

ISSN: 2679-0447



Ilorin Journal of Human Resource Management (IJHRM)

Volume 10, Issue 1, 2026

**A Publication of
The Department of Industrial
Relations and Personnel Management,
Faculty of Management Sciences,
University of Ilorin, Nigeria**

ABOUT THE JOURNAL

The Ilorin Journal of Human Resource Management (IJHRM) is a journal that publishes high-quality theoretical, empirical, and review papers covering the broad spectrum of social and management sciences research. The Ilorin Journal of Human Resource Management is dedicated to increasing the depth of knowledge about industrial relations, human resource management, and other disciplines from scholars across the world.

EDITORIAL TEAM

Editor-in-Chief

Professor KADIRI Ismaila Bolarinwa

Managing Editor

Dr. AREMU Nuha Salihu

EDITORS

- Ijaiya, M.A., Department of Finance, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
- Oladele, P.O., Department of Business Administration, Ekiti State University, Ado Ekiti
- Rona Beattie, Department of Human Resource Management, Glasgow Caledonia University, Scotland, UK
- Umar Gunu, Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
- Siva Sockalingam, Department of Human Resource Management, Glasgow Caledonia University, Scotland, UK
- Rohit Bansal, Department of Management Studies in Vaish College of Engineering, Rohtak.
- Adeoti, J.O., Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.
- Kadiri, I.B., Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
- Isiaka, S.B., Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.
- Aremu, M.A., Department of Marketing, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.
- Bankole, A., Department of Industrial Relations and Personnel Management, Lagos State University, Ojo, Lagos, Nigeria
- Muhammad, A.Y., Department of Sociology, Faculty of Social Sciences, University of Ilorin, Ilorin, Nigeria
- Chidi C.O. Department of Employment Relations and Human Resource Management, Faculty of Management Sciences, University of Lagos, Lagos, Nigeria
- Mustapha, Y.I., Department of Marketing, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.
- Adam, K.I., Faculty of Law, University of Ilorin, Ilorin, Nigeria.
- Ojo Solomon, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Nigeria
- Dunmade, E.O., Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria

NOTE FOR FURTHER SUBMISSIONS OF MANUSCRIPTS

All submissions should be original papers that have not been accepted for publication or undergoing review process in other journal outlets.

Organization of Manuscript

Manuscripts should be arranged in the following sequence:

Title Page: This should contain the following information: A concise title of the paper, name(s) of the author(s), institutional address(es), e-mail and GSM No(s) of all the authors. However, in the case of multiple authors, the corresponding author should be indicated. All this information should be on the first page of the manuscript.

Abstract: The abstract should be written in the English language and must not exceed 250 words with a maximum of 7 Keywords.

1.0 Introduction

2.0 Literature Review

3.0 Methodology

4.0 Results and Discussion

5.0 Conclusion and Recommendations

References: The latest edition of the American Psychological Association (APA) i.e. 7th edition reference format should be followed. Examples:

Armstrong, M. & Robbins, S. P. (2009). *Strategic human resource management: A guide to action*. (3rd ed.). United States: Kogan Page Limited.

Kadiri, I. B., Abogunrin, A. P., Aremu, N. S., Abdullah, A. S., & Aliyu, M. O. (2015). A conceptual analysis of global human resource practices: Challenges and prospects. *Covenant Journal of Business and Social Sciences*, 2(2), 31-37.

Submission of Manuscripts

All papers should be cleared and concise submitted in Microsoft word, 1.0 line spacing on A4-size paper, with 1-inch margin on all sides. The Font size should be 12-point, and the Font style is Times New Roman. No article should exceed 15 pages (or 5,000 words) including references, tables and illustrations.

Authors are invited to submit an electronic copy as an attachment to ijhrm@unilorin.edu.ng

CONTENTS

ENTREPRENEURIAL AND DIGITAL COMPETENCIES AND YOUTH EMPOWERMENT: EVIDENCE FROM A CROSS-SECTIONAL SURVEY IN KADUNA STATE AMUCHE, Agbo Peter, WAILARE, Nasiru Bello (Ph.D.) and OMONU, Sunday Adah	1-17
CAPITAL STRUCTURE AND FIRM VALUE OF LISTED INSURANCE FIRMS IN NIGERIA: MODERATING EFFECT OF BOARD SIZE ABUBAKAR, Mohammed Babakatun, IBRAHIM, Musa, ABDULHAMID, Aishatu Atine, KAMBAI, Mathew Pius and KAWAI, Vincent	18-35
FROM CREDENTIALS TO COMPETENCIES: A CONCEPTUAL REVIEW OF UNIVERSITY EDUCATION AND SKILL-BASED EMPLOYMENT IN NIGERIA FASANMI, Olumuyiwa Oladapo, PhD,	36-49
STRATEGIC HUMAN RESOURCE MANAGEMENT IN PUBLIC-PRIVATE PARTNERSHIPS FOR FASHION INDUSTRY: A COMPARATIVE STUDY OF NIGERIA AND RUSSIA ODEH, Callistus Destiny AKANDE, Olutayo Bamidele MASEBINU, Moses Omosuyi and ONIFADE, Abigail Olamide	50-62
STRATEGIC HUMAN RESOURCE MANAGEMENT AS A MECHANISM FOR REALIZING ORGANIZATIONAL VISION ODOFIN, Olufunmilayo, OJO, Solomon (Ph.D. and AYANSIJI, Felix Oluwaseun	63-69
DIGITAL PAYMENT SYSTEM BARRIERS AND CUSTOMER SATISFACTION OF RETAILS STORES IN ILORIN METROPOLIS SULEIMAN, Ahmed Aremu (PhD), AMOSA, Jimoh Rafiu (PhD) and DAHUNSI Fatai Olalekan	70-83
ARTIFICIAL INTELLIGENCE AND CHANGING HUMAN RESOURCE MANAGEMENT IN NIGERIA ALONGE, Opeyemi Mojisola	84-99
SUCCESSION PLANNING AND EMPLOYEE PERFORMANCE: GENDER AND YEARS IN SERVICE AS MODERATORS LUCENT-IWHIWHU, Helen Enerunmone Ogheneyoma (Ph.D.)	100-113
EFFICIENCY OF WAGE THEORY AS A FRAMEWORK FOR LABOUR MARKET COMPETITIVENESS: A CRITICAL ANALYSIS OF NIGERIA PERSPECTIVE SHITTU, Lateef Oyewale and Professor AKINTAYO, Dayo Idowu	114-125

