



POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

**THE RECRUITMENT AND TRAINING PRACTICES OF
A HEALTH AND BEAUTY NETWORK MARKETING
COMPANY IN SINGAPORE**

A Dissertation
Presented to the Faculty of the Graduate School
Polytechnic University of the Philippines
Sta. Mesa, Manila

In Partial Fulfillment of the Requirements for the Degree
Doctor in Business Administration

by

Athena Georgene Uy Ang

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CERTIFICATION OF ORIGINALITY

This is to certify that the research work presented in this dissertation entitled *THE RECRUITMENT AND TRAINING PRACTICES OF A HEALTH AND BEAUTY NETWORK MARKETING COMPANY IN SINGAPORE* for the degree Doctor in Business Administration at the Polytechnic University of the Philippines embodies the result of original and scholarly work carried out by the undersigned. This dissertation does not contain words or ideas taken from published sources or written works that have been accepted as basis for the award of a degree from any higher education institution, except where proper referencing and acknowledgement were made.

ATHENA GEORGENE UY ANG
Researcher
October 2014



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Athena Georgene Uy Ang



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ABSTRACT

Title : *THE RECRUITMENT AND TRAINING PRACTICES OF A HEALTH AND BEAUTY NETWORK MARKETING COMPANY IN SINGAPORE*

Researcher: Athena Georgene Uy Ang

Degree : Doctor in Business in Administration

Institution : Polytechnic University of the Philippines

Year : 2014

Adviser : Dr. Samuel M. Salvador

The Problem

This study was undertaken to evaluate the recruitment and training practices of a Health and Beauty Network Marketing Company in Singapore.

Scope and Delimitations of the Study

The respondents of the study were 385 distributors from Singapore of the subject network marketing company who are actively engaged in the business' South Asia Pacific Region operations.

A limitation initially thought of is how well the participants represent the typical network marketing participants. Further delimitation is that in order to obtain a more accurate response, the ideal situation would be to have respondents from different types of network marketing businesses. This would allow the stratification of the respondents by type of business.



Research Methodology

The researcher employed the descriptive method of research in order to comprehensively analyze the problems as it delved to collect significant information about the effectiveness and impact of the recruiting and training practices of the network marketing distributors. Through the survey questionnaire, the researcher used the data collected in describing, documenting, analyzing and interpreting the results to validate the hypotheses. 385 respondents were randomly selected from the independent distributors in Singapore who are actively engaging in various sales and marketing activities conducted to enhance and develop their own network spheres. As to descriptive statistics, frequency and percentage distribution, mean rating scales, paired sample t-test and normal distribution were used. As to inferential statistics, analysis of variance was utilized to measure which among the recruitment and training practices have significant relationship with the satisfaction of respondents.

Findings and Conclusions

Based on the findings generated from the data gathered, the researcher has drawn the following conclusions:

- 1.0 Most of the respondents belonged to the 40 to 49 years age group, females, and are married. Majority are Bachelor's Degree holders whose main source of income is the network marketing business, with less than one year experience as a distributor.



- 2.0 Regardless of the respondents' age, gender, civil status, highest level of educational attainment, main source of income, average monthly income, and number of years of being a network marketing distributor, majority moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company.
- 3.0 Consequently, respondents moderately agreed on their level of satisfaction as a network marketing distributor regardless of their age, gender, civil status, highest level of educational attainment, main source of income, average monthly income, and number of years of being a network marketing distributor.
- 4.0 Overall, the respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company did not differ significantly when they were grouped according to their age, gender, and civil status. Significant differences in their evaluation were found, however, when they were grouped according to their highest educational attainment, main source of income, average monthly income, and the number of years they had been network marketing distributors. Respondents with higher educational attainment, whose main source of income is the network marketing business, earning higher monthly income, and with longer years of experience as distributors had a higher evaluation of the recruitment and training practices of the Health and Beauty Network Marketing Company.



5.0 Furthermore, respondents' level of satisfaction showed no significant difference when grouped according to the respondents' age and civil status. When grouped according to their gender, highest level of educational attainment, main source of income, average monthly income, and number of years of being a network marketing distributor, significant differences in their level of satisfaction were found.

6.0 As reported by the respondents, pricing ranked as the most encountered problem in recruiting and training practices of the network marketing company. An improvement on product knowledge ranked second, followed by problems on selling and sales promotion where respondents reported a lack of sales training. As for problems encountered on distribution network, difficulty to grow network ranked first. The least encountered problem the respondents reported was on customer relationship. As for the problems encountered by the network marketing company in terms of training, lack of adequate training ranked first.

Recommendations

After a thorough analysis of the data, the following recommendations are hereby made:

1.0 Academicians and Research Enthusiasts. Further study can be undertaken to explore other aspects of the network marketing business, with a larger and more encompassing population outside the Asia Pacific Region.



2.0 The Management of the Subject Network Marketing Company, Human Resource Management Practitioners, and Executive Distributors

A. Recruitment

1. Ensure potential applicants of their privacy protection. In general, network marketing businesses come only as supplementary source of income for those who join in the beginning. In this case, the decision to make their involvement in the business known must initially come from them. Hence, utmost confidentiality of their information provided to the network marketing company is highly necessary.
2. Emphasize the strengths of the company's culture. With magnification of the network marketing company's mission, vision, and values, ranking in the industry, credible products made out of decades of research, global presence, and corporate social responsibility programs, the process of recruitment could be lightened. By this intensification, the corporate citizenship of the network marketing company itself could also serve as a wonderful marketing tool in selling the products and recruiting downlines.
3. Maximize the vast opportunities available in the internet to reach out to the target labor market. Through social networking sites and even the corporate website, career opportunities in the network marketing company could be made available to the public and allow them to review the company further as they are led to it.



4. Group presentations, success forums, and business opportunity meetings/events open to the general public to create awareness of the products/business prospects that the network marketing company offers would also serve as a excellent venue for drawing new distributors.

5. The network marketing company could help direct the career paths of potential distributors by providing them a venue where they could test their likelihood of succeeding in the business. If the results come out in the slight negative, it is then the best time and chance for the company to suggest training programs that the potential distributors could undergo to maximize the vast opportunities the network marketing business provides.

B. Training

1. Training programs should be designed and aligned with the network marketing company's mission, vision, and values. Objectively, trainers should be properly directed to provide training and development programs that are in line with the overall strategic goals of the organization. Continuous interaction with the clients is highly recommended to get first-hand comments and suggestions about what they are satisfied or unsatisfied with in the practices of the organization. Such areas of improvement could help significantly in crafting training programs that are client responsive.

2. The network marketing company must be clear with how success is defined by the organization, whether individually or organizationally. To do so, the



company must establish a set of criteria that would be the basis in evaluating the achievements of every training program they roll out. The triumph of training programs should be calculated against various criteria and should turn out a return on investment, whether long term or short term. Hence, trainers should undoubtedly delineate how the training schemes facilitate the organization to completely achieve its goals. Re-evaluation of the programs should also be conducted on a regular basis.

3. When crafting training programs, the company's trainers should make certain that learning is in line with and straightforwardly supported by the lines of authority, decision-making process, organizational structures, and other business practices of the company. This would help to establish a guided path and reinforce the desired results.
4. Training should be done in various alternative ways. Given different learning styles of people, it would be very helpful for the organization to explore various ways in transferring knowledge to its constituents.
5. The best way to make people understand the context of the training program is to let them learn what they ought to share to their target market. As in the case of network marketing business, before the target market, the distributors themselves have to understand the benefits of the products the company sells by trying them out first hand.



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Chapter 1

THE PROBLEM AND ITS BACKGROUND

Introduction

Undeniably, given the demands of the current fast-paced contemporary lifestyle that we have to face as we live each day of our lives, the need for higher income to match the expense requirements is indispensable. With the increasing cost of living, the inevitable growing population causing mounting census of fresh graduates who thrive to compete with the existing jobless populace for whatever jobs are available, and with job uncertainties, we are all presented with a range of factors that push us to do more to have at least enough as well as save for the unanticipated. Additionally, financial support for families, as well as the zeal to chase our individual dreams and desires also has need of supplementary financial wherewithal. On top of all these, as we prepare for the future obvious following the natural law, the aspirations of providing for a better quality of retirement may not be easily realizable following the current medium and low-income jobs available.

Based on these grounds, Nga and Soo (2011) turned to multilevel marketing (MLM) as a possible alternative that provides a prospect to enhance income and answer financial uncertainties while having minimum costs as well flexibility in terms of time to attain financial freedom, if and when the individual manages to secure a loyal sales base, and/or when the upline distributors are able to recruit effective and performing downline distributors.



Accordingly, in general, MLM is a field of personal selling where products or services are distributed by the agent to the customer through personal contact without the need for a permanent business location (Direct Selling Association of Malaysia, 2010, as cited in Nga and Soo, 2011). Some network marketing distribution companies offer an even more convenient business model where the company directly sends the products or orders made by end-users right to their doorsteps while recording the sales in the accounts of the distributors who made the referral and/or recruited the consumers and/or distributors.

MLMs usually follow a business model where the distribution channel is the network of individuals and organizations involved in the process of moving a product or service from the producer to the end user. Globally, the network marketing distribution channel has experienced constant growth during the last few decades. Nearly fifty years ago, the concept was first applied with the marketing of detergents and cosmetics. Today, the network marketing channel distributes all kinds of tangible goods as well as a variety of services. To quote the American-based Direct Selling Association (2014) in explaining the phenomenal performance of the direct selling industry:

“the 2013 estimated retail sales of USD 32.67 billion for the direct selling channel were up 3.3% in the United States, from USD 31.63 billion in 2012. The U.S. market increase of 3.3% in 2013 continued an upward trend that began after 2009 and brought the industry to a record high. The size of the direct selling sales force increased 5.7% to 16.8 million in 2013, a record high. The industry experienced a surge of new direct selling independent representatives at the height of the recession. Due to normal attrition and the fact that some people join the industry for the short term, the slight



reduction in force was expected in 2010 and 2011. The size of the industry's sales force grew 1.9% in 2012 and is continuing to rise through 2013. The percentage of households estimated to have a direct sales person as a member is the same as in 2012 at 13.8% of U.S. households."

Globally, business organizations are dependent on the existence of an efficient distribution channel in order to compete effectively. A very important factor in the distribution channel is the selection and motivation of the participants (intermediaries) since it could make a significant contribution to the optimal operations of an MLM enterprise.

In this study, the researcher was very interested to find out the prevailing recruitment and training practices of a global high performing network marketing company, and come up with innovative programs or new business models that deal with recruitment and training methodologies. As a certified financial planner, the researcher fully understands that with prolonged life expectancies, building a retirement nest egg is highly necessary to be able to map out a smooth retirement pathway. The researcher believes that this theory holds true given that even for some highly paid employees, a comfortable and secured lifestyle could still be almost difficult to have and to sustain.

Predominantly, the particular network marketing company was chosen to be a subject of this case study given its track record and history of creating more than 1,000 millionaires, 1 new millionaire every 4 days.



Background of the Study

Over the years, critics of multilevel marketing go past further than the legal concerns and suggest that the same is an unprincipled and unethical practice of applying the strategy in the business context (Albaum and Peterson, 2011). At one instance, there was even a vocal critic of MLM who asserted that 99.94 percent of the participants in MLM do not make money at all, and to some extent, even lose what they invest (Taylor, 2005 as cited in Albaum and Peterson, 2011). In the same article by Albaum and Peterson (2011), Hyman (2008) refers to examples of “average” distributors in the United States having an earning potential of less than a grand. On the other hand, Seale (2007) points out a contradiction that studies conducted by the United States Direct Selling Association shows the mean gross income to be at about US\$14,500, and median income to be at about US\$2,500. Robinson (2006) claims that more than half of the active participants in direct selling business, including those in MLM systems, account for those who are making real money. Muncy (2004) further asserts that the role of multilevel marketing as a retailing industry provides a useful function economic-wise and business-wise. To an extent, the questions hounding the application of MLM are described by Madichie (2009) as a practice where “the gap between the marketing theory train and the marketing practice platform” exists.

Because of gray areas, ethical considerations, legal matters, and even violations committed by people who abused the multilevel marketing model that should have been considered to have a dignified purpose, it cannot be denied that



people could have negative thinking about the same model. It is for this particular reason that the researcher's keen interest in studying the case of this particular global network marketing company and its successful venture that led to this endeavor of delving into details of how the company was able to continue to live up to its third decade in the business. Admittedly, surviving and even continuously flourishing for thirty years in the business of multilevel marketing is truly one astonishing feat in this industry. The subject network marketing business in this study is justly one very interesting model worth looking at and studying about in the field of business administration and be emulated by other young businesses as well as those planning to join the multilevel marketing industry.

With this study, the researcher aimed to improve the recruitment and training programs of the subject network marketing company. The recruiting phase is characterized by an aggressive "employee" (potential participant) search by the "employer" (upline), which usually starts with the recruiting of relatives and acquaintances. The training program, on the other hand, is handled by existing participants who, by virtue of their experience in the current network marketing company assume the role of trainers. This research examined the recruiting and training methods and practices and the level of satisfaction of the health and beauty network marketing distributors. In the same manner that conventional employees perceive immediate management and organizational support, network marketing participants are affected by the support they perceived from their upline.



