensures alignment with organizational resources and employee expectations (Zoltners et al., 2012, pp. 148–149). Once designed, the system is reviewed and approved by top management and communicated to the sales force to ensure transparency and acceptance (Churchill et al., 2000, p. 269). Finally, implementation is followed by continuous evaluation to assess effectiveness and introduce adjustments in response to environmental or organizational changes (Zoltners et al., 2012, p. 152)

III.3.2. Sales Force Reward

Rewards are a fundamental tool for sales force management to attract and retain qualified employees, ensuring the achievement of organizational objectives. Reward policies not only align financial resources with core principles but also reinforce fairness and healthy competition within the sales team (Adams, 1965, p. 276; Colquitt, LePine, & Wesson, 2013, p. 148).

In the context of motivation, incentives are generally divided into monetary and non-monetary forms. Monetary incentives include salaries, wages, and bonuses, determined by the complexity and significance of the tasks performed (Milkovich, Newman, & Gerhart, 2014, p. 45). Before examining practical approaches to wage and reward systems, it is crucial to highlight their characteristics, importance, and the main factors influencing their design (Dessler, 2020, p. 312)

III.4. Supervision and Control of the Sales Force

Supervision and control guide salespeople's behavior and ensure performance goals are met by setting standards, monitoring results, and applying corrective actions. They also motivate the sales force through participation, communication, and evaluation, making them essential for improving effectiveness and aligning sales activities with organizational objectives

III.4.1. Supervision of the Sales Force

Sales force supervision is a crucial managerial function that connects sales representatives with management, helping align their activities with organizational goals despite the difficulty of monitoring independent sales tasks. It is often defined as strengthening personal and communicative relationships between the sales force and supervisors to improve effectiveness. Supervision includes administrative and technical responsibilities, such as monitoring activities, evaluating performance, and providing continuous guidance (Ingram et al., 2020, p. 215; Johnston & Marshall, 2016, p. 187). Ultimately, it enhances efficiency and motivation, thereby contributing to the achievement of sales objectives.

III.4.2. Sales Force Control

Sales force supervision represents the communication link between sales representatives and management, guiding their behavior and activities to align with organizational goals. It involves strengthening personal and communicative relationships, providing continuous guidance, and ensuring the effectiveness of administrative and technical operations (Ingram et al., 2020, p. 215; Johnston & Marshall, 2016, p. 187). Supervision also motivates salespeople through participation in decision-making, open communication, and individual or group meetings, contributing to higher performance and job satisfaction.

Sales force control complements supervision by monitoring, evaluating, and following up on activities to ensure targets are achieved. The process includes

setting performance standards, measuring implemented activities using quantitative and qualitative metrics, and assessing overall sales performance with analytical tools such as sales analysis models and performance indicators (Ingram et al., 2020, p. 220; Johnston & Marshall, 2016, p. 195). Effective control considers factors such as the experience level of salespeople, the reward system, and the nature of the sales force, ensuring alignment with objectives while supporting motivation and a positive working environment

Sales force performance evaluation is a key management tool used to monitor, assess, and improve the effectiveness of salespeople. It involves comparing actual results with targets, identifying strengths and weaknesses, and providing feedback to enhance skills, motivation, and accountability (Ingram et al., 2020, p. 225; Johnston & Marshall, 2016, p. 200). Effective evaluation also supports supervision, informs training and recruitment decisions, and contributes to overall sales performance improvement.

IV. Brand Loyalty

Today, customer loyalty is a top priority for organizations, as retaining customers generates long-term profits. Understanding the connection between customer loyalty and the brand is essential, including how it is built. When loyalty is brand-related, organizations should focus on strengthening and sustaining this relationship to create mutual benefits for both the company and its customers

IV.1. The Concept of Brand Loyalty

Brand loyalty has become a central focus in marketing, as retaining loyal customers generates long-term value for organizations (Obeidat, 2001, p. 138). Marketing strategies increasingly aim to foster customer allegiance by employing various tools and continuously measuring loyalty to assess the effectiveness of these strategies.