PERSONAL SELLING STRATEGY AND INDUSTRIAL PRODUCT MARKETING
YINUSA, Alabi Olawale (Ph.D.), SALMAN, Abdulrasaq (Ph.D.),
and MUSTAPHA Omotayo (Ph.D.)

126-139

IMPACT OF ORGANIZATIONAL AGILITY ON SERVICE QUALITY: MEDIATING EFFECT
OF WORK ENGAGEMENT AND EMPLOYEE RESILIENCE
SAJUYIGBE, Ademola Samuel, ADEWOYE, Adeshola Ayobami, MAJEKODUNMI, Samuel Ayodele,
FADEYI, Olatunji, MORAKINYO, Dauda Ayodele, REMI-AWOREMI, Favour Iretomiwa

140-158

CORPORATE GOVERNANCE AND PERFORMANCE OF LISTED CONSUMER GOODS
FIRMS IN NIGERIA: MODERATING EFFECT OF BOARD GENDER DIVERSITY
ABUBAKAR, Mohammed Babakatun, SAIDU, Suleiman, AMUCHE, Agbo Peter,
TAIWO, Hussainat Idiaro, and ONWUHA, Emeka Paul

159-177

ARTIFICIAL INTELLIGENCE-DRIVEN PERSONALIZATION AND CUSTOMER LOYALTY
IN RETAIL FIRMS: EXAMINING THE MEDIATING ROLES OF PERCEIVED VALUE AND
CUSTOMER TRUST
RAJI, Ali Tobi, AHMADU, Haveez Omotoayo, FAKILEDE, Ngozi Ruby,
and ADEYEMO Uthman Kayode

178-190

PERSONAL SELLING STRATEGY AND INDUSTRIAL PRODUCT MARKETING

YINUSA, Alabi Olawale (Ph.D.)¹, SALMAN, Abdulrasaq (Ph.D.)²,
and MUSTAPHA Omotayo (Ph.D.)³

^{1&2}Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria

³Department of Entrepreneurship and Business Management, National Open University of Nigeria (NOUN), Jabi, Abuja

Corresponding Author: olawale.ya@unilorin.edu.ng

Abstract

It is also indisputable that although advertising, sales promotions and publicity play an important role in the industrial promotional mix, but personal selling serves as the main selling instrument. Despite the immense contributions of personal selling to different business organizations, critics still fail to recognize it as a marketing strategy to reckon with. This study focused on the impact of personal selling strategies on the marketing of industrial product using Olam farms Ltd as the case study in Ilorin, Kwara state. The study determined the significant relationship between Customer persuasion strategy and customer patronage of Olam's product, determined the significant relationship between Personal relationship strategy and sales growth of Olam's product. This study adopted descriptive and inferential methods of analysis. The population of the study was 48 respondents. The data collected were analyzed using analysis and findings using multiple regression analysis at 0.05 level of significance. For the validity of the research instrument, the face and content validity methods is adopted. This study shows that there is significant relationship between personal relationship strategy and sales growth. And it also shows that there is significant relationship between customer persuasion strategy and customer patronage. The study therefore concludes that personal selling strategies is significantly significant to the marketing of industrial products. The study recommended that Olam farms Ltd should ensure that its marketers make use of customer persuasion strategy in order to convince customers through gimmick and logics to increase the level patronage.

Keywords: Customer Patronage, Personal Relationship Strategy, Personal Selling, Persuasion Strategy, and Industrial Product Marketing

Introduction

Industrial marketers globally refers to consumer goods alternatively as final goods of a small firm or an industry. In measuring consumer goods, sales are important and the demand indicates whether consumers are willing to part with their cash in exchange of the items they purchase (Obeten et al., 2023). They are willing to pay the price, and accept the responsibility of transferring the goods from the place they bought the product to the place of their consumption. Eliminating the need for middle men and advertisers, this type of marketing strategy generates immediate results and feedback from the consumer that is certainly a terrific advantage to a seller or a manufacturer. This type of selling strategy can be conducted one-on-one or by group through face-to-face encounter (Ibeh et al., 2022).