Theoretical Framework

Most of the existing theories related to recruiting and training address the recruiting and training issues from the conventional literature on human resources. This is to say that, as of this date, there is a lack of human resource publications specializing in the network marketing distribution channel or existing human resources that address the area of network marketing recruiting and training. The existing academic literature is silent with regards to this distribution channel. In fact, the traditional academic literature of any field (e.g., human resources, marketing, management, finance, etc) has less than adequately addressed the network marketing distribution channel at all.

Training is a key factor for the marketing function of any organization because of the constant and fast changes that characterize the modern working environment. In order to achieve a successful training program, it is imperative to develop a continuous organizational learning process. It is also relevant for the training program to promote an appropriate training environment.

The training environment has its roots at the pre-training phase and starts by motivating the workforce to learn. Thus, motivation to learn plays a critical role in the implementation of a successful training program. There is support for the finding that trainees who enter with higher levels of motivation learn more, perform better, and are more likely to complete the training than the less motivated



trainees. The development of the post-training environment is as important as the pre-training environment for the success of the entire training program.

In the sales context, training could make a significant contribution to the level of sales effectiveness of the individual. In the network marketing scenario, training plays a decisive role. According to Ballard (1991), the quality of the training is directly related to the productivity (sales effectiveness) and to the number of participants that remain active in the organization. Job turnover has been researched from both psychological and organizational behavior perspectives in an attempt to explore the antecedents of employees' turnover in general. Kerber and Campbell (1987) argued that, in order to improve performance in the sales situation, substantial training and experience is required.

In the network marketing industry, Burks (2014) expounds that "the simplest explanation of network marketing is that it is a method of marketing that utilizes independent representatives to reach potential customers that a company otherwise would not reach with traditional online or offline marketing methods. In order to accomplish this, network marketing companies and their associates recruit individuals, just like other companies and franchises, have done for years."

As shown in figure 1, network marketing grows through recruiting people to be a part of the company and essentially become the "sales force" behind selling the company's products to its target market.

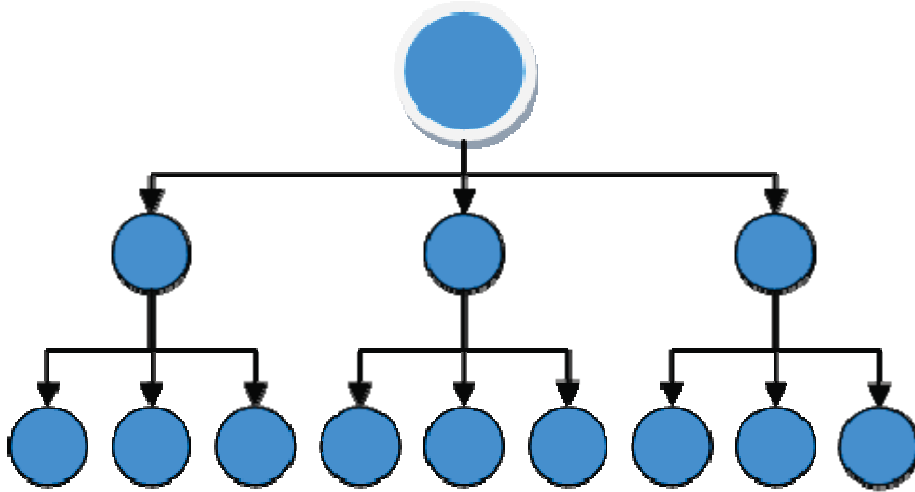


Figure 1. How Network Marketing Works

As the company's "sales force," recruits actively engage in direct selling. In its website, Direct Selling Association (2014) expands on the idea by pointing out that "direct selling is the sale of a consumer product or service, person-to-person, away from a fixed retail location, marketed through independent sales representatives who are sometimes also referred to as consultants, distributors or other titles. Accordingly, direct sellers are not employees of the company. They are independent contractors who market and sell the products or services of a company in return for a commission on those sales. Orders are usually placed in person or via the consultant's Web page. Sometimes the phone is used to place orders or reorders, but only about 12% of sales take place this way. Home shopping parties are the most widely recognized sales method, where friends, family or acquaintances get together for a few hours to learn about or sample a range of products or services. However, the majority (about 70%) of the direct



selling industry's sales actually occur using a one-to-one approach where one seller may present the products or services to a single consumer. Just about any product or service can be purchased through direct selling somewhere in the world. Many people think of cosmetics, wellness products and home décor as products that are often sold through direct sales, but add to that countless other product categories including kitchen products, jewelry, clothing, organic gardening supplies, spa products, scrapbooking supplies, rubber stamps and much, much more. Direct selling should not be confused with other types of sales that take place away from a fixed retail location such as magazine sales, home repair services, telemarketing, wholesaling, real estate sales, or "work-from-home" businesses such as envelope stuffing or product assembly.



Conceptual Framework

Figure 2 illustrates the paradigm of the research. The study assessed the recruiting and training practices of the network marketing distributors of the subject company as the basis for an improved recruitment and training program.

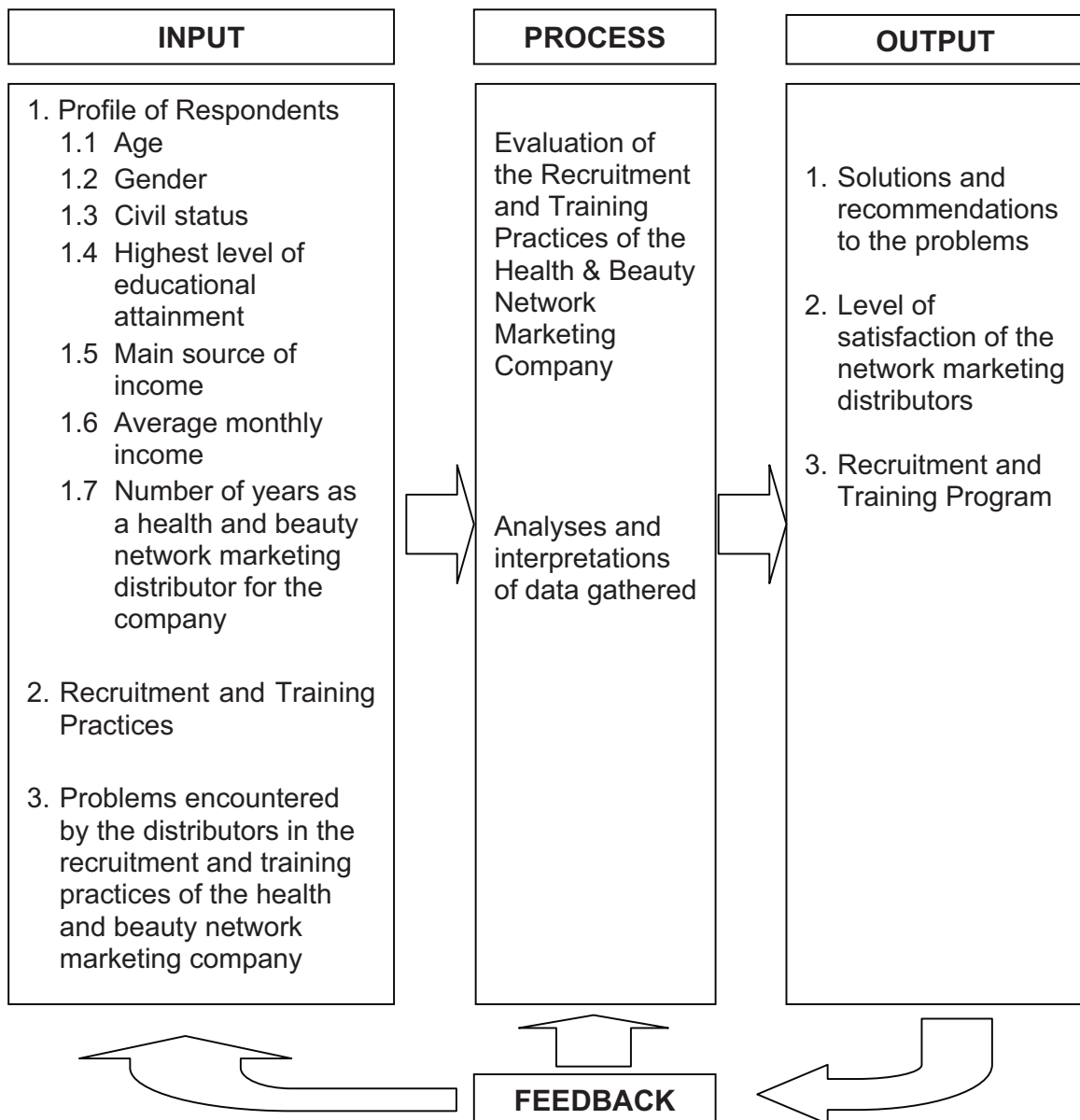


Figure 2. Research Paradigm



Statement of the Problem

This study was undertaken to evaluate the recruitment and training practices of a health and beauty network marketing company and the level of satisfaction of its distributors.

Specifically, this study aimed to answer the following sub-problems:

1. What is the profile of the respondents, in terms of the following variables:
 - 1.1. age;
 - 1.2. gender;
 - 1.3. civil status;
 - 1.4. highest level of educational attainment;
 - 1.5. main source of income;
 - 1.6. average monthly income; and
 - 1.7. number of years as a network marketing distributor?
2. How do the respondents evaluate the recruitment and training practices of the health and beauty network marketing company when they are grouped according to profile?
3. How do the respondents evaluate their level of satisfaction as health and beauty network marketing distributors when they are grouped according to profile?



4. Is there a significant difference in the respondents' evaluation of the recruitment and training practices of the health and beauty network marketing company, when they are grouped according to profile?
5. Is there a significant difference in the respondents' evaluation of their level of satisfaction as health and beauty network marketing distributors, when they are grouped according to profile?
6. What are the problems encountered by the respondents in the recruitment and training practices of the health and beauty network marketing company in terms of the ff areas:
 - 6.1. Pricing;
 - 6.2. Product Knowledge;
 - 6.3. Selling and Sales Promotion;
 - 6.4. Distribution Network;
 - 6.5. Customer Relationships;
 - 6.6. Recruiting Distributors; and
 - 6.7. Training?

Hypotheses

1. There is no significant difference in the respondents' evaluation of the recruitment and training practices of the health and beauty network marketing company when they are grouped according to profile.



2. There is no significant difference in the respondents' evaluation of their level of satisfaction as health and beauty network marketing distributors, when they are grouped according to profile.

Scope and Delimitations of the Study

The respondents of the study were 385 distributors from Singapore of the subject network marketing company who are actively engaged in the business' South Asia Pacific Region operations, covering Singapore, Thailand, Malaysia, Brunei, Philippines, Indonesia, Australia, New Zealand, and French Polynesia. Focusing on international distributors, the researcher successfully gathered the targeted minimum of 381 respondents from Singapore out of the 7,992 active executive distributors of the network marketing company in the regional operations based on its investors report during the third quarter of 2014. However, the majority of the respondents did not complete part 4 of the survey questionnaire, which covered problems encountered by the respondents.

An additional limitation initially thought of is how well the participants represent the typical network marketing participants. Further delimitation is that in order to obtain a more accurate response, the ideal situation would be to have respondents from different types of network marketing businesses. This would allow the stratification of the respondents by type of business. For instance, ideally, the respondents could be segregated by service vs. goods distribution, or by regions of the nation. The objective is to obtain responses that can be analyzed in



terms of specific areas, and, subsequently, it could be integrated in one analysis. If there were significant differences among businesses, then further research could be conducted to analyze such differences.

Significance of the Study

This study will improve the existing and limited body of knowledge related to the training and recruitment practices in the network marketing distribution channel.

The results of this research may prove beneficial to the following sectors:

The Management of the Subject Network Marketing Company. This study will enable management to look into possible venues of opportunities to improve the recruitment and training practices and policies of the organization and cascade the information down to the level of the distributors. In particular, the research results may shed light that could make a significant contribution to the development of better recruitment, training and working conditions for a network marketing company.

The Executive Distributors of the Subject Health and Beauty Network Marketing Company. This study will be able to significantly help the Executive Distributors of the company in improving their own recruitment and training practices and further boost their base as they work on expanding their network.

Potential Network Marketing Distributors. This study will be able to give those who are intending to join the network marketing business an overview of the



field and make a careful assessment of the industry's recruitment and training practices before deciding to do so.

Human Resource Management Practitioners. This study is expected to make an important contribution to the existing and limited body of knowledge related to the training and recruitment practices in the network marketing distribution channel. The economic reality of the network marketing distribution channel deserves a careful examination of the sales force turnover. The distributors' assessment may give an indication of their propensity to leave the network marketing business and this would help human resource management practitioners come up with programs that would prevent corporate attrition. A model based on the analysis of previous findings in the areas of recruiting, training of human resources, and job satisfaction could be developed.

Academicians and Research Enthusiasts. This study's efforts and findings may serve as a motivating element for further research on this topic, turnover on the network marketing system. This could substantially improve the development of this distribution channel. Perhaps academicians and researchers may be able to understand that this marketing structure represents a growing distribution channel, and despite its unique behavior, it deserves more attention. By implementing the suggestions of this research, practitioners could improve the general working conditions of the individuals involved in the network marketing distribution channel. These improvements may lead to the achievement of a more efficient operational system. This research may also serve as a catalyst agent for future research



efforts that concentrate on a single issue, such as recruiting in the network marketing distribution channel. Network marketing organizations may also take this research into consideration in implementing changes that will eventually improve their business operations. Most likely, these firms will be able to work together with independent practitioners and develop highly efficient recruitment, training, and compensating programs.