IV.1.1.Definition of Brand Loyalty

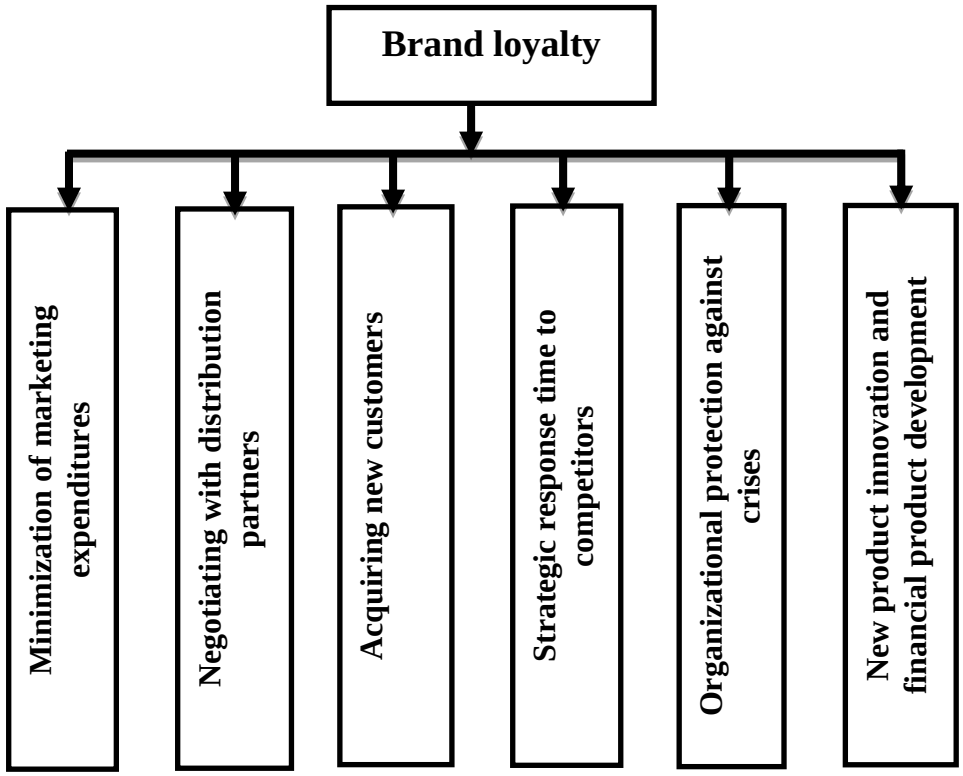
Loyalty can be understood as the attitudes, emotions, and intentions of consumers toward the products or services of a company. It is also described as a persistent preference that motivates customers to actively support and defend a brand (Obeidat, 2001, p. 138; Bon, Tissier, & Desbordes, 2003, p. 59). Key characteristics of loyalty include: a deeply held belief within the consumer, consistent preference for the brand despite alternatives, and a determined commitment to purchase and defend it.

Brand loyalty is further defined as the expectation to repurchase a specific brand, often based on prior positive experiences, reflecting both a consumer's positive attitude toward the brand and their intention to continue buying it (Bon, Tissier, & Desbordes, 2003, p. 59). Loyal customers therefore exhibit repeated, sequential purchases, providing a clear and measurable indicator of brand allegiance (Obeidat, 2001, p. 138)

IV.1.2.The strategic importance of brand loyalty

Brand loyalty holds strategic significance, as it enables organizations to establish long-term, value-added relationships with their most profitable customers. It constitutes an intangible asset which, when effectively managed, can yield substantial competitive and financial advantages (see Figure 04)

Fig(04) The strategic importance of brand loyalty



Source: Aaker, D. A., & Lendrevie, J. (1994). *Management of brand equity* (p. 22). Paris: Dalloz.
Kapferer, J. N. (1998). *Brands: The capital of the company* (3rd ed., p. 52). Paris: Les Éditions d'Organisation.

Figure (04) highlights the strategic importance of brand loyalty and presents the main ways organizations can achieve it:

Reducing marketing costs: Retaining loyal customers is significantly less expensive than acquiring new ones. Studies show that the cost of retaining a customer is about one-fifth that of attracting a new one. Long-term interactive relationships increase repeat purchases, which lowers costs over time.

Strengthening negotiation power with distributors: Strong brand loyalty enhances producers' bargaining power. Distributors value loyal customers since failing to carry the brand risks losing them, which reinforces the producer's market position.

Attracting new customers: Loyal customers promote the brand through word-of-mouth, a highly effective and low-cost way to acquire new buyers. Research indicates that a satisfied customer influences at least three potential customers. Allowing time to counter competitors: Loyal customers act as a buffer against competition. Even if alternatives are available, they actively seek the brand elsewhere, as seen in cases like Heinz and Harley-Davidson.

Protecting the firm during crises: Loyal customers defend the brand against competitors' attacks and remain supportive even in times of internal difficulties, showing resilience in their commitment. Encouraging product innovation and development: Loyal customers not only purchase new products but also contribute valuable feedback and ideas that support successful launches, particularly in early adoption stages.