This means that by selling the consumer goods to the end users, the seller is able to motivate the buyer by attracting their attention and building their interest while talking to them to take positive actions or to pay for the price of the offered product.

Contrary to advertising and publicity, which use impersonal methods of communication, personal selling makes use of direct personal communications to influence the target customer or organizational buyers. In the same view of Obeten et al. (2023) personal selling serves major roles in a firm's overall marketing efforts, sales people are the critical link between the firm and its customers, this role requires that sales people match company's interest with customers' needs to satisfy both parties in the exchange process. Endres et al. (2024) added that, things were different in the 1890's, but people still bought from people (not from companies) and the salesmen's ability to produce new business, develop new markets, introduce new products and find new organizational buyers was as necessary then as it is today.

Istanti et al. (2025) noted that for personal selling to be effective the personal salesman has to have an in-depth product knowledge which is indispensable in handling the highly technical and professional customers that abound in the industrial sector. Similarly, Obeten et al. (2023) holds that an increase in the competition, and the growing sophistication of the buyer and his/her buying process, is making personal selling more or less indispensable. Thus, personal selling has been noted to be the most suitable for the sales of industrial goods which are mostly bought by organizational buyers. Sales promotion is the only method that makes use of incentives to complete the push-pull promotional strategy of motivating the sales force, the dealer and the consumer in transacting a sale.

Generally speaking, the nature of goods marketed, as well as the distribution system adopted; determine the role of personal selling in a firm Heriana et al. (2025). Personal selling is used extensively in the case of industrial goods, where the salesperson performs functions, such as assisting the customer in designing the product specifications, product installation, product commissioning, solving technical problems through providing service after sales and helping the customer to have optimal utilization of the product as it is in Olam farms Ltd, Ilorin, Kwara state Nigeria.

However, in the case of consumer goods, the role of personal selling gets usually limited to the dealer level. The scope of the tasks performed include obtaining periodic orders, ensuring supplies, offering tips to dealers on product display and attaining desired levels of stock movement. Similarly, the role played by personal selling is more in a firm, which uses the door-to-door selling method through its sale force than in the firm, which sells through large stockiest, distributors or sole-selling agents.

The economic realities of Nigeria over the years have exposed the marketers to serious problems. It is an open fact that industrial products represent the source of other products, most especially the consumer products. It is also indisputable that although advertising, sales promotions and publicity play an important role in the industrial promotional mix, but personal selling serves as the main selling instrument. It is no gainsaying therefore, that the level of success of an industrial market depends largely on how effective the selling efforts are, (Pudjasetia&Hariyanto, 2025). This prominent position occupied by personal selling can be easily understood since while the other marketing communication elements such as advertising, sales promotion, and publicity create

awareness and knowledge for a company's product, the responsibility is on personal selling to convince the potential consumer through one on one interaction to develop interest for its product in preference to other competing ones and see to it that, the consumer parts with his money for the company's product. This study examines the impact of personal selling strategy on the marketing of industrial product selecting Olam farms Ltd among other manufacturers of industrial products as a case study.

Personal selling could be suggested as a cornerstone towards building several relative advantages including strong customer relationship; increase in sales volume, customer retention, and the needs of customers, taste and preferences of customer, stimulating the demand of firms' products. In addition, through personal selling, information is provided about the relevant of products /services in order to reduce the risk involve in purchase and use; create awareness, arouse desire and interest

Firms make large investments in personal selling in response to several major trends: products and services are becoming increasingly sophisticated and complex. Kapipi (2025) holds that competition has greatly increased in most product/services areas and demand for quality, value, and service by customers has risen sharply. In response to these trends, personal selling seems to offer solution to these trends. Personal selling implies direct communication with customers. This is the process of developing relationship, through identifying customers' needs, designing and providing products based on these needs, as well as tailoring marketing communication strategies that facilitate his purchase decision making process (Kapipi, 2025).

Despite the immense contributions of personal selling to different business organizations, critics still fail to recognize it as a marketing strategy to reckon with. They tend to lay many emphases on variables such as advertising, publicity, sales promotion etc. They believe that personal selling is expensive and does not bring quick response to product offering and increase sales volume. This is due to the time it takes to persuade the customers by word of mouth. This persuasion process takes time and makes personal selling strategy a slow strategy for boosting sales. However, Sales representative fail to persuade prospective customers to buy and do not provide the necessary information that can motivate potential buyers to buy products and services that can be of benefit to them. The use of personal relationships with customers may be effective to retain the customers for a long time but the starting state of securing the quality relationship with customers may be too slow as well and long before the salesman and the customer comes to good term.

In the same vein, communication skill or face to face presentation of the products to customers requires a personnel with effective communication skills necessary to communicate the offering or product to the customers. Getting a skillful salesman to do this or training a salesman for this activity is a challenge to most managers and organizations management, thus making them to prefer other promotional tools or strategies to personal selling.

Definitely, by showing less emphases on personal selling, such marketers and organization as a whole fail to understand the fact that personal selling apart from inducing, gathering market information also help customers to know the features of the product, their price, important and how such product can be used (Istanti et al., 2025). Also, it was observed that this problem is worsened by the fact that some of the sales persons are half baked and lack the ability to express their sales

properly not only that it was observed that most sales persons lack the ability to possessing self-confidence.