In summary, this study may make a significant contribution to all the key participants of this distribution system and also to the entire segment of the population engaged in this unique distribution channel. It intends to demonstrate the importance of applying sound recruiting and training practices in the network marketing distribution channel in order to reduce the turnover level among participants.

Definition of Terms

Several terms used throughout this document are operationally and conceptually defined in this section for clarity and transparency. Defining terms may also serve to communicate limitations in the term's use.

A level more formally known as the General Certificate of Education Advanced Level (GCE Advanced Level), is a school leaving qualification offered by educational bodies in the United Kingdom and the British Crown dependencies to students completing secondary or pre-university education. A number of countries, including Singapore and Mauritius have



developed qualifications with the same name as and a similar format to the British A Levels. A Levels are generally worked towards over two years and split into two parts, with one part studied in each year (Singapore Examinations and Assessment Board, 2014).

Customer Relationships refers to the way that a company or organization deals with its customers, and the relationship it has with them (Cambridge Dictionary, Undated).

Distributor in this study refers to the network marketing distributors of the subject health and beauty network marketing company. A distributor or sales agent has an upline and usually a downline of other distributors in the organization. Depending on the organization a MLM distributor might be called an agent, sales representative or a consultant (Brunelli, 2014).

Distribution network refers to an interrelated arrangement of people, storage facilities and transportation systems that moves goods and services from producers to consumers. A distribution network is the system a company uses to get products from the manufacturer to the retailer. A fast and reliable distribution network is essential to a successful business because customers must be able to get products and services when they want them (Investopedia, Undated).

Downline is a term used in multilevel marketing (MLM) to describe the sales representatives that another sales representative has recruited to the direct selling company. In an MLM, the recruiting sales representative receives



compensation based on her downline as well as own sales (Brunelli, 2014). The recruiter assumes the role of mentor and manager of that particular group. Each member of that downline is expected to develop his/her own downline by recruiting other individuals. Hence, the downline could develop into several levels or layers.

Evaluation, in this study, refers to the respondents' assessment of the effectiveness of the recruitment and training practices of the subject health and beauty network marketing company, their level of satisfaction as network marketing distributors, and the problems encountered in relation to the company's recruitment and training practices.

Health and Beauty Network Marketing Company in this study refers to the subject network marketing company which distributes products related to health and beauty, amongst others.

Multilevel marketing (MLM) is a combination of transactional and relationship marketing. It operates by stipulating compensation schemes (comprising commissions and bonuses) for products or services sold, as well as recruitment of agents (Bloch, 1996). It is often described as direct selling or network marketing (Nga&Soo, 2011). It is a business structure in which products are marketed directly to consumers (which is known is also as direct selling) by sales representatives (or distributors) whose compensation is based on their own product sales as well as the sales of



the distributors whom they recruited to the multilevel marketing company (Brunelli, 2014).

Network is a group of individuals that form an independent sales unit within the network marketing organization. The difference between the downline and the network is that the former is the group as seen by the upline (or manager), while the latter is the group as seen by any member of the group, whether it is the upline or downline.(Brunelli, 2014).

Network marketing is a method of marketing that utilizes independent representatives to reach potential customers that a company otherwise would not reach with traditional online or offline marketing methods (Burks, 2014).

Network marketing company in this study referred to the subject health and beauty network marketing company.

Pricing is based on fulfilling objectives such as covering the cost of sales and overhead, and in accordance with the four basic retail pricing strategies (Sandilands, 2014).

Product Knowledge is an understanding of a good or service that might include having acquired information about its application, function, features, use and support requirements. A business sales representative is an example of an individual that is typically expected to acquire considerable product knowledge about the goods and services that they are responsible for selling to consumers (Business dictionary, Undated).



Pyramid scheme is an illegal business structure in which recruitment of new members into the pyramid scheme is main avenue for compensation for participants. In a pyramid scheme, people recruit others to join an organization or business opportunity for an initial fee. They are then compensated--either solely or substantially--with a portion of these recruitment fees and the future earnings of their recruits (Brunelli, 2014).

Polytechnic Diploma refers to college level advanced full- and part-time courses, particularly the vocational courses, industrial arts and applied sciences, and in many fields at and below degree standard (thefreedictionary.com, 2014).

Recruitment is the process of finding candidates, reviewing applicant credentials, screening potential employees, and selecting employees for an organization. Effective recruitment results in an organization hiring employees who are skilled, experienced, and good fits with your corporate culture. (Heathfield, 2014) In this study, recruitment is the process of recruiting downlines.

Selling and sales promotion are the set of marketing activities undertaken to boost sales of the product or service (The Economic Times, Undated).

Secondary School is a school which provides secondary education, between the ages of 11 and 16 or 11 and 18, after primary school and before higher education (Secondary School, 2014).

Training as an organizational intervention may be defined as a well thought of set of activities aimed to facilitate learning of knowledge, attitude, and skills



among its people in the organization to improve their current job performance and contribute to the achievement of organizational goals (Edralin, 2004).

Upline is a term used in multilevel marketing (MLM) to describe the people who are above a person in the organization. This includes the person who recruited the sales representative; sometimes known as a sponsor, and those above the sponsor. Upline is the opposite of downline, which are an MLM sales representative's recruits. An MLM sales representative's upline receives compensation based on her sales as well as their own (Brunelli, 2014).



POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

Chapter 2

REVIEW OF RELATED LITERATURE AND STUDIES

Literature and studies relevant to the problem were reviewed by the researcher to substantiate the information and give a better view to the cited problems of the study. The literature and studies, both local and foreign, summarized and discussed below, deals with the recruitment and training practices in a network marketing company.

Peterson and Albaum (2007) explained direct selling at an operational level as a form of nonstore trading where all salespeople are practically non-salaried, self-sufficient as well as self-determining contractors whose compensation and rewards are absolutely generated from sales commissions and/or profit margins added to the discounted acquisition cost of the products/services sold. At a strategic level, on the other hand, direct selling is deemed as a way of doing business by skipping on the traditional distribution channels, such as wholesalers and retailers, but instead it promotes the practice of dealing with consumers directly. In another study conducted, the same authors argued that multilevel marketing (MLM) is one type of business practice that has widely created a negative image in the minds of many individuals and continues to be scrutinized by different government regulatory agencies all over the world. This form of doing business is commonly suspected as though illegal pyramid schemes of multilevel marketing companies which in turn lead people to associate the same companies



with unethical practices. In the same paper, the authors attempted to conduct an objective study where perspectives on multilevel marketing as inherently pyramid schemes and unethical were put to test. However, results and findings later on disputed the labels and concluded that multilevel marketing as a retail channel of distribution is neither inherently illegal nor unethical. The paper further attempted to present a positive view of multilevel marketing. The authors further explained that like most types of businesses, there really are some individual companies and distributors that go beyond the bounds of legality and ethicality. Therefore, to steer clear from misunderstandings, there is an imminent need to distinguish between a channel of distribution and the specific entities that fill in the channel so that gross mischaracterization could be avoided.

Foreign Literature

To deliver the most efficient and effective marketing outcome, marketers must ensure that the target segment receives the right messages. Based on behavioral and demographical data, the relevant attributes are studied with the help of descriptive analyses so that marketers can develop direct communication methods based on multifarious factors. An inventory or register of perspectives is created, after which the company executes a range of brand communications, through different channels, for potential customers. In order to ensure that the individual customers will benefit from the most convenient method to build up a relationship, a variety of channels are made available (Gonzalez et.al., 2014).



Relationship Management

Khan (2014) imposes that 'Relationship marketing' (RM) is the newest school of marketing thought. The developing interest and popularity of RM is visible from the number of conferences held on the topic, the number of articles published in journals and the number of business schools offering courses on the subject (Ramkumar&Saravanan, 2007). Relationship marketing has the capacity to increase customer retention by building long-term relationships through highly effective marketing techniques (Wang & Head, 2005). It refers to marketing activities directed toward creating, developing, and maintaining successful relational exchanges (Marshall 2010). According to Kuusik (2007) the globalization of competition, saturation of markets, and advancements in information technology have enhanced customer awareness where long-term success achieved through building their success on a long-term customer relationship.

Hui, K. C. (2006) opined that RM emerged to challenge traditional marketing theories since the early 1990s. Advocates of relationship marketing argued that the positivist nature of marketing based on microeconomic models ignored the factor of relationship in the marketing process and its strategic implications in human interactions in the exchange process.

Cosic&Djuric (2010) expressed that RM represents the paradigm of changes taking place in marketing practice with regards to moving the focus from transactions to the focus on relationships. The Relationship approach emphasizes relationship continuity, to be developed between the organization and its



consumers, with consumer services and quality as its main focus. Relationship marketing assumes market as abstract category in the surrounding where consumers are just numbers which need to be processed one by one. Relationship marketing is also developing relationships with distributors, suppliers, public institutions, individuals etc.

For years, multilevel marketers have banked on their people relations skills as the key component for smoother business dealings. Multilevel marketing strategy largely relies on the ability of the networks' members to increase their downline members through word of mouth referrals and building relationships thereafter. Radu (2013) suggests that this strategy employs the existing connections among people as channels for directing the message. Accordingly, the process is divided into five stages:

- 1. Identifying the individuals from the customer base who are able to influence others. They will be responsible for initiating the awareness process. Most companies do not own information regarding the people included in their database or their ability to influence others. The existing customers are important not only for the prior purchases but also due to their connections.*
- 2. Identifying the mechanisms that encourage customers to use their influence within their network of acquaintances. In general, there are two reasons that can indicate an existing contact. The first is the close relationship with the company. Customers who are impressed with the promotional offers can rapidly inform their acquaintances. The second refers to the financial benefits.*



- With each new customer attracted by the process, the influencer will receive tangible advantages, such as a price reduction on a new purchased product or a gift. Naturally, the higher the reward, the bigger the participant's effort.*
- 3. Identifying the mechanisms that help the group to reach other segments, which, on their turn, will influence other people, in an endless cycle. The strength of the program resides in the fact that the process does not stop at the first level of customers from the company's database. This level is constantly extended, based on the fact that references may influence contact groups.*
 - 4. Creating the communication network by means of an appropriate message, developing the instruments that facilitate the indication of new individuals. The personal communication regarding the reward and the program can be accomplished by direct emailing, marketing emails or telemarketing. For example, an email that encourages the reader to indicate the email address of other possibly interested persons or, on a website, a price reduction that can be offered for providing the email address of other persons.*
 - 5. Analyzing the result and refining future actions. It is essential to stock the information regarding the program in a data base:*
 - ✓ Which persons submitted the highest number of notifications?*
 - ✓ Which notifications generated new customers?*
 - ✓ Which is the average response time?*
 - ✓ What level did the program attained?*



✓ *Which is the relationship tree among participants?*

All the gathered information must be then analyzed and, according to the results, the members base must be upgraded and completed with behavioral information, highlighting the best influencers, their group of acquaintances and their way of responding to invites. For example, The network marketing distribution channel is all about people who are interested to earn a certain percent from sales and from their downlines' sales. With multilevel marketing distribution channels multiple transactions are conducted through a network of people and their volume increases progressively. When purchases are then made the credit will be automatically available in the network marketing company's website.

Ethical and Legal Issues

However, with ethical and legal issues continually hounding multilevel marketing activities, this type of strategy is not as easy given that one has to have years of experience and business presence in order to recruit members. Koehn () elaborated on MLMs as typical activities that recruit people by promising them "immediate and unlimited rewards" and "financial freedom" (Equinox International, posted as of 1999) and "geometric growth" (Barrett, posted as of 1999). Prospects are encouraged to dream and envision themselves earning millions of dollars, living in large houses, driving expensive cars. Indeed, MLMs circulate tales of people who have been wildly successful using their techniques. Success is measured in purely material terms. These "success stories" may not be good



parents or citizens, but they do drive luxury cars and wear costly clothing. Most MLMs do not invite people to reflect upon their desires or upon what makes for a genuinely good and satisfying life. Instead, the message is one of pure greed – dream of obtaining whatever you would like and then go for it using their system.

Muncy (2004) deeply reflected on how multilevel marketing could be translated to marketing protégées in one of his papers. According to the author, since marketing educators are seen by their students as experts, when their students have a question regarding a marketing issue, they often turn to their professors for answers. A common question they ask for advice on is multilevel marketing and the “business opportunity” someone has just shown them. They could be asking about anything from an illegal pyramid scheme that is about to be shut down by regulators to a legitimate and highly respected company with great products and millions of loyal customers. Further, the author imposes that all marketing educators need to be able to give students advice that will help them avoid unethical and/or illegal business activities. However, as has been pointed out by Vander, Nat and Keep (2002), some of these unethical/illegal marketing scams have many of the same characteristics as legitimate multilevel marketing organizations. Things are not black and white and it can be a challenge for regulators to deal with companies that operate in the gray area. Even if a company fulfills its legal obligations, that does not mean all its practices are ethically correct, as legal does not necessarily mean ethical. There are practices that occur within multilevel marketing that, while not being technically illegal, may be ethically



questionable. Also, most of those involved in recruiting representatives for multilevel marketing are independent contractors and not employees (Vander, Nat and Keep, 2002). Even though a multilevel marketing organization itself may not be illegal or unethical, a particular recruiter may engage in unethical or illegal practices that are not acceptable by the standards of the company they represent. It is then appropriate for marketing educators to be able to give their students fair, educated guidelines capable of differentiating legitimate marketing opportunities from ones that are not.