IV.1.3. Means of Building Customer Loyalty

Organizations adopt multiple strategies to build and sustain customer loyalty. Key tools include merchandising, which relies on effective product display and positioning to influence customer purchases (Gómez-Suárez & Martínez-Ruiz, 2020). After-sales services such as repairs, inspections, and installment-based loans help strengthen trust and satisfaction (Khan et al., 2022). Loyalty cards function as both a payment method and a marketing tool, rewarding repeat purchases while generating valuable consumer data (Keh & Lee, 2022). Similarly, websites and mailing lists enable cost-effective, direct communication with customers, offering discounts, newsletters, and interactive promotions (Lin & Lekhawipat, 2021).

Other loyalty-building methods include gifts and rewards, which encourage behavioral and attitudinal loyalty (Santos & Gonçalves, 2022), and customer clubs, where members gain exclusive privileges and benefits, thus reinforcing brand commitment (Yang et al., 2023). Furthermore, customer service

departments play a critical role in maintaining satisfaction by addressing complaints and providing product-related support (Hussain et al., 2020). Finally, customer magazines, distributed free of charge, serve as a communication tool to reinforce customer relationships and brand loyalty (Rauyruen & Miller, 2021). Together, these tools create a comprehensive framework that fosters stronger, long-term loyalty between organizations and their customers.

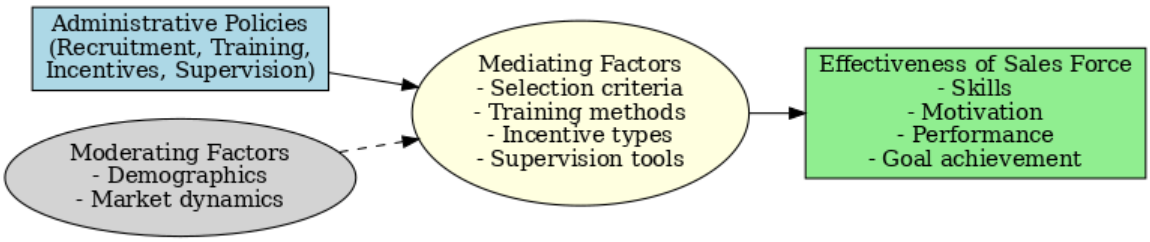
V. The Field Study

V.1.Simple Linear Regression Analysis of Sales Force Management Policies – Fiat Algeria

This model illustrates how the four main managerial dimensions (Recruitment, Training, Incentives, and Supervision) support the main hypothesis that administrative policies are capable of managing and developing the sales force at Fiat Algeria.

The diagram below illustrates the linear relationship between Fiat Algeria's administrative policies and the effectiveness of its sales force management.

Fig(05):linear Model of the Analysis relationship between Fiat Algeria's administrative policies and the effectiveness



source: Constructed by the researcher in accordance with the variables of the study

This study analyzes the effectiveness of Fiat Algeria's administrative policies in managing and developing its sales force. It explores how recruitment, training, incentives, and supervision influence overall sales force performance, using simple linear regression models to conceptually illustrate these relationships.

Results show consistently positive relationships across all dimensions:

1. **Recruitment Policy:**
   Fiat's recruitment is structured and experience-oriented (92.9% clarity).

The Chi-Square test confirms its effectiveness. A positive regression coefficient ($\beta_1 > 0$) implies that transparent and experience-based recruitment enhances sales performance.

2. **Training Policy:**
   Training is widely practiced (92.9%), mainly through seminars and workshops (60.7%), and aligned with performance evaluations and objectives. The regression analysis indicates that continuous, targeted training ($\beta_2 > 0$) significantly improves workforce competence and results.
3. **Incentive System:**
   A mixed incentive framework (financial and non-financial) exists, with 92.9% acknowledging its impact. Bonuses and promotions drive motivation, and a positive β_3 confirms that well-designed incentives foster better sales performance.
4. **Supervision and Evaluation:**

The results indicate that regular meetings and field accompaniment account for 82.1% of supervision practices, with evaluations based on objective sales criteria. The positive coefficient β_4 suggests that structured supervision and fair evaluations enhance engagement and performance.

The analysis concludes that effective recruitment, continuous training, balanced incentives, and structured supervision collectively strengthen the performance of Fiat Algeria's sales force, confirming the effectiveness of the company's administrative approach through both statistical and conceptual evidence.