According to Endres et al. (2024), the bulk of the selling activities of any industrial products rest comparatively on the company's sales force much more than is the case with consumer products. This is so because with the latter the consumer has already realized the need for such a product and all the needs for the product may not have been known to him. It may therefore require skilled sales personnel as well as sophisticated equipment for visual displays and practical demonstration to convince the potential organizational buyers the need for the product (Ibeh et al., 2022). Due to the fact that manufacturers of industrial goods are not efficiently practicing the elements of personal selling and following the selling process affected the level of sales, sales objectives and the sales forecast of manufacturers. This study investigates the effects of personal selling strategy on sales performance of industrial goods Hence, this study investigates the effects of personal selling strategy on the marketing of industrial products using Olam farms Ltd, Ilorin.

Research Objectives

The main objective of this study is to examine the personal selling strategy on marketing of industrial goods. Other specific objectives are to:

- i. determine the influence of customer persuasion strategy on customer patronage of Olam's products;
- ii. examine the impact of personal relationship strategy on the sales growth of Olam's products;

Research Hypotheses

- H₀₁: Customer persuasion strategy has no significant effect on customer patronage of Olam's product.
H₀₂: Personal relationship strategy has no significant effect on the sales growth of Olam's product.

Literature Review

Personal Selling Strategies

Selling strategies are fundamental for the retention of the customers in any of the organizations. According to Aceh et al. (2025), selling strategies are different approaches undertaken by the seller to attract more customers in the organization and outdo the competitors hence improved in its performance. The performance of the institutions is achieved when the organizations are in a position to expand in its operation by retaining existing customers and attracting the new ones (Heriana et al., 2025). Maddi and Lusianawati (2025) revealed that the customer retention is one of the most difficult challenges that face many of the organization in the World noting that are many business organizations which are competing to increase their revenue through expanding their market.

Furthermore, customer loyalty is one of the instruments utilized, yet it has been confronting difficulties which are identified with inward and outer issues inside the associations (Maddi & Lusianawati, 2025). According to Heriana et al. (2025), the problems affecting the execution of the duties within an institution can be associated with the nature of the company or influenced by the employees. The organization has command over the procedure, yet the workers on the ground do the last execution. Moreover, Aceh et al. (2025) reported that personal selling strategies could be defined as the strategies that are applied by the salesperson in the companies to convince the customers to purchase their products.

Customer Persuasion Strategy (CPS)

Current day consumers are capable of acquiring more pre-negotiation information than ever before. This pre-negotiation information can result in increased power for consumers during a sales negotiation (Pudjasetia&Hariyanto, 2025). A primary way that consumers demonstrate "their increased savvy is through increased customer persuasion strategy. In many cases, the customer persuasion strategy(CPS) signals to the customer that a sales negotiation tactic is being used to elicit a response (Maddi &Lusianawati, 2025; Suleman, 2024). Similarly, the CPS asserts that salesperson persuasion knowledge guides the design and delivery of particular negotiation strategies.

Therefore, customers are resourceful and rely on a range of experiences in similar fashion to how salespeople adaptively select a negotiation strategy. The added pressure of the salesperson's negotiation strategy may trigger suspicion, insecurity, and may be a deal breaker with customers who are high in CPS versus those low in CPS (Puspitasari et al., 2025). CPS not only guides customers' attention to aspects of the sales presentation and negotiation but also directs customer's attention to their own response goals (i.e. negotiate/concede).

Personal Relationship Strategy

Managers of proficient companies often ask themselves questions regarding the need for application and development of certain specific methods and tools for developing long-term relationships with customers. Building relationships with customers represents a real challenge that requires knowledge and understanding of marketing concepts as well as their practical use. Starting from relationship marketing, several authors aimed to capture the essence of this concept. Thus, Bayuputra et al. (2025) consider that relationship marketing is applied to a number of different marketing activities ranging from consumer frequency marketing programs to selling activities directed toward building partnerships with key business-to-business customers. Aliksieienko and Shportko (2025) defines relationship marketing by organization efforts directed to establishing, maintaining and developing relationships with customers and other partners, a relationship that can be divided into two parts: to attract the customer and to build the relation with the customer, so that the business objectives are accomplished.

Marketing of Industrial Products

The economic realities of the present day in Nigeria are gradually moving the country away from a seller's market to a buyer's market. This is because with the Nigerian economy which has been subjected to a severe battering, a rational buyer would seek the best bargain in order to get the best value for his scarce resources- money! Industrial products which can be safely regarded as the mother of all other products attract an appreciable attention in the marketing scene in Nigeria today. Attesting to the place of personal selling in the present setting of marketing activities in Nigeria, many more goods will unfortunately; have to chase relatively few buyers (Wilson, 2024). Sales promotion and personal selling effort must be intensified. It is worthy of note that marketing practitioners especially manufacturers and distributors of industrial products have accepted the challenges posed by the present economy.

They have been searing for the best ways to turn these challenges to opportunities, hence, so many approaches have been evolved by so many industrial manufacturers will the center of attention being predicated on personal selling intensification (Mathew, 2025). In order to meet these challenges and

intensive competition, organizations has developed a highly skilled and well equipped sale force for all its industrial products all over the country. The efficacious strategy adopted by industrial buyers is the caliber of its sales force (Ruvi, 2025). Since the industrial buyers appreciated the highly technical skill required to sell industrial good, it will spread it net far and wide in its bid to bring skilled personnel to its sales force.