Legitimate multilevel marketing companies compensate their salespeople for selling products or services to ultimate consumers and not for simply recruiting people. This is the primary distinction between a legitimate direct selling opportunity and an illegal pyramid scheme.

In a pyramid scheme, representatives are paid for recruiting, not for selling products or services. *For example, say I am recruited into a plan where every recruit pays a fee to get involved and that fee is used to pay people for recruiting. I may join a company for \$200. Everyone I recruit must also pay \$200. Let us say I get paid \$50 down to three levels for each recruit. That means I get paid \$50 for everyone I recruit (first level), \$50 for everyone they recruit (second level), and \$50 for everyone that people on my second level recruits (third level). The company takes \$150 of the \$200, pays the three levels of recruiting, and then keeps \$50 for running the scheme. Notice that no products are being moved. People are just making money for recruiting. This is illegal and any operation such as this must*



absolutely be avoided. As soon as it is discovered by the appropriate regulating officials, it will be shut down. Let us contrast the above with a legitimate marketing opportunity. In the best case scenario, there would be no incentive whatsoever for simply signing someone up. Money should only be made from actually moving products once the person becomes involved. So, for example, say a person who signs up must pay \$100. For that \$100, the person gets some literature and product sample. In the cleanest case, neither this person's sponsor nor anyone in this person's line-of-sponsorship will receive any compensation on this \$100 sale. It is only when the person takes the marketing tools and uses them to move products that anyone gets compensated. That is the cleanest example. No money is made whatsoever when people are signed up. Money is made only when the person moves products.

In the world of multilevel marketing, things are not always that clean. The previous examples are actually the two anchor points on a continuum from the clear pyramid scheme (first example) to a marketing opportunity that is clearly not a pyramid scheme (second example). Many unethical (and perhaps illegal) pyramid schemes are not as bad as the first example, and many legitimate and even highly respected marketing opportunities are not as clean as the second example. There is a lot of gray area between these two extremes. The gray area is there because of inventory (for a discussion of inventory issues in multilevel marketing, see Croft, Cutts, and Mould 2000). To be an effective representative for many direct selling companies, a person must carry inventory. In theory, this



inventory will eventually be sold to customers. However, it must be purchased before it can be sold. The person's line of sponsorship legitimately deserves to be compensated for this inventory moving through the organization. It is difficult for a direct selling company to compensate independent salespeople when the inventory is sold to customers rather than when it is purchased for inventory. The only feasible time to compensate the sales representatives is when they purchase the inventory from the company. It is easy to see how this can create a problem. A firm may only require a small fee for a representative to get started but the person is sold a huge quantity of inventory. Firms can slip into ethical problems where more money is being made from the inventories being sold to new recruits than is being made from legitimate sales to bona fide customers. In the direct selling industry, there are terms that are used for this unethical practice. It is called either "inventory-loading" or "front-loading." It must be noted that it may not even be the direct selling firm itself that is guilty of front-loading. It may be the people who are recruiting new representatives who are padding their pockets by encouraging these new recruits to purchase excess, unneeded inventory. However, legitimate firms do have policies in place to prevent front-loading. Two of the key policies that Amway had in force that seemed to have swayed the review that Amway was a legitimate business practice were their buyback policy and their inventory sales policy. In particular, Amway had a policy that it would buy back unsold inventory. It also required that 70% of the inventory a distributor purchased in any given month must be sold in the month it was purchased. Thus, sponsors could not make



money by loading up their distributors with inventory and distributors would not be stuck with a lot of unsold inventory. Most legitimate opportunities have policies that combat front-loading. Legitimate multilevel marketing firms have a buyback policy that is enforced. In the Direct Selling Association's Code of Ethics, member companies are required to repurchase, on commercially reasonable terms, inventory of independent salespeople when the relationship is terminated. The avoidance of front-loading is a legal responsibility as well as the ethical thing to do.

Recruitment

With a lot of multilevel marketing companies currently operating in the global market, De Cenzo and Robbins' (2010, as cited in Salvador, et.al., 2010) emphasis on the relevance of widening the definition of the industry's labor market holds true. The introduction of having a global mindset in terms of recruitment specially in network marketing would be of great advantage to those who are playing in the industry by not limiting their choices. With geographically unbounded recruitment process and perspectives, the potentials of convincing highly productive people to join the ranks is likely rewarding. By taking advantage of all the available recruiting sources as enumerated and explained by Salvador, et.al. (2010), any type of organization whose goal is to expand its network would highly benefit from it. As itemized by the authors, Salvador, et.al. (2010) identified the following recruiting sources as effective ways to attract human resources:



- a. Internal Searching – where organizations attempt to develop their own employees to move up the ranks;
- b. Employee Referrals and Recommendations – where current employees’ recommendations are deemed as worthy of trust and confidence given that the involved employees’ reputation are on the line;
- c. External Searching - where organizations open up their recruitment and hiring process to external potential candidates who are fit for the position;
- d. Advertisements – where organizations make an effort to reach out to the public and make the target labor market aware of the job opening in the organization;
- e. Employment Agencies – three forms have been considered: public or government agencies, private employment agencies, and management consulting firms. Through this method of HR sourcing, organizations tap the help of any of the three professional organizations mentioned, with consideration of the type of clientele they serve.
- f. Schools, Colleges, and Universities – where organizations take advantage of some educational institutions’ pool of graduates or graduating students who are strong prospective employees;
- g. Professional Organizations – where networking through professional organizations serve as a venue for member organizations to meet and greet other members. In the process of socialization, prospective employees arise;



- h. Unsolicited applicants – where organizations unexpectedly receive job applications from the public depending on the economy, organization’s image, and the job seeker’s insights about the jobs available in the company. This method is deemed as a good form of keeping a repository of select potential applicants.
- i. Online recruitment – where the availability of internet, social networking sites, jobs and careers sites, make it easier for organizations to collect a pile of prospective employees through the use of such media;
- j. Recruitment Alternatives – such as temporary help services, employee leasing, and independent contracting – where organizations take advantage of project-based hiring through any of the cited alternatives.

After successfully recruiting new hires in the organization, together with the existing employees, the role of the top management is to create a corporate culture where vital principles of learning are applied in designing and implementing training and development programs to enhance organizational effectiveness. As cited by Salvador, et.al. (2010), motivation plays a great role in fueling employees to be passionate about what they do. With the same passion, organizations must take the lead and clarify goals to be set for achievement. Chatterjee (2009) explains three significant implications of goal setting with regard to employee motivation, such as:

- a. *The objectives of the training program should be made clear at the outset;*



- b. Goals should be challenging and difficult enough for trainees to derive personal satisfaction from achieving them; but not so difficult that they are perceived as impossible to reach; and,*
- c. Ultimate goals should be supplemented with sub goals which would act as mileposts along the way.*

In the same way, the art of practicing enables employees to become better at what they do, which notably contributes to organizational effectiveness. Blended with the principles of reinforcement by praising employees for their effectiveness or achievements; while, at the same time, informing them of their progress in the training process through feedbacks, employees are able to understand better what they underwent with. Once this kind of scenario happens, the principle of transfer of training, which is about the application of his/her learning to his/her actual work role, is easily achievable.

Training

Salvador, et.al. (2010), emphasize that for effective learning to be facilitated, the following training methods should be applied through lectures, on-the-job training, vestibule training, apprentice training or off-the-job training:

- a. motivate the trainee to improve his performance*
- b. clearly illustrate desired skills*
- c. provide for active participation by the trainee*
- d. provide an opportunity to practice*



- e. provide timely feedback on the trainee's performance*
- f. provide some means of reinforcement while the trainee learns*
- g. be structured from simple to complex tasks*
- h. be adaptable to specific problems*
- i. encourage positive transfer from training to the job*

After training, one critical phase that everyone must undergo is the evaluation process of the training program. In this phase, the quality of training is tested by evaluating whether the activities were truly able to create value to the organization. As explained in Salvador, et.al.'s (2010) book, *evaluation helps management to weigh up and take a view on the following questions:*

- a. How relevant are the programs to the organization's needs and objectives?*
- b. What changes are necessary in the existing programs in order to realign them to the organizational goals?*
- c. Which are the areas where training is of real and lasting value?*
- d. What are the opportunity costs? Could money have been better spent on any other activity that would have yielded better results in terms of organizational effectiveness?*
- e. Is the investment in terms of time and money inadequate or too much? How can an optimum standard be evolved?*

Hence, to find out, training programs ought to be evaluated according to its objectives. Broadly, three types of criteria in evaluation include:



- a. *Internal criteria refers directly to the program content and in particular to the absorption by the trainers of instructions, guidelines, facts, imparted skills and techniques, etc., included as inputs in the program.*
- b. *External criteria are concerned with the broad, overall objectives of the training package such as development of interpersonal equations, acquiring of new perspectives becoming more decision-oriented, cultivating greater self-awareness, changing of personal management styles, going through attitudinal transformations, etc. - all this leading to externally observable results such as increased sales turnover, greater market penetration, higher production outputs or lower administrative costs.*
- c. *Participant reaction means the feelings of trainees who have gone through the training program and their views about the benefits and drawbacks of that program.*

Foreign Studies

Multilevel Marketing (MLM) / Network Marketing

Given the challenges and negative image created by bad experiences encountered by those who have been intentionally defrauded by the supposed “network marketing firms” they previously participated in or by those that have always been pessimistic about the concept of multilevel marketing, recruitment has been a tough job for people who are already in the system. Kiaw and de Run



(2007) explain that there is an intensive effort to give MLM credibility and dignity. The people involved in MLM are depicted as a new and exciting breed of people (Poe, 1999). The MLM industry sells an idea that appeals across the board to many, that one is in a business (King and Robinson, 2000). The normal rhetoric includes “You have personal independence, benefit personally but have a downline that works for you and with you” or “You are indeed in business for yourself, but not by yourself.” Distributors believe that the down line that they build is their pipeline that will pump the money, 24 hours a day, 12 months a year, year after year whether they continue to work or not (Hedges, 2001). MLM distributors are hooked on the prospect of “working from home, wearing the most comfortable clothes in their (your) closet, taking a break whenever they want to and still earning a substantial income in a now respectable profession” (King and Robinson, 2000).

In another study, Košnarová (2013) explains that there are plenty of companies producing and distributing products for very different people’s needs. Firms and companies must invest huge sums of money into means of massive promotion so that people discover a new product was launched. Therefore, it is natural that some firms look for different ways to spread information about new products without high promotion expenses. Particularly multilevel marketing characteristically uses tools of marketing communication such as direct or personal sales, and these tools significantly saves expenses for spreading brand and product awareness (Kim, et.al, 2006). Fujii and Taji (2005) describe multilevel marketing as a sort of business that has a unique system. All members who are



also customers present products to acquaintances and recruit them into the business network. They also highlight that the organizations dispose of social community character and structure geared towards outward openness. According to Olar and Minculete (2010) the term of multilevel marketing describes a marketing structure used by some companies as part of their overall marketing strategy. The structure is designed to create a marketing and sales force by compensating promoters for sales and for creating a down line of distributors and hierarchy of multiple levels of compensation in the form of a pyramid. They also emphasize the importance of word of mouth communication as a basic part and main tool of MLM.

Hwee and Mun (2011) define MLM as a combination of transactional and relationship marketing. Transactional marketing attempts to make the sale and find new customers, while relationship marketing aims at establishing a client relationship from the beginning to satisfy and retain existing customers (Mosad and Philipson, 2007). It means that MLM operates by stipulating compensation schemes for products or services sold to customers (transactional marketing), as well as the recruitment of agents and creating long relation with them (relationship marketing). MLM companies create an organizational structure in two parts - employees (administration, production) and distributors (creating business network). Since this study is concerned mostly with distributors, the researcher have focused on them as the key subject of study since they have the option to build up their own network according to rules set in advance based on the



organizational structure. As further discussed by Košnarová (2013), the organization gives its distributors the opportunity to become managers on the basis of their executed work and achieved goals (sales and the expansion of the network). Activities of the manager include all basic managerial functions. When the manager intends to expand their distribution network they start their activity with the selection of workers. It is based on making a list of all contacts of the manager followed up by addressing these contacts. The method used to recruit new workers in the MLM organization is represented by active direct addressing of a concrete potential applicant from the external environment of the organization. The job offer to the prospective distributor is always made via direct personal contact and this is also the first point when the manager motivates the potential applicant for the job offer. If the addressed person shows no interest the relationship is terminated. Otherwise the prospective applicant becomes a new distributor and begins to execute his or her working activity (sales and the expansion of the network). The function of organizing is represented in the MLM organization at the level of the organization itself as well as at the level of distributors. At the level of the organization itself it is clear that the structure corresponds to the line-staff structure. That is, there is the top management, the staff only with advisory authority are subordinate to the top management and communicate information to managers at the level below (distributors). According to theory the objective of organizing is to define mutual relationships and functions, which corresponds to the function which organizing serves in the MLM



organization. However, a specific feature of the MLM distribution structure is that it keeps changing. As cooperation with a new distributor is started (expansion) or when such cooperation is terminated (reduction) the structure is modified accordingly. The fact that the number of units in the organization is not determined is not an obstacle but rather the basis of the organization.