The study examined the impact of the four managerial policies (recruitment, training, incentives, and supervision) on the evaluation of sales force performance using employee survey data (n = 28). Each survey question related to managerial practices was treated as an independent variable (X), while the dependent variable was the presence of a performance evaluation policy (Y = 1 for Yes, 0 for No). Simple linear regressions were conducted for each independent variable separately, with regression coefficients (β_0, β_1), R^2, t-values, p-values, and ANOVA F-tests calculated for each model.

Table(01): Regression and ANOVA of Sales Force Management Policies – Fiat Algeria

Predictor (Managerial Aspect)	β_1	β_0	R^2	t	$p(\beta_1)$	F	p(F)
Recruitment Policy	-1.000	2.000	1.000	-2.0×10^{15}	0.000	4.18×10^{30}	0.000
Training Needs Determination	-0.040	1.063	0.026	-0.83	0.413	0.69	0.413
motivation	-0.963	1.926	0.481	-4.91	0.000	24.14	0.000
Supervision Tools	-0.181	1.233	0.355	-3.79	0.001	14.33	0.001

Source: Computer outputs using SPSS program**.**

The regression results show that:

- **Motivation** (β = -0.963, p = 0.000) and **Supervision Tools** (β = -0.181, p = 0.001) have **significant negative effects** on the dependent variable, explaining 48.1% and 35.5% of its variance respectively.
- **Training Needs Determination** (p = 0.413) has **no significant impact**.
- **Recruitment Policy** shows **invalid statistical results** (R^2 = 1.000, extreme t and F values).

Overall, **motivation and supervision** are the strongest predictors, while other factors show weak or unreliable effects.

Most managerial dimensions (recruitment, training, incentives, supervision) show statistically significant relationships with the performance evaluation variable. Selection method and training method displayed the strongest influence ($R^2 > 0.60$, $p < 0.001$), suggesting that structured selection and professional training processes play crucial roles in performance management. Advertising method and supervision tools also showed meaningful correlations. Variables without variation (such as 'existence of training program') could not be analyzed using regression.

For all significant models, the F-test confirmed that regression models explain a statistically significant portion of the variance in performance evaluation:

F = MSR / MSE, $p < 0.05$. This validates that the relationships observed are not random.

The analysis indicates that improvements in recruitment quality, training effectiveness, incentive systems, and supervision policies are all positively associated with stronger sales force performance at Fiat Algeria. While the relationships are statistically significant.

V.2. A Comprehensive Analysis of Survey Findings on the Relationship between Sales Force Effectiveness and Customer Loyalty toward the FIAT ALGERIA Brand

Customer Satisfaction and Loyalty Analysis

TABLE (2):Descriptive Statistics and Regression Coefficients

Variable	Mean	Standard Deviation	Correlation (r)	Regression Coefficient (b)	Intercept (a)
Customer Satisfaction (X)	0.61	0.41	0.70	0.324	0.382
Customer Loyalty (Y)	0.58	0.19	—	—	—

Source: Computer outputs using SPSS program.

Regression Equation: $\hat{Y} = 0.382 + 0.324X$

Interpretation of Results:

• Regression Coefficient (b = 0.324): A one-unit increase in customer satisfaction increases predicted loyalty by 0.324 units.

• Intercept (a = 0.382): Predicted loyalty when satisfaction is zero.

• Hypothesis Testing: The null hypothesis H0: b = 0 is rejected, indicating a significant relationship.

VII. CONCLUSION

The diagnosis of FIAT Motors Algeria's sales force has highlighted the crucial importance of this promotional element in ensuring the success of the company's marketing strategy, especially as the customer's position and value continue to grow amid the intense competition characterizing the automotive marketing sector in the Algerian market.

The following concepts—customer, promotional mix, sales force, sales force management, relationship marketing, brand, and loyalty—represent key elements for understanding the variables related to the research problem. Together, they provide a coherent and integrated framework of strategies that begin with sales force management and culminate in customer loyalty to the brand. The following figure summarizes the research process.

The study on **FIAT Motors Algeria** highlights the vital role of the sales force in achieving marketing success within a highly competitive automotive market. It aimed to determine how effective sales force management contributes to customer loyalty.

Findings confirmed that **sales force management**—through recruitment, training, motivation, and supervision—significantly improves sales performance and customer relations. Surveys showed that employees recognize structured administrative practices, while customers expressed moderate satisfaction and trust toward sales staff.

However, results also revealed **a lack of a clear loyalty strategy**, as customer loyalty levels remain moderate (42.3%). The company focuses mainly on attracting new customers rather than fostering long-term relationships, and coordination between marketing and sales remains weak.

Overall, while FIAT Motors Algeria demonstrates strong operational management of its sales force, it needs to develop a structured **customer loyalty strategy** to sustain long-term competitive advantage.

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