Customer Patronage of Industrial Products

According to Ruvi (2025), the word customer or consumer patronage mean a person or thing that eats or uses something or a person who buys goods and services for personal consumption or use. People patronize organizations products/services at one time or the other. In the context of this study, we may use customer patronage and loyalty interchangeably because customer patronage precedes loyalty. There is a strong relationship between patronage and loyalty. Patronage is burn out of a desire to be committed to an organization either based on its service quality or perceived service qualities (Mathew, 2025).

Hence, the extent to which a customer will patronize the services of a bank depends on how the customer perceives the banks physical environment (services cape) and how the customer also thinks and feels that the condition of the service environment is consistent with his / her personality. In the 21st century, competition for customers is high in order to increase market share. The aims is hinged on their ability to evolve products (services) that will satisfy the needs and wants of their chosen target customers better than their competitors (Mathew, 2025). Also, their service quality and delivery strategies should be improved while looking for new avenues to regularly attract and retain their customers. The importance or essence of repeat customer patronage is that an increase in sales volume will ultimately and significantly impact on the company's profitability level (Kakar et al., 2025).

Sales growth of Industrial Products

The main goal of leaders in large companies is to maximize the revenue and that the increase in sales will always continue, even at the expense of lower profits, in both the short and long-term (Sudirjo, 2023). Baumol has provided an addition to the ever-increasing body of oligopoly theory by substituting sales maximization, with a minimum profit constraint, for profit maximization as the goal of the large business firm. Baumol had proved that the oligopolist is in equilibrium as the output and the price where recognized profit is equal to the minimum suitable profit (Hossain et al., 2022).

Without concern to the reactions of competitors, the firm varies output by increasing or decreasing price. Hence, the oligopolist has an independent price policy which can be used to increase sales revenue by a minimum adequate profit (Hossain et al., 2022). By increasing the advertising budget and price, oligopolist continues until a maximum revenue is achieved which is just equivalent to total cost plus the minimum suitable profit. If the firm carried out to extremes, sales maximization could very well result in bankruptcy, Hossain et al. (2022) note a minimum profits constraint importance: profits must be at least acceptable to satisfy shareholders and to provide funds for growth. Oligopolistic firms tend to compete with their rivals ☐ overseas investments (Tsaturian et al., 2023). Oligopolistic reaction or the bandwagon effect is called from the subsequent concentration of entries into a country, over a short time period.

Personal Selling Strategies and Marketing of Industrial Products

Personal selling can be said to be much more advisable than any other promotion mix, it is relevant and appropriate to industrial products marketing than it is to consumer products (Suleman, 2024). This arises from the fact that there is need for practical demonstration because of the high technical and complex nature of before and after sales services that can only be performed by sales person. It is common practice to find the sales person visiting and inspecting the plants and equipment of the industrial buyers (Bayuputra et al., 2025). This vision sometimes leads to identification of more economical and modern ways of producing products. The principles of personal selling as just described are transaction oriented; its aim is to help salespeople close a specific sale with industrial buyers (Puspitasari et al., 2025). But in many cases, the company is not seeking simply a sale: It has targeted major industrial buyers that it would like to win and keep. The company would like to show that it has the capabilities to serve the industrial buyers over the long haul in a mutually profitable relationship.

Most industrial buyers today are moving away from transaction marketing, with its emphasis on making a sale, and instead, they are practicing relationship marketing, which emphasizes maintaining profitable long-term relationships with industrial buyers by creating superior industrial buyers value and satisfaction (Maddi & Lusianawati, 2025). They are realizing that when operating in maturing markets and facing stiffer competition, it costs a lot more to wrest new industrial buyers from competitors than to keep current industrial buyers (Aceh et al., 2025). Today's industrial buyers are large and often global. They prefer suppliers who can sell and deliver a coordinated set of products and services to many locations.

Theoretical Framework

AIDAS Theory

The theory adopted for this study is the AIDA's theory. The theory was propounded by Elias St. Elmo Lewis in the year 1898. This theory was adopted because it is one of the widest known theories of personal selling and is the basis for training materials for sales force across numerous organizations (Roseann, et al., 2008). The AIDAS theory simply states that a prospect (industrial buyer) goes through five different stages before finally responding satisfactorily to product (industrial goods); thus should be led comfortably through the five stages. Maintaining interest is a crucial part of the sales process and hence is included in the AIDAS theory. AIDA model established a positive and noteworthy relationship with increasing the level of customer attraction and satisfaction through product promotion. Companies that have used the model as a promotional strategy have improved in the performance level and the growth and sustainability increased over time (Cramphorn, 2006). Therefore, the theory was relevant to the current study since and will help to conclude the influence of personal selling strategies on customer loyalty.

Empirical Framework

The study by Obeten, James, and Ndem (2023) examined the effects of personal selling components, product presentation, product knowledge, customer relationships, and follow-up efforts, on the marketing of industrial products in Cross River State, Nigeria. Using a cross-sectional survey design, data were collected via structured questionnaires from 278 employees of an industrial product manufacturer. Descriptive statistics and multiple linear regression analyses revealed that all four

personal selling factors significantly and positively influenced industrial product marketing. The authors recommended continuous training for salespersons in interpersonal and presentation skills, enhancing product knowledge, and assigning specialized salespeople for follow-ups to boost repeat patronage. This study aligns closely with the present research by emphasizing the critical role of salesperson competencies in industrial marketing success.