The economic results and the dynamics of the goods and services distribution through multilevel marketing are determined by a set of economic, technological and even social factors. The economic – financial analysis is sometimes considered by the specialized literature as being limited, and because of that we think it is necessary that the diagnostic analysis should be completed with the evaluation of the stability of the management system of companies specialized in this kind of sales. Sales through multilevel marketing are one of the most dynamic and fast distribution methods in the world; it represents an opportunity for future development of businesses and for increasing living standards (Isac and Isac, 2011).

Uplines and Downlines

At a glance, the recruiting system which is the very hub of multilevel marketing activities appears straightforward, but it increasingly becomes more complex as the ensuing network is expanded both upwards and sideways. This is because of the multiplicity of roles assumed by an individual, much as in situations examined by Paine (2001) in the East Arctic where a single person is sometimes compelled to play the roles of patron, broker and client to various



contemporaneous audiences in the transactional processes of protecting his/her own interests. The system of recruitment usually referred to in the industry as “sponsoring” is one in which a prospect is invited and signed on by an existing independent business owner. The sponsor becomes the “upline” (patron) while the recruitee becomes the “downline” (client). The upline takes on the patronage role of “mentor” and “trainer” for the downline until the latter “learns the system” and becomes skilled in the requirements and practices of the organization. To become adept, the downline is expected to listen and adhere to directions, be accessible to the upline and to attend regular independent business owner meetings organized by the main licensed independent business owner for those operating with his/her franchise. After learning the ropes, the new downline in turn tries to sponsor and then train new recruits, thus additionally performing the role of broker sandwiched between the role of downline and upline. In fact, the basic focus of training is to help new intakes see the need to vigorously recruit new agents and to sell both the product and business plan to their family members, friends, neighbors and strangers - in that order. Recruiting strategies for each type of relationship are taught and role plays are carried out to ensure full mastery of the techniques (I attended three such sessions). Thus, a complex network of relationships and interdependencies is created such that an upline may not even have personal contact with all the downlines that feed his/her income chain. As noted by Ward (2003), recruiting new members is indeed the key prerequisite for “growing” business income. Multilevel marketing in practice thrives on the replicating process



of recruiting and training, with selling feebly sandwiched in between - when in principle, selling should have been its main focus with recruiting and training as secondary activities. The switch in emphasis is based on the supposition that successful process replication, achieved through training and mentoring, yields higher leveraging effect and more income for the mentors. This is because compensation is based on sales volume of not only an individual, but of all those traceable to that individual. It thus follows that the efforts of a large army of people selling small quantities will result in larger aggregate sales volume and earnings for the unit leader who would have been unable to achieve that volume if working alone and merely selling. With this method, less individual sales-work is done but with more yield.

Local Studies

Work Satisfaction

Alimario (2011) cited a study conducted by Accenture, where more than 3,400 professionals in 29 countries were surveyed. The study found that although less than half of the respondents, 43% women and 42% men, were satisfied with their current jobs, 70% plan to stay on with the companies. The findings for the Philippines showed that the Filipino work force was looking for higher compensation, more benefits and better work-life balance. This tells us that employers should focus on these three key employee retention and engagement factors. Furthermore, despite low job satisfaction, 65% of the Filipino work force



wanted to increase their knowledge and develop their skill sets. Globally, the top reasons for dissatisfaction were being underpaid, a lack of growth opportunity and career advancement and the feeling of being trapped.

Human Resource Management

In an HR (Human Resource) Summit held last 2010 at Crown Hotel in Ortigas, Pasig, Philippines, the most recent buzzing topics on human resource management and recruitment were discussed. In the summit, the issues relative to talent acquisition, management and retention, and some of the best practices in recruitment processes were shared with by the key speakers. In a talk by Hernandez (2010), the speaker highlighted the relevance of properly appropriating financial arrangements. The talk has also touched on the concern regarding defining the brand image where the need to clearly express the message about what the company is all about and what products it offers to its customers and prospective customers are highly relevant. Every organization must accentuate its value proposition, strategic focus, and vision and mission. As part of fostering a culture of inclusivity, Hernandez underscored top management's visibility and accessibility to the rest of the members in the organization in making them feel welcomed and accepted as part of the organization. In sum, the sharing focused more on the weight of an organizational culture's effect to the degree of potential talents as well as current talents' willingness to be a part of the organization (Aguilar, 2010).



In line with the principles and processes of recruitment in a network marketing company, Montenegro (2010) emphasized on the accountability of recruitment by not having it just rest on the shoulders of the human resources department staffs but by every line manager and department heads of any organizational type. While this is so, the task of HR is to equip its officers with the right tools necessary to come up with programs and assessments that would enable them to carry out appropriate recruitment processes. The stress of Montenegro's (2010) talk is directed to the every employee's function as an ambassador for the organization in bringing about the good image of the firm he/she is in.

Organizational Culture

With the organizational culture as a key in inviting more people to join in the ranks, the topics on developing organizational values that are proven by literature to be admired by most is worth looking at. Robles (2010) suggests that it is important to identify what is most valuable to employees and prospective employees with regard to their lives and work. By understanding employees' behavior and attitude and helping them have a work setting that is in harmony with their views, it is sure enough that the organization will have happy and lighthearted employees.



Emotional Intelligence Quotient

To be able to convince more recruits to join in the organization, Rebutillo (2010) highlighted the fact that emotional intelligence quotient (EQ) or employees who recruit for the company plays a great role in communicating the kind of working environment he/she works in. Taking a pride in what one is doing and making it obvious to outsiders of the organization creates huge impact in the recruitment process as potential employees are convinced to share their talents to the firm. In essence, the behavior of the recruiter, matters a lot in adding value to the task of acquiring and retaining talents.

Network Marketing Company Challenges

Given the challenges in recruiting for network marketing companies with the kind of bad histories experienced by other companies, the likelihood of failing in the recruitment process is high. But, despite this, it is also important that current employees or, in the case of network marketing companies, distributors should be diligent in finding the right people who to tap and invite to join in the business. New recruits should be those deemed worthy of being invited and are viewed to have the potential to help in making the business successful. Within the spectrum of the hiring process, the selection of the right people is just one of the key processes that have to be looked at. After then, maintaining and retaining the employees for them to last longer in helping the organization achieve its vision and mission would be another important area to consider.



Synthesis

As discussed, sales through multilevel marketing are one of the most dynamic and fast distribution methods in the world; it represents an opportunity for future development of businesses and for increasing living standards (Isac and Isac, 2011). Studies suggest that multilevel marketing in practice thrives on the replicating process of recruiting and training, with selling feebly sandwiched in between - when in principle, selling should have been its main focus with recruiting and training as secondary activities. Hence, it follows that the efforts of a large army of people selling small quantities will result in larger aggregate sales volume and earnings for the unit leader who would have been unable to achieve that volume if working alone and merely selling. Therefore, to survive the competition, it is given that very good and sound recruitment and training practices must be applied by companies heavily engaged in network marketing distributorship.

Along the discussions, one very important consideration would be to mold a better corporate image through instilling a culture that anybody would aspire to be a part of. With a kind of culture that is admirable for people to join in, the issues hounding the ethicality of MLM businesses could all be leveled off.



Chapter 3

RESEARCH METHODOLOGY

This chapter discusses the design and procedures carried out for this specific endeavor. It outlines the research methodology used in the process of collecting data, analyzing the results and interpreting it in order to answer the problems of the study that the researcher sought to understand further. The discussion centers on the following: research method, population, sample size, and sampling technique, research instrument, data gathering procedures, and statistical treatment of data.

Research Method

The researcher employed the descriptive method of research in order to comprehensively analyze the problems as it delved to collect significant information about the impact of the recruiting and training practices on the satisfaction levels of on the subject company's network marketing distributors. Through the survey questionnaire, the researcher used the data collected in describing, documenting, analyzing and interpreting the results to validate the hypotheses.

Salvador, et.al, (2008) explained that descriptive research is used when the purpose of the study is to provide methodical description that is as factual and as accurate as possible. It provides the number of times something occurs, or



frequency, lends itself to statistical calculations such as determining the average number of occurrences or central tendencies.

Descriptive research is also used to acquire information regarding the current status of the observable fact or dealings to describe “what exists” with regard to variables or conditions in a situation (Key, 1997). This type of research helps provide the data with reference to the population being studied but could not be used to describe the “who, what, when, where and how” of circumstances. It is intended to gather information about the current conditions needed in this study.

Population, Sample Size and Sampling Technique

The population for this study centers on the executive distributors of the subject health and beauty network marketing company. Three hundred and eighty-five (385) distributors of the subject health and beauty network marketing company who are actively engaged in the business’ South Asia Pacific Region operations, covering Singapore, Thailand, Malaysia, Brunei, Philippines, Indonesia, Australia, New Zealand, and French Polynesia participated as respondents of the study. The respondents were selected using a simple random sampling. Through the help and endorsements of the uplines of the researcher in the subject health and beauty network marketing company, a link to the online survey questionnaire prepared for this research purpose was broadcasted through emailing and online instant messaging. The researcher successfully gathered the initially targeted minimum of 381 respondents out of the 7,992 active executive distributors of the



health and beauty network marketing company in the regional operations based on its investors report during the third quarter of 2014. It should be noted that majority of the respondents did not complete the fourth part of the survey, which covers questions on the problems encountered by the respondents.

Description of Respondents

In this study, the respondents are the distributors of the subject health and beauty network marketing company who are actively engaged in the business' South Asia Pacific Region operations, covering Singapore, Thailand, Malaysia, Brunei, Philippines Indonesia, Australia, New Zealand, and French Polynesia.

Table 1

Frequency and Percentage Distribution of the Respondents
According to Their Source of Interest in
Becoming a Network Marketing Distributor

Source of Interest in Becoming a Network Marketing Distributor	Frequency	Percentage
A friend or relative talked to me about this business opportunity	231	60.00
A co-worker explained this business opportunity to me	16	4.16
A friend, relative or co-worker introduced me to his/her up line who talked to me about this business opportunity	97	25.19
Others	41	10.65
Total	385	100.00



Table 1 shows the frequency and percentage distribution of the respondents according to the source of their interest in becoming a Network Marketing Distributor in the subject health and beauty network marketing company.

It shows that 231 respondents comprising 60.00% got interested because of a friend or relative who introduced this business opportunity to them. Further, 97 respondents, comprising 25.19% were introduced by a friend, relative or co-worker to his or her upline who talked to them about the business opportunity in network marketing.

Forty-one (41) respondents (10.65%) said other reasons got them interested while 16 respondents or 4.16% said a co-worker explained this business opportunity to them.

Table 2

Frequency and Percentage Distribution of the Respondents According to the Way of Introduction to Network Marketing Business

If contacted by a person, how were you initially introduced to the business?	Frequency	Percentage
By telephone	82	21.30
By email	6	1.56
In person	270	70.13
Others	27	7.01
Total	385	100.00

Table 2 shows the frequency and percentage distribution of the respondents according to how they were initially introduced to the network marketing business and in becoming a Network Marketing Distributor.



Two hundred and seventy (270) respondents comprising 70.13% were approached in person, followed by 82 respondents who were introduced by telephone, comprise 21.30%. Six respondents which comprise 1.56% on the other hand were approached by email. The remaining 27 respondents which comprise 7.01% were introduced to the business through varying strategies.

Table 3

Frequency and Percentage Distribution of the Respondents
According to Their Participation in the Network Marketing Program

Did you sign up and participate in the network marketing program?	Frequency	Percentage
Yes	174	45.19
No	211	54.81
Total	385	100.00

Table 3 shows the frequency and percentage distribution of respondents when grouped according to their participation in the Network Marketing Program before attending a business opportunity meeting or group presentation. More than half of the respondents, comprising of 54.81% and a frequency of 211 did not participate in the network marketing program while 45.19% and a frequency of 174 participated in the network marketing program before attending a business opportunity meeting or group presentation.

**Table 4**

Frequency and Percentage Distribution of the Respondents
According to Their Reasons in Becoming a Network Marketing Distributor

What was your reason in becoming a network marketing distributor?	Frequency	Percentage
The amount of money that you could make (financial independence)	181	47.01
The relatively easy way of making money	13	3.38
The flexibility of the working hours	35	9.09
The testimony of other successful distributors	120	31.17
Others	36	9.35
Total	385	100.00

Table 4 shows the frequency and percentage distribution of the respondents according to their reason in becoming a network marketing distributor. 47.01% or a frequency of 181 respondents became network marketing distributors mainly because of the amount of money that they could make. 120 respondents, which comprise 31.17% were encouraged because of the testimony of other successful distributors. The flexibility of working hours on the other hand was considered by 35 respondents which comprise 9.09% when they decided to be network marketing distributors. Furthermore, network marketing business as a relatively easy way of making money made 3.38%, or 13 respondents interested in the network marketing business. 36 respondents which comprise 9.35% had other reasons in becoming a network marketing distributor.

**Table 5**

Frequency and Rank Distribution of Training Programs
Attended by the Respondents

Which of the following training have you attended	Frequency	Rank
Product Training	305	3
Regional Convention	300	4
Team Training	331	2
Monthly Executive Meetings	250	5
Star College	352	1

Table 5 reveals the frequency and rank distribution of the training programs attended by the respondents. It is shown that the most attended training by the respondents was the Star College with a frequency of 352, followed by team training with of 331. Furthermore, Product Training ranked third, with a frequency of 305. The Regional Convention, ranked fourth, with a frequency of 300.

Monthly Executive Meetings, on the other hand, ranked the lowest with 250 respondents in attendance.

Research Instrument

The survey instrument used in the study was patterned on the survey used in Delgado's (2000) dissertation, with the researcher revising some of the items to suit the present study. Additionally, the research instrument included an open-ended question to collect information not captured by the closed-ended questions.



The survey questionnaire consisted predominantly of 7–point Likert–type scale questions. Likert-type scale questions were selected due to proven, extensive use in research (Cooper & Schindler, 2006). Initial questions captured key demographic information about the participant, qualifying the respondent as an active executive distributor of the subject health and beauty network marketing company.

The survey questionnaire has four parts. The first part consisted of questions on the respondents' profile, followed by the recruitment and training practices of the subject health and beauty network marketing company. Closed-ended, likert-type scale questions were asked in the third part of the instrument to measure the respondents' evaluation of the recruitment and training practices of the subject health and beauty network marketing company and their level of satisfaction as distributors. The last part consisted of open-ended questions regarding the problems encountered by the respondents in terms of the recruitment and training practices of the subject company. As presented in Chapter 2, the literature review presented a wide range of studies that directly or indirectly identified collaboration effectiveness metrics, yet none of the prior studies used a comprehensive list of such metrics. In a similar fashion, researched effectiveness attributes of dedicated coordination functions were incorporated into the survey instrument's roster of questions.



The questionnaire was initially presented to the researcher's adviser and evaluators for their comments, suggestions, review and evaluation. Their suggestions and comments were incorporated into the final questionnaire. To determine the validity and applicability of the instrument the researcher conducted a dry-run which was evaluated by experts. Results were not included in the scope or area covered in the study.

Data-Gathering Procedure

Given that self-disclosure is at the core of this study, personal surveys have a propensity to support the sharing of such information (Hanna et al., 2005). Since the participants were all decision-makers within their respective organizations, it was important to make the research process time efficient, thus further supporting the probability of survey completion and data capture (Strickland et al., 2003).

When the survey collection process was completed, the data was imported to *SPSS for Windows 20.0* statistical software package for statistical analysis.

Likert-type scale responses provided appropriate metrics of participants' perceptions of inter-organizational collaboration effectiveness (Creswell, 2005). The survey factors were developed and grounded from an extensive literature review as shown in Chapter 2. Likert-type scale responses provided participants' evaluation of the recruitment and training practices and their level of satisfaction as network marketing distributors.



Statistical Treatment of Data

This study adopted descriptive and inferential statistics in analyzing the data gathered in order to achieve its research objectives.

As to descriptive statistics, frequency and percentage distribution were used to measure and describe the profile of the respondents according to age, gender, civil status, highest level of educational attainment, main source of income, average monthly income, and number of years as a network marketing distributor.

Mean rating scales were adopted and the concept of normal distribution of scores, that is, the bulk of the values are in the middle and only few high and low values appear in a set of data (Berenson, Levine & Krehbiel, 2010) were used in describing the recruitment conditions of the company. Moreover, midpoints were used as the lower class limits of the next levels, derived by getting the average of the first and second scales (e.g. $1 + 2 = 3/2 = 1.50$) (Gronlund, 2000).

SPSS 20.0 was used to analyze the descriptive statistics particularly the mean and frequencies, paired sample t-test, and Analysis of Variance (ANOVA). Cases with missing values were excluded from the analysis.

The percentage of the item was computed by dividing it by the sample total number of respondents who had participated in the survey. The formula used in the application of this technique is as follows:



$$\% = (f) / (n)$$

where:

% = percentage

f = frequency

n = number of cases or total sample

Ranking, a descriptive measure to describe numerical data in addition to percentage, was used in the study for comparative purposes and for sharing the importance of items to be analyzed.

Another statistical technique used by the researcher was the weighted mean. This technique determines the average responses of the different options provided in the parts of the questionnaire. The method was used in computing the respondents' evaluation of the recruitment and training practices of the subject health and beauty network marketing company in a Scale of 7. It was computed using the following formula:

$$X = \frac{\sum fx}{N}$$

where:

X = weighted mean

$\sum fx$ = the sum of all the products of f and x

f = the frequency of each weight

x = the weight of each operation

n = total number of respondents



T-test was used to determine the significant difference between two means of independent samples, specifically used with analyzing the mean scores of respondents in relation to gender.

One-way Analysis of Variance (ANOVA), also known as F-test, was used to determine the significant difference between the respondents' evaluation of the recruitment and training practices and their level of satisfaction as network marketing distributors. The analysis of variance (ANOVA) is a method for dividing the variation observed into different parts, each part assignable to a known source, cause or factor. The ANOVA was developed by R.A. Fisher and reported in 1923. The method was used to test the significance of the difference between two or more means obtained from independent samples. The one way F-test factor ANOVA was used because there was only one factor being studied as an independent variable.

ANOVA Formulas

Column 2

$$SS_{bet} = \sum \frac{(\sum X_{Ai})^2}{n_{Ai}} - \frac{(\sum X_i)^2}{N}$$

$$SS_{tot} = \sum X_i^2 - \frac{(\sum X_i)^2}{N}$$

$$SS_{wit} = SS_{tot} - SS_{bet}$$



Column 3

$$DF_{\text{bet}} = c - 1$$

$$DF_{\text{wit}} = N - c$$

$$DF_{\text{tot}} = N - 1$$

Column 4

$$MSS_{\text{bet}} = \frac{SS_{\text{bet}}}{DF_{\text{bet}}}$$

$$MSS_{\text{wit}} = \frac{SS_{\text{wit}}}{DF_{\text{wit}}}$$

Column 5

$$F_C = \frac{MSS_{\text{bet}}}{MSS_{\text{wit}}}$$

where:

x = observed value

l = individual observation of cell

A = the given factor or category

N = total samples

n = number of samples in a particular category

c = number of categories



After computing the F-test ratio value, the decision as to whether to accept or reject the stated null hypothesis is based on the decision rule below:

Decision Rule:

If P value is $\leq \alpha$, reject H_0 , otherwise, accept H_0 .



Chapter 4

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter focuses on the presentation, analysis and interpretation of the problem and the data gathered in relation to the problem as well as to the questionnaires given to the respondents. The data were from the instrument collected, presented in tabular form, and patterned according to the sequence of problems outlined in the statement of the treated problem using appropriate statistical tools, discussed in Chapter 3, and were analyzed to answer the specific questions in the statement of the problem.

1.0 Profile of the Respondents

1.1 According to Age

Table 6 shows the frequency and percentage distribution of the respondents when grouped according to their age group.

Table 6

Frequency and Percentage Distribution of the Respondents
According to Age

Age	Frequency	Percentage
Below 30 years old	60	15.58
30 - 39 years old	119	30.91
40 - 49 years old	122	31.69
50 - 59 years old	67	17.40
60 years old and above	17	4.42
Total	385	100.00



One hundred and twenty-two (122) out of the 385 distributor respondents, comprising 31.69% belonged to the 40-49 years age group. Furthermore, 119 respondents belong to the 30-39 years age bracket comprising 30.91% of the respondents. 67 respondents which comprise 17.40% were 50-59 years old, 60 (15.58%) are below 30 years old, while the age group of 60 years old and above had the lowest percentage of 4.42%, with only 17 out of the total 385 respondents of the study.

1.2 According to Gender

Table 7 shows the frequency and percentage distribution of respondents when grouped according to Gender.

Table 7

Frequency and Percentage Distribution of the Respondents
According to Gender

Gender	Frequency	Percentage
Male	166	43.12
Female	219	56.88
Total	385	100.00

More than half of the respondents are females (56.88%) with a frequency of 219 while the remaining 43.12% with a frequency of 166 are males.



1.3 According to Civil Status

Table 8

Frequency and Percentage Distribution of the Respondents
According to Civil Status

Civil Status	Frequency	Percentage
Single	138	35.84
Married	220	57.14
Legally Separated or Divorced	27	7.01
Total	385	100.00

Table 8 shows the frequency and percentage distribution of the respondents when grouped according to their civil status.

Majority of the respondents, with a frequency of 220 (57.14%) are Married, followed by Single respondents with a frequency of 138 comprising 35.84% of the 385 respondents. Legally Separated or Divorced respondents comprised the lowest percentage of 7.01% with frequency of 27.

1.4 According to Highest Level of Educational Attainment

Table 9

Frequency and Percentage Distribution of the Respondents
According to Highest Level of Educational Attainment

Highest Educational Attainment	Frequency	Percentage
Secondary School or Less	29	7.53
A Level	39	10.13
Polytechnic Diploma	68	17.66
Bachelor's Degree	173	44.94
Graduate School	56	14.55
Others	20	5.19
Total	385	100.00



Table 9 shows the frequency and percentage distribution of the respondents when grouped according to their highest level of educational attainment.

One hundred and seventy-three (173) out of 385 distributor respondents obtained at least a Bachelor's Degree, followed by Polytechnic Diploma holders with 63 respondents, which comprise 17.66%. Furthermore, 56 respondents, comprising 14.55% completed Graduate School. 39 respondents comprising 10.13% completed A Level, while respondents who completed Secondary School or Less had the lowest percentage of 7.53% with only 29 respondents.

1.5 According to Main Source of Income

Table 10

Frequency and Percentage Distribution of the Respondents
According to Main Source of Income

Is your Network Marketing business your Main source of income?	Frequency	Percentage
No	110	28.57
Yes	275	71.43
Total	385	100.00

Table 10 shows the frequency and percentage distribution of respondents according to their main source of income. Majority of the respondents said their network marketing business is their main source of



income, comprising 71.43% and a frequency of 275. Meanwhile, the remaining 110 respondents had other main source of income, their network marketing business giving them an additional income.

1.6 According to Average Monthly Income

Table 11

Frequency and Percentage Distribution of the Respondents
According to Average Monthly Income

Average Monthly Income	Frequency	Percentage
Below \$500	149	38.70
Between \$501 and \$1,000	22	5.71
Between \$1,001 and \$5,000	72	18.70
Between \$5,001 and \$10,000	125	32.47
Over \$10,000	17	4.42
Total	385	100.00

Table 11 shows the frequency and percentage distribution of the respondents according to their average monthly income.

It shows that the highest percentage comprising 38.70% or a frequency of 149 respondents had an average monthly income of below \$500, followed by respondents earning between \$5,001 and \$10,000 with 125 respondents, which comprise 32.47%. Furthermore, 72 respondents which comprise 18.70% earned between \$1,001 and \$5,000 and 22 respondents which comprise 5.71% reported having a monthly income ranging from \$501 to \$1,000. Only 17 respondents (4.42%) earned over \$10,000 monthly.



1.7 According to Number of Years as a Network Marketing Distributor

Table 12

Frequency and Percentage Distribution of the Respondents
According to Number of Years as a Network Marketing Distributor

How long have you been a network marketing distributor?	Frequency	Percentage
Less than 1 year	165	42.86
Between 1 and 3 years	115	29.87
Between 3 and 5 years	27	7.01
Between 5 and 10 years	40	10.39
Over 10 years	38	9.87
Total	385	100.00

Table 12 shows the frequency and percentage distribution of the respondents according to the number of years as a network marketing distributor.

One hundred and sixty-five (165) out of 385 respondents, comprising 42.86% had less than one year of experience as network marketing distributors at the time of study. 115 respondents (29.87%) have been distributors for 1 to 3 years, 10.39% with 40 respondents had between 5 and 10 years of experience as distributors, 38 (9.87%) had over 10 years of experience, and 27 (7.01%) had 3 to 5 years of experience as distributors.

Given the larger percentage of respondents belonging to the 30 to 49 years age group, it can be observed that the younger generation is more involved in the network marketing business compared to those in their 50s



and above. Most are Females, Married and at least a Bachelor's Degree holder. Majority of the respondents' main source of income is the network marketing business, earning an average of \$500 monthly. Further, most respondents has been a distributor for less than a year.

It can be gleaned from the description of respondents in Chapter 3 that 60 percent of the respondents got interested because of a friend or a relative who introduced the network marketing business in person, regardless if they signed up as a participant in the existing network marketing program before attending their first group presentation or business opportunity meeting. As emphasized in the discussions about "relationship management" in Chapter 2, the factor of relationship in the marketing process and its strategic implications in human interactions in the exchange process is significant in ensuring business success. Hence, noting this particular result in the survey, it could be technically assumed that the 60 percent of the respondents who responded positively to network marketing invites were largely due their stronger relationship with those who invited them to join the network marketing company. These are mostly composed of married females in their 30s to 40s. Given their average monthly income, it is worth noting that most respondents decided to become network marketing distributors because of the amount of money they could make out of it. Secondly, they were encouraged because of the testimonies of other successful distributors, who are mainly their friends and relatives.



2.0 Respondents' Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When They are Grouped According to Profile

2.1 According to Age

Table 13 shows that the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company when they are grouped according to their age at the time of study.