Adekunle (2025) investigated advertising strategies' impact on marketing new products within manufacturing industries in Ogun State, Nigeria. Employing a descriptive survey design, the study sampled 157 employees from three manufacturing firms using Taro Yamane's formula. Findings indicated that personal selling remains an effective promotional tool for eliciting desired customer responses despite shifts in other promotional appeals. The study recommended that manufacturers increase market share by offering rebates to encourage customer preference over competitors. While focusing more broadly on advertising strategies, this research supports the present study's emphasis on personal selling as a vital component of industrial product marketing.

Ibeh, Nnabuko, and Nwajimeje (2022) explored how personal selling and sales promotion strategies affect market performance among selected manufacturing companies in Lagos State, Nigeria. Using descriptive research with census sampling of 24 promotional managers and data from annual reports and questionnaires, correlation and multiple regression analyses were conducted. Results showed significant positive impacts of both personal selling and sales promotion on market performance and profitability. The authors concluded that dedicated resources toward these strategies are essential for enhancing company profits. This empirical evidence reinforces the present study's findings on the positive influence of personal selling strategies on industrial product marketing outcomes.

Heriana, Tayo, and Kusumaningrum (2025) conducted a qualitative descriptive study on personal selling implementation at Lavanda Brownies Karawang SME in Indonesia. Data were gathered through interviews, observations, and documentation to analyze offline (product sampling, bazaars) and online (social media platforms) personal selling strategies. The findings highlighted that combining offline and online approaches fosters trust, expands market reach, builds consumer loyalty, and strengthens brand image. This study broadens understanding by integrating digital tools with traditional personal selling methods to enhance marketing effectiveness, a perspective complementary to the present research's focus on salesperson-customer interactions.

Kapipi (2025) assessed promotional strategies' effects, including personal selling, on leather product enterprises' performance in Tanzania using a quantitative cross-sectional design with 134 randomly selected enterprises from Dodoma and Mwanza regions. Structured questionnaires analyzed via SPSS multiple linear regression showed that personal selling significantly improved profit and return on investment (ROI), while sales promotion did not have a significant effect. The study recommended investing in marketing training and digital infrastructure to strengthen promotional capabilities. These findings corroborate the present study's conclusion about the importance of personal selling for financial performance in industrial markets while highlighting regional applicability beyond Nigeria

Methodology

This study adopted a descriptive research design to seek the opinion of the Olam farms Ltd staff members in the area of study on the impact of personal selling strategies on the marketing of industrial products in Kwara State. The population of this study shall include all marketing staff of Olam farms Ltd in Ilorin, Kwara State. The population of study comprised of the members of staff in the marketing and sales department most especially the sales force of Olam farms Ltd. According to the company representative (2021), the study population total was a total forty-eight (48). Census was adopted, hence, a total number of forty-eight (48) respondents were required for this study. Primary of data was adopted in order to acquire reason information and facts directly from the respondents. The instrument for the study was questionnaire consisting of well-organized and structured questions laying emphasis mainly on personal selling and marketing of industrial products as the case may be. The instrument reliability was done through a Cronbach Alpha test and it resulted in 0.78. Inferential statistical tools through multiple linear regression technique was conducted to test the hypotheses at 5% significance level and was done through the aid of statistical product and service solutions (SPSS) software version 23.

Data Analysis

This section addresses the objectives of the study through the formulated hypotheses using regression analysis.

Hypotheses one: Customer persuasion strategy has no significant effect on customer patronage of Olam's product.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.870	.869	.18401

a. Predictors: (Constant). Convince. Logic. Gimmick

Source: SPSS Output, 2025

Table 1 presents the regression analysis of the effect of customer persuasion strategy on customer patronage. The R square value of 0.870 derived showed that 87% variation in customer patronage was explained by customer persuasion strategy and the remaining 13% represent residual which are the variables that are not captured in the model. This implies that the model is fit. The implication is that 87% of customer patronage can be explained by customer persuasion strategy. Therefore, the null hypothesis which states that customer persuasion strategy has no significant effect on customer patronage was rejected while the alternate hypothesis was accepted.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	190.239	4	47.560	1404.558	.000 ^b
	Residual	5.858	173	.034		
	Total	196.097	177			

a. Dependent Variable: Customer patronage

b. Predictors: (Constant), Convince, Logic, Gimmick

Source: SPSS Output, 2025

The F-statistics are shown from the ANOVA table is significant since the ANOVA significance of .000 is less than the alpha level of .05, thus the result is achieved. Also, the regression sum of square of 190.239 is greater than residual sum of square of 5.858, this further show the significance of the overall model therefore the model is fit.

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.223	.080		2.778	.006
	Convince	.251	.115	.257	2.189	.030
	Logic	.161	.062	.140	2.582	.011
	Gimmick	.286	.050	.326	5.706	.000

a. Dependent Variable: Customer patronage

Source: SPSS Output, 2025

In table 3, it is revealed that changes in convince has significant effect on customer patronage, this is indicated by the Beta (B) value of 0.257 and P-value of $0.030 < 0.05$; also, logic has significant effect on customer patronage, this is indicated by the Beta (B) value of 0.140 and P-value of $0.011 < 0.05$; while gimmick has significant effect on customer patronage, this is indicated by the Beta (B) value of 0.326 and P-value of $0.000 < 0.05$. The overall analysis suggests that the performance appraisal used by marketers has significant effect on worker commitment.

Hypotheses two: Personal relationship strategy has no significant effect on the sales growth of Olam's product.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.885	.885	.13910

a. Predictors: (Constant), Quality, Character, Communication

Source: SPSS Output, 2025

Table 4 presents the regression analysis of the effect of personal relationship strategy on sales growth. The R square value of 0.885 derived showed that 88.5% variation in sales growth was explained by personal relationship strategy and the remaining 11.5% represent residual which are the variables that are not captured in the model. This implies that the model is fit. The implication is that 88.5% of sales growth can be explained by personal relationship strategy. Therefore, the null hypothesis which states that personal relationship strategy has no significant effect on sales growth was rejected while the alternative hypothesis was accepted.

Table 5: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	223.377	4	55.844	2886.197	.000 ^b
Residual	3.347	173	.019		
Total	226.725	177			

a. Dependent Variable: Sales growth

b. Predictors: (Constant), Quality, Character, Communication

Source: SPSS Output, 2025

The F-statistics are shown from the ANOVA table is significant since the ANOVA significance of .000 is less than the alpha level of .05, thus the result is achieved. Also, the regression sum of square of 223.377 is greater than residual sum of square of 3.347, this further show the significance of the overall model therefore the model is fit.

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.116	.043		-2.725	.007
	Quality	.480	.047	.449	10.099	.000
	Character	.206	.046	.221	4.511	.000
	Communication	.085	.038	.088	2.254	.025

a. Dependent Variable: Sales growth

Source: SPSS Output, 2025

In table 6, it is revealed that changes in quality has significant effect on sales growth, this is indicated by the Beta (B) value of 0.449 and P-value of $0.000 < 0.05$; also, character has significant effect on sales growth, this is indicated by the Beta (B) value of 0.221 and P-value of $0.000 < 0.05$; while communication has significant effect on sales growth, this is indicated by the Beta (B) value of 0.162 and P-value of $0.000 < 0.05$. The overall analysis suggests that the personal relationship strategy used by marketers has significant effect on sales growth.

Discussion of Research Findings

The analysis of the first objective revealed that customer persuasion strategy such as convince, logic, and gimmick have impact on customer patronage. It was observed from the finding that convincing customers, the use of logic marketing and gimmick as proxies of customer persuasion strategy can influence customer patronage. The overall analysis suggests that the customer persuasion strategy used by marketers has significant effect on customer patronage. Therefore, the null hypothesis which states that customer persuasion strategy has no significant effect on customer patronage was rejected while the alternate hypothesis was accepted (Heriana, Tayo, & Kusumaningrum, 2025; Kapiipi, 2025; Obeten, James, & Ndem, 2023).

The analysis of second objective also demonstrated that personal relationship strategy is influenced by sales growth. It was observed from the findings that quality relationship, good character, and good communication skills as proxies of personal relationship strategy determines sales growth. The overall analysis suggests that the personal relationship strategy used by marketers has significant effect on sales growth. Therefore, the null hypothesis which states that personal relationship strategy has no significant effect on sales growth was rejected while the alternative hypothesis was accepted (Adekunle, 2025; Ibeh, Nnabuko, & Nwajimeje, 2022).

Conclusion

In view of the various data collected through the use of questionnaire on personal selling strategy and marketing of industrial product, customer persuasion strategy should be given consideration when discussing factors affecting customer patronage. Convincing customers, using logic and gimmick to market are significant in order to maximize customer patronage. When use this strategy to market their products, they are persuaded or convinced to buy from the marketer and thus influencing customers to patronize

Also, personal relationship strategy had a significant influence on sales growth of Olam. Personal relationship strategy such as quality, character, and communication with customer builds relationship and that makes it important factor affecting sales growth of Olam. When marketers market through the use of their relationship with their customers they build long term partnership and sale of the product with their customers as the customers buy from them the more the relationship becomes more stronger and thereby increasing the rate of sales for both the marketer and Olam farms Ltd.

Recommendations

In view of the findings given above, the following recommendations were suggested;

- i. Olam farms Ltd should ensure that its customers make use of customer persuasion strategy in order to convince customers through gimmick and logics to increase the level of Olam's customer patronage.
- ii. Olam farms Ltd should ensure its marketers adopt personal relationship strategy in marketing its products in order to grow the sales level of Olam as this strategy helps to build and maintain long term relationship with customers and make them buy more as they relate more with marketers.