Table 13

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Age

Recruitment and Training Practices	Age											
	Below 30 years old		30 - 39 years old		40 - 49 years old		50 - 59 years old		60 years old and above		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	5.70	MA	6.11	MA	6.09	MA	6.35	MA	6.06	MA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	5.87	MA	6.17	MA	6.24	MA	6.38	MA	6.41	MA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	5.76	MA	5.80	MA	5.79	MA	5.95	MA	5.76	MA	5.82	MA



Continuation of Table 13.....

4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.43	SLA	5.57	MA	5.97	MA	5.94	MA	6.00	MA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.48	NAD	4.11	NAD	4.19	NAD	4.32	NAD	4.38	NAD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.48	SLA	5.79	MA	5.91	MA	5.92	MA	6.00	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.57	MA	5.67	MA	5.80	MA	5.98	MA	6.18	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	6.09	MA	6.14	MA	6.02	MA	6.10	MA	6.35	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.25	MA	6.23	MA	6.18	MA	6.43	MA	6.53	MA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.35	MA	6.23	MA	6.14	MA	6.35	MA	6.47	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.08	MA	6.09	MA	6.08	MA	6.22	MA	6.24	MA	6.11	MA
General Weighted Mean	5.74	MA	5.82	MA	5.87	MA	6.00	MA	6.04	MA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Likewise, they moderately agreed on not feeling any pressure from the person who originally talked to them about the network marketing business, regardless of their age group with weighted means of 5.87, 6.17, 6.24, 6.38, and 6.41, respectively, and an overall weighted mean of 6.19.



Respondents also moderately agreed that they were provided relevant information about the network marketing business before signing up as a distributor with weighted mean of 5.76 for both age groups of below 30 years old and 60 years old and above, 5.79 for 40 – 49 year old respondents, 5.80 for those 30 – 39 years of age, and 5.95 for respondents 50 – 59 years of age. An overall weighted of 5.82 showed moderate agreement from the respondents.

Consequently, respondents 30 – 39 years of age, 40 – 49 years old, 50 – 59 years old, and 60 years old and above agreed moderately that they felt positive about recruiting friends, relatives, neighbors, and co – workers with weighted means of 5.57, 5.97, 5.94, and 6.00. However, respondents below 30 years of age slightly agreed on feeling positive with a weighted mean of 5.43. Nonetheless, an overall weighted mean of 5.77 showed a moderate agreement from the respondents.

While most respondents felt positive about recruiting friends, relatives, and co – workers, they neither agreed nor disagreed in terms of recruiting friends, relatives, neighbors, and co-workers easily with weighted means of 4.48, 4.11, 4.19, 4.32, 4.38, and 4.25 for age groups below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above and an overall weighted mean of 4.25.

Reviewing the results of the respondents' sentiments about the recruitment practices of the Subject Network Marketing Company taking into



account their age at the time of responding to the survey, it could be deduced that across all ages, majority of the participants are in moderate agreement about the likelihood of being able to get friends, relatives, neighbors, and co – workers onboard. It could be further noted that if we refer back to the literature on relationship management as discussed in chapter 2, the innate trust and confidence of the invitee to the inviter due in part to their deeper personal relationship makes the networking activity more fruitful. One very interesting factor though that is worth noting is the fact that age, indeed, has a moderating effect in terms of building loyalty as previously discussed one of the foreign related studies covered in chapter 2. As evidenced by the survey results, the higher the age bracket of the respondents, the higher the willingness there is to trust that friends, relatives, neighbors, and co – workers will likely join in the network marketing activity due to that so-called loyalty.

As for the adequacy of the necessary amount of training received by the distributor respondents, age groups 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above agreed moderately on receiving necessary amount of training with weighted means of 5.79, 5.91, 5.92, and 6.00. Respondents below 30 years of age, on the other hand, slightly agreed (5.48) that they received necessary amount of training from the subject Health and Beauty Network Marketing Company. Nonetheless, an overall



weighted mean of 5.81 meant they generally agreed moderately on the amount of training received.

As a result, respondents moderately agreed that the training they received will be of help in achieving success as a network marketing distributor with weighted means of 5.57, 5.67, 5.80, 5.98, and 6.18 for age groups below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above, and an overall weighted mean of 5.78.

The respondents also agreed moderately on being well motivated after attending the training with an overall weighted mean of 6.10 and general weighted means of 6.09, 6.14, 6.02, 6.10, and 6.35 for age groups of below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above, respectively.

Similarly, they moderately agreed that they felt well motivated and positive about the subject Health and Beauty Network Marketing Company and the business with an overall weighted mean of 6.27. It is worth noting also that out of all age groups, respondents aged 60 years old and above strongly agreed that they were very motivated and positive about the network marketing business and the subject Health and Beauty Network Marketing Company with a weighted mean of 6.53.

In terms of the training instructors, respondents moderately agreed on their instructors' well preparedness with weighted means of 6.35, 6.23, 6.14, 6.35, and 6.47 for age groups below 30 years old, 30-39 years old, 40-49



years old, 50 – 59 years old, and 60 years old and above. Overall weighted mean of 6.26 showed a moderate agreement on the instructors' well preparedness for the training.

Most importantly, the respondents moderately agreed that the training addressed the important issues related to their job as a distributor of the subject Health & Beauty Network Marketing Company with an overall weighted mean of 6.11 and weighted means of 6.08, 6.09, 6.08, 6.22, and 6.24 for respondent age groups below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above.

Following the results shown above relative to how the respondents feel about the training programs provided for by the Subject Network Marketing Company, it could be worth observing that they were able to successfully apply in their training program some of the training methodologies discussed in chapter 2. Accordingly, in line with the responses shared by the respondents in the survey, the literature provisions such as training methodologies being able to help motivate trainees to improve his/her performance, clearly illustrating the desired expected skills outcome at the end of the program, offering opportunities for active participation by the trainees, enhancing the skills of the trainees to be adaptable to specific problems, as well as help encouraging positive transfer from training to the job all holds true.



Respondents with age Below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above with general weighted means of 5.74, 5.82, 5.87, 6.00, and 6.04, respectively agreed moderately on the recruitment and training practices of the health and beauty network marketing company. Respondents felt comfortable with the way the person who originally approached them about a network marketing business, they did not feel any pressure, were provided with the relevant information about the network marketing business before signing up as a distributor, felt very positive about recruiting friends, relatives, neighbors, and co-workers. Respondents also reported receiving necessary amount of training from the network marketing company and thought the training helped in achieving success as a distributor. Respondents also reported being very well motivated after attending the training sessions, making them feel positive about the network marketing business. They also thought the instructors were well prepared for the training, addressing the important issues related to being a distributor.

Results showed that regardless of age, respondents moderately agreed on the Recruitment and Training Practices of Health and Beauty Network Marketing Company with an overall weighted mean of 5.86. It should be noted however, that despite agreeing moderately on the overall recruitment and training practices of the subject health and beauty network marketing company, respondents neither agreed nor disagreed on the



recruitment of friends, relatives, neighbors, and co-workers being easy for them.

2.2 According to Gender

Table 14

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Gender

Recruitment and Training Practices	Gender					
	Male		Female		Total	
	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	6.06	MA	6.10	MA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	6.06	MA	6.30	MA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	5.85	MA	5.79	MA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.82	MA	5.73	MA	5.77	MA
Continuation of Table 14.....						
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.34	NAD	4.17	NAD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.85	MA	5.78	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.89	MA	5.68	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	6.15	MA	6.06	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.30	MA	6.24	MA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.24	MA	6.27	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.12	MA	6.11	MA	6.11	MA
General Weighted Mean	5.88	MA	5.85	MA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Shown on Table 14 is the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company when they are grouped according to gender.

Both male and female respondents agreed moderately on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company with general weighted means of 5.88 and 5.85, respectively.

Specifically, respondents felt comfortable with the way the person originally introduced the network marketing business to them, with a weighted mean of 6.06 for males and 6.10 for female distributor respondents. Similarly, male respondents agreed moderately on not feeling any pressure from the person who originally introduced the network marketing business with a weighted mean of 6.06. Female respondents felt the same, with a weighted mean of 6.30.

Both male and female respondents, with weighted means of 5.85 and 5.79, respectively moderately agreed that they received relevant information about the business before signing up as a distributor.

Although male and female respondents agreed moderately that they felt positive about recruiting friends, relatives, neighbors, and co-workers with weighted means of 5.82 and 5.79 respectively, they neither agreed nor



disagreed in terms of finding it easy to recruit friends, relatives, neighbors, and co-workers with respective weighted means of 4.34 and 4.17.

This, however, does not mean that they did not receive the necessary training or information about the network marketing business. Rather, male and female respondents, with weighted means of 5.85 and 5.78, agreed moderately that they received the necessary amount of training from the subject Health and Beauty Network Marketing Company. Furthermore, respondents agreed moderately that the training had helped them in achieving success as a network marketing distributor, with a weighted mean of 5.89 for male respondents and 5.68 for female respondents.

Respondents moderately agreed on feeling well motivated after attending the training sessions with weighted means of 6.15 and 6.06 for male and female respondents. Consequently, they agreed moderately on feeling very motivated and positive about the network marketing business with a weighted mean of 6.30 for male distributors and 6.24 for females. They also agreed moderately on the instructors' well preparedness with weighted means of 6.24 and 6.27 for male and female respondents. Overall, male respondents with 6.12 and female respondents with 6.11 weighted mean agreed moderately that the training addressed the important issues related to being a network marketing distributor.

Regardless of their gender, distributor respondents agreed moderately on the Recruitment and Training Practices of the subject Health and Beauty



Network Marketing Company with an overall weighted mean of 5.86. They felt comfortable and did not feel any pressure with the way they were introduced to the network marketing business, was relevant information before signing up, and felt positive about recruiting friends, relatives, neighbors, and co-workers. However, they neither agreed nor disagreed in terms of finding it easy recruiting. Despite this finding, respondents agreed moderately that they have received the necessary amount of training that helped them achieve success as a network marketing distributor, motivated them and felt positive about the network marketing business. They also felt that the instructors were well prepared and addressed the important issues related to being a distributor.

2.3 According to Civil Status

Table 15 shows the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company in terms of their civil status.

Respondents whose civil status are single, married and legally separated or divorced agreed moderately on the Recruitment and Training Practices of Network Marketing Company with weighted means of 5.83, 5.88 and 5.89, respectively.



Table 15

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Civil Status

Recruitment and Training Practices	Civil Status							
	Single		Married		Legally Separated / Divorced		Total	
	WM	VI	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	5.99	MA	6.09	MA	6.52	SA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	5.95	MA	6.30	MA	6.52	SA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	5.80	MA	5.80	MA	6.00	MA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.72	MA	5.72	MA	6.33	MA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.33	NAD	4.34	NAD	3.04	SLD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.72	MA	5.85	MA	5.96	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.66	MA	5.86	MA	5.74	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	6.18	MA	6.08	MA	5.89	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.25	MA	6.31	MA	6.04	MA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.28	MA	6.22	MA	6.43	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.10	MA	6.12	MA	6.15	MA	6.11	MA
General Weighted Mean	5.83	MA	5.88	MA	5.89	MA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Specifically, single respondents agreed moderately, feeling comfortable with the way they were introduced to the network marketing business and not feeling pressure from the person who originally introduced them to the business with weighted means of 5.99 and 5.95 respectively. They also agreed moderately on receiving relevant information about the business before signing up as a distributor with a weighted mean of 5.80. Although they agreed moderately on feeling positive about recruiting friends, relatives, neighbors, and co-workers with weighted mean of 5.72, they neither found it easy nor difficult to recruit friends, family, neighbors, or co-workers with a weighted mean of 4.33. They agreed moderately, though, in terms of sufficient amount of training received, helping them to achieve success as a distributor, feeling motivated after the training, and feeling positive about the network marketing business with weighted means of 5.72, 5.66, 6.18, and 6.25, respectively. Respondents with single civil status also agreed moderately on the instructors' well preparedness (6.28) and the training that addressed the important issues related in being a network marketing distributor (6.10).

Similar evaluation was made by married respondents who felt comfortable with the way they were originally introduced (6.09), not feeling pressure (6.30), having provided the relevant information about the network marketing business before signing up as a distributor (5.80), and felt positive about recruiting friends, family, neighbors, and co-workers (5.72). Together



with single status, married respondents, with a weighted mean of 4.34, found it neither easy nor difficult to recruit their friends and family, among others. As for their evaluation of the company's training practices, married respondents agreed moderately that they received necessary amount of training (5.85), that it helped them achieve success as a network marketing distributor (5.86), was motivated after training (6.08), and felt positive about the network marketing business (6.31). They also agreed moderately on the instructors' well preparedness with a weighted mean of 6.22. Lastly, married respondents agreed moderately that the training addressed important issues and concerns related to being a network marketing distributor with a weighted mean of 6.12.

As for the respondents who were legally separated or divorced, they evaluated the recruitment and training practices of the subject Health and Beauty Network Marketing Company in moderate agreement, with a weighted mean of 5.89. It should be noted that strong agreement was reported in terms of feeling comfortable with the way they were introduced to the network marketing business with a weighted mean of 6.52. Consequently, they strongly agreed in terms of not feeling pressure with a weighted mean of 6.52. Moderate agreement on having been provided relevant information about the business before signing up as a distributor, and feeling positive about recruiting friends and relatives was reported with weighted means of 6.00 and 6.33, respectively. A slight disagreement on



finding it easy to recruit friends and relatives among others was reported by legally separated or divorced respondents, with a weighted mean of 3.04. When asked to evaluate the training, they agreed moderately on receiving necessary amount of training, that it helped them achieving success, being well motivated after the training, and feeling positive about the network marketing business, with respective weighted means of 5.96, 5.74, 5.89, and 6.04. Legally separated or divorced respondents also agreed moderately on the instructors' well preparedness (6.43) and that the training has addressed the important issues related to being a network marketing distributor (6.15).