References

- Aceh, S., Vilzati, U., Roza, T., Marlina, L., & Fauzi, T. (2025). Pengaruh Penerapan Strategi Segmentasi, Penentuan Target Pasar, dan Posisi Merek (STP) serta Personal Selling terhadap Peningkatan Penjualan Aspal di PT Sarana Aceh Utama. *Jurnal EMT KITA*. <https://doi.org/10.35870/emt.v9i3.4395>
- Adekunle, A. (2025). Advertising Strategies and Marketing New Products: A Case Study of Manufacturing Industries in Nigeria. *International Journal of Applied Research in Business and Management*. <https://doi.org/10.51137/wrp.ijarbm.435>
- Aliexsieienko, I., & Shportko, H. (2025). Management of modern personal sales techniques in various business contexts. *Economic Bulletin of Dnipro University of Technology*. <https://doi.org/10.33271/ebdut/90.092>
- Bayuputra, S., Mulyana, D., & Suherman, M. (2025). Personal Selling to Reach Consumers (Case Study at PT. Teknologi Mudah Terhubung). *Eduvest - Journal of Universal Studies*. <https://doi.org/10.59188/eduvest.v5i3.1780>
- Endres, H., Auburger, J., & Helm, R. (2024). Industrial innovation management in the age of digital transformation: The risk of too strong selling capabilities. *Industrial Marketing Management*. <https://doi.org/10.1016/j.indmarman.2024.01.008>
- Heriana, N., Tayo, Y., & Kusumaningrum, R. (2025). Penerapan Personal Selling dalam Proses Komunikasi Pemasaran Lavanda Brownies Karawang. *Economic Reviews Journal*. <https://doi.org/10.56709/mrj.v4i1.602>
- Hossain, M., Agnihotri, R., Rushan, M., Rahman, M., & Sumi, S. (2022). Marketing analytics capability, artificial intelligence adoption, and firms' competitive advantage: Evidence from the manufacturing industry. *Industrial Marketing Management*. <https://doi.org/10.1016/j.indmarman.2022.08.017>
- Ibeh, J., Nnabuko, J., & Nwajimeje, J. (2022). Impact of personal selling and sales promotion strategy on market performance of selected manufacturing companies in Lagos State, Nigeria. *European Journal of Management and Marketing Studies*. <https://doi.org/10.46827/ejmms.v7i3.1280>
- Istanti, E., Kristiawati, I., Gs, A., & Astutik, A. (2025). Impact Of Personal Selling In Efforts To Increase Sales Volume. *International Journal of Economics, Commerce, and Management*. <https://doi.org/10.62951/ijecm.v2i3.929>
- Kakar, M., Ahmad, A., Amin, M., & Niazai, A. (2025). The Study of Determinant Factors of Customer Satisfaction with Industrial Products in Helmand Province, Afghanistan. *The American Journal of Management and Economics Innovations*. <https://doi.org/10.37547/tajmei/volume07issue07-05>
- Kapipi, M. (2025). Exploring effects of promotional strategies on the performance of leather products'

- enterprises in Tanzania.. *NG Journal of Social Development*.
<https://doi.org/10.4314/ngisd.v16i1.10>
- Maddi, J., & Lusianawati, H. (2025). PT. Spektrum Kreasi Pratama's Marketing Communication Strategy in Building Value Creation Through Personal Selling (Case Study of Dr. Ainun Habibie Regional Hospital, Parepare City). *The Eastasouth Journal of Information System and Computer Science*.
<https://doi.org/10.58812/esiscs.v3i01.685>
- Mathew, B. (2025). Evaluating the Strategic Impact of Branding on Product Marketing Performance: Evidence from Industrial Sectors in Karnataka. *INTERNATIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijrem51731>
- Obeten, G., James, E., & Ndem, S. (2023). Personal selling and the marketing of industrial products in Nigeria. *Open Access Research Journal of Multidisciplinary Studies*.
<https://doi.org/10.53022/oarjms.2023.6.2.0047>
- Pudjasetia, F., & Hariyanto, D. (2025). MARKETING COMMUNICATION STRATEGY FOR PERSONAL SELLING CHACKERS MAHKOTA IN THE DIGITAL ERA. *Proceeding of International Conference on Social Science and Humanity*.
<https://doi.org/10.61796/icossh.v2i2.465>
- Puspitasari, D., Aulia, S., & Safa'atin, H. (2025). Dampak Penerapan Digital Marketing dan Personal Selling Ritel Terhadap Keputusan Pelanggan di Toko Jesika Store. *Wawasan : Jurnal Ilmu Manajemen, Ekonomi dan Kewirausahaan*. <https://doi.org/10.58192/wawasan.v3i1.2916>
- Ruvi, M. (2025). Business-to-Business (B2B) Marketing for Industrial Products in Google Ads: Strategies, Challenges, and Effectiveness. *Jurnal Ilmiah Ekonomi Manajemen & Bisnis*.
<https://doi.org/10.60023/0d4b6j93>
- Sudirjo, F. (2023). Marketing Strategy in Improving Product Competitiveness in the Global Market. *Journal of Contemporary Administration and Management (ADMAN)*.
<https://doi.org/10.61100/adman.v1i2.24>
- Suleman, D. (2024). Personal Selling Strategy. *PaKMas: Jurnal Pengabdian Kepada Masyarakat*.
<https://doi.org/10.54259/pakmas.v4i1.2456>
- Tsaturian, R., Bedov, D., & Zhovnovach, R. (2023). Innovative Marketing Tools for Promoting Industrial Products on the Internet. *Central Ukrainian Scientific Bulletin. Economic Sciences*.
[https://doi.org/10.32515/2663-1636.2023.9\(42\).186-196](https://doi.org/10.32515/2663-1636.2023.9(42).186-196)
- Wilson, A. (2024). *The Marketing of Industrial Products*. <https://doi.org/10.4324/9781003532903>