Overall, respondents, may they be single, married, or legally separated or divorced, moderately agreed on the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company with an overall weighted mean of 5.86.

2.4 According to Highest Educational Attainment

Table 16 shows the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices in terms of their highest educational attainment.



Table 16

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Highest Educational Attainment

Recruitment and Training Practices	Highest Educational Attainment													
	Secondary School or Less		A Level		Polytechnic Diploma		Bachelor's Degree		Graduate School		Others		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	6.55	SA	6.08	MA	5.71	MA	6.07	MA	6.50	SA	5.65	MA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	6.50	SA	6.51	SA	5.82	MA	6.26	MA	6.36	MA	5.50	MA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	6.28	MA	5.87	MA	5.84	MA	5.80	MA	5.92	MA	4.95	SLA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.59	MA	5.79	MA	5.73	MA	5.77	MA	6.24	MA	4.80	SLA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.38	NAD	3.55	NAD	4.25	NAD	4.27	NAD	4.76	SLA	3.80	NAD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.08	SLA	6.26	MA	5.55	MA	5.89	MA	6.17	MA	5.06	SLA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.48	SLA	5.92	MA	6.00	MA	5.81	MA	5.84	MA	4.80	SLA	5.78	MA



Continuation of Table 16.....

8. In my opinion, I was very well motivated after attending the training sessions.	5.83	MA	5.85	MA	6.26	MA	6.02	MA	6.61	SA	5.70	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.24	MA	6.41	MA	6.28	MA	6.16	MA	6.63	SA	5.85	MA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.08	MA	6.28	MA	6.25	MA	6.31	MA	6.32	MA	5.75	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.04	MA	6.21	MA	6.10	MA	6.16	MA	6.16	MA	5.55	MA	6.11	MA
General Weighted Mean	5.80	MA	5.89	MA	5.78	MA	5.87	MA	6.15	MA	5.31	SLA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Respondents whose highest educational attainment are Secondary School or less, A Level, Polytechnic Diploma, Bachelor's Degree and Graduate School agreed moderately on the recruitment and training practices of the subject Health and Beauty Network Marketing Company, with weighted means of 5.80, 5.89, 5.78, 5.87 and 6.15, respectively. Respondents with other highest educational attainment evaluated the recruitment and training practices with slight agreement, with a weighted mean of 5.31.

Respondents whose highest educational attainment was Secondary School strongly agreed on feeling comfortable with the way they were introduced to the network marketing business and not feeling pressure from



the person who originally introduced them to the business with weighted means of 6.55 and 6.50 respectively. They agreed moderately on receiving relevant information about the business before signing up as a distributor with a weighted mean of 6.28. Although they agreed moderately on feeling positive about recruiting friends, relatives, neighbors, and co-workers with weighted mean of 5.59, they neither found it easy nor difficult to recruit friends, family, neighbors, or co-workers with a weighted mean of 4.38. Furthermore, they slightly agreed in terms of receiving sufficient amount of training, and that it helped them achieve success as a distributor, with weighted means of 5.08 and 5.48 respectively. Moderate agreement was reported by respondents whose highest education attainment is Secondary School or less in terms of feeling motivated after the training, feeling positive about the network marketing business, instructors' well preparedness, and the training that addressed the important issues related in being a network marketing distributor with weighted means of 5.83, 6.24, 6.08, and 6.04, respectively.

Further evaluation was reported by respondents whose highest educational attainment is A Level whereas they agreed moderately on feeling comfortable with the way they were originally introduced to the network marketing business with a weighted mean of 6.08 and strongly agreed in feeling no pressure from the person who has introduced the business to them with a weighted mean of 6.51. A moderate agreement was



reported in terms of having been provided the relevant information about the business before signing up, and feeling positive about recruiting friends, family, neighbors, and co-workers with respective weighted means of 5.87 and 5.79. They are undecided if recruiting their friends and family among others as an easy thing to do with a weighted mean of 3.55. As for the training, respondents agreed moderately in terms of receiving necessary amount of training, that it helped them achieve success, that they felt motivated after the training, felt positive about the network marketing business, that instructors were well prepared, and that it has addressed important issues related to being a network marketing distributor with weighted means of 6.26, 5.92, 5.85, 6.41, 6.28, and 6.21.

As for the respondents who are Polytechnic Diploma holders, they evaluated the recruitment and training practices of the subject Health and Beauty Network Marketing Company with moderate agreement in terms of feeling comfortable with the way they were introduced to the network marketing business (5.71), without being pressured (5.82), and having been provided relevant information about the business before signing up as a distributor (5.84). While moderate agreement was reported in terms of feeling positive about recruiting friends, relatives, neighbors, and co-workers (5.73), respondents neither agreed nor disagreed with recruiting friends, relatives, etc as an easy task with a weighted mean of 4.25. They also evaluated the training with moderate agreement, specifically in terms of



necessary amount of training received, that training helped them achieve success as distributors, feeling motivated, feeling positive about the business, that the instructors were well prepared, and that the training has addressed the important issues related with being a network marketing distributor with respective weighted means of 5.55, 6.00, 6.26, 6.28, 6.25, and 6.10.

Similar evaluation on the recruitment and training practices was made by respondents whose highest educational attainment is a Bachelor's Degree. They felt comfortable with the way they were introduced to the network marketing business (6.07), without being pressured (6.26), was provided relevant information about the business before signing up as a distributor (5.80), and felt positive about recruiting friends, relatives, neighbors, and co-workers (5.77). However, respondents neither agreed nor disagreed with recruiting friends, relatives, etc as an easy task with a weighted mean of 4.27. They also evaluated the training with moderate agreement, specifically in terms of necessary amount of training received (5.89), that training helped them achieve success as distributors (5.81), felt motivated (6.02), felt positive about the business (6.16), that the instructors were well prepared (6.31), and that the training has addressed the important issues related with being a network marketing distributor (6.16).

Respondents who attended Graduate School had the highest overall weighted mean of 6.15 in moderate agreement on the recruitment and



training practices of the subject Health and Beauty Network Marketing Company. Specifically, they strongly felt comfortable with the way they were introduced to the network marketing business with a weighted mean of 6.50. Moreover, the respondents agreed moderately on feeling no pressure with a weighted mean of 6.36, and having been provided relevant information about network marketing business before signing up as a distributor with a weighted mean of 5.92. Although they moderately agreed on feeling positive about recruiting friends, relatives among others with a weighted mean of 6.24, they reported a slight agreement with the recruitment of their friends, relatives, neighbors, and co-workers as an easy task to do (4.76). With respective weighted means of 6.17 and 5.84, respondents moderately agreed receiving necessary amount of training, and that it helped them achieve success as a distributor. Further, they strongly agreed on being very motivated (6.61) and feeling motivated and positive about the network marketing business (6.63). As for the instructors, they agreed moderately on their preparedness with a weighted mean of 6.32. Lastly, they agreed moderately that the training addressed important issues related to being a network marketing distributor with a weighted mean of 6.16.

As for the respondents who specified other highest educational attainment, moderate agreement was reported in terms of feeling comfortable with the way they were introduced to the network marketing business with a weighted mean of 5.65 and did not feel pressured during



introduction with a weighted mean of 5.50. They slightly agreed on receiving relevant information on the business before signing up (4.95) and feeling positive about recruiting friends, relatives, neighbors, and co-workers (4.80). Consequently, the respondents were undecided if recruiting friends and relatives among others was easy for them, having a weighted mean of 3.80. Slight agreement was also reported in terms of receiving necessary amount of training and feeling it helped them achieve success as a distributor, with weighted means of 5.06 and 4.80 respectively. Other aspects of the training such as feeling motivated after the training, feeling positive about the network marketing business, instructed as well prepared, and that the training addressed important issues related to being a distributor were agreed on moderately by respondents with weighted means of 5.70, 5.85, 5.75, and 5.55, respectively.

Overall, respondents evaluated the recruitment and training practices of the subject Health and Beauty Network Marketing Company with moderate agreement, regardless of their highest educational attainment having an overall weighted mean of 5.86. It is worth noting however that of all groups, respondents who have reached Graduate School had the highest weighted mean of 6.15 followed by those in A Level with a weighted mean of 5.89. Respondents with other highest educational attainment had the lowest evaluation of the recruitment and training practices of the company with a weighted mean of 5.31.



2.5 According to Main Source of Income

Table 17

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Main Source of Income

Recruitment and Training Practices	Is Network Marketing Business your Main Source of Income					
	Yes		No		Total	
	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	6.16	MA	6.05	MA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	6.35	MA	6.13	MA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	6.22	MA	5.68	MA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	6.30	MA	5.56	MA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	3.86	NAD	4.41	NAD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.98	MA	5.74	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	6.17	MA	5.61	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	6.25	MA	6.04	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.39	MA	6.22	MA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.13	MA	6.31	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.25	MA	6.06	MA	6.11	MA
General Weighted Mean	6.02	MA	5.80	MA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Table 17 shows the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices of the



subject Health and Beauty Network Marketing Company in terms of their main source of income.

Respondents whose main source of income is the network marketing business moderately agreed on the recruitment and training practices of the subject Health and Beauty Network Marketing Company with weighted mean of 6.02 and those whose main source of income is otherwise also agreed moderately on the effectiveness of the Recruitment and Training practices of the company with a of 5.80.

Specifically, respondents whose main source of income is their network marketing business moderately agreed that they felt comfortable with the way they were approached with weighted mean of 6.16. They also did not feel pressured (6.35) and was provided relevant information about the network marketing business before they signed up (6.22). Although they agreed moderately with weighted mean of 6.30, that they felt positive recruiting friends, relatives, neighbors, and co-workers, they still felt undecided if recruiting friends and relatives among others had been easy for the having a weighted mean of 3.86. That aside, respondents whose earnings mainly come from network marketing business agreed moderately on the training practices of the company in terms of receiving necessary amount of training (5.98), that the training helped them achieve success as a distributor (6.17), feeling motivated after the training (6.25), feeling very motivated and positive about the network marketing business (6.39), that



instructors were well prepared (6.13), and that the training has addressed important issues related to being a network marketing distributor (6.25).

Similar results were found on the evaluation of respondents who had other source of income. They agreed moderately on feeling comfortable with the way they were approached and introduced to the network marketing business (6.05), not being pressured (6.13), having been provided relevant information before signing up as a distributor (5.68), felt positive about recruiting friends, relatives, neighbors, and co-workers (5.56), received necessary amount of training (5.74), and that it helped them achieve success (5.61), was very motivated (6.04), felt positive about the network marketing business (6.22), thought the instructors were well prepared (6.31), and that the training has addressed the important issues related to being a network marketing distributor (6.06). It should be noted however that respondents neither agreed nor disagreed that recruiting friends, relatives, neighbors, and co-workers was easy for them (4.41).

Regardless of the respondents' main source of income, whether from their network marketing business or otherwise, respondents moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company with an overall weighted mean of 5.86.



2.6 According to Average Monthly Income

Table 18

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Average Monthly Income

Recruitment and Training Practices	Average Monthly Income											
	Below \$500		Between \$501 and \$1,000		Between \$1,001 and \$5,000		Between \$5,001 and \$10,000		Over \$10,000		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	5.84	MA	7.00	SA	6.13	MA	6.14	MA	6.35	MA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	5.95	MA	6.77	SA	6.15	MA	6.35	MA	6.65	SA	6.19	MA
3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	5.63	MA	6.55	SA	5.57	MA	5.94	MA	6.59	SA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.36	SLA	6.77	SA	5.47	SLA	6.11	MA	6.65	SA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.21	NAD	5.14	SLA	4.27	NAD	4.43	NAD	2.18	MD	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.38	SLA	6.55	SA	6.11	MA	6.00	MA	6.06	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.63	MA	7.00	SA	5.49	SLA	5.81	MA	6.35	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	5.97	MA	7.00	SA	6.04	MA	6.09	MA	6.29	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.11	MA	7.00	SA	6.30	MA	6.27	MA	6.53	SA	6.27	MA



Continuation of Table 18

10. In my opinion, my instructors were well prepared for the training.	6.26	MA	6.77	SA	6.39	MA	6.11	MA	6.00	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.04	MA	6.77	SA	6.07	MA	6.10	MA	6.24	MA	6.11	MA
General Weighted Mean	5.68	MA	6.67	SA	5.84	MA	5.94	MA	5.99	MA	5.86	MA

Table 18 shows the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company in terms of their average monthly income.

Respondents whose average monthly income were below \$500 moderately agreed that they felt comfortable with the way they were approached and introduced to the network marketing business with a weighted mean of 5.84. Further, they did not feel pressured, with a weighted mean of 5.95. Furthermore, respondents agreed moderately that relevant information on the business was provided before they signed up as distributors with weighted mean of 5.63. In terms of recruiting friends, relatives, neighbors, and co-workers, respondents slightly agreed that they felt positive about recruiting with a weighted mean of 5.36. Likewise, they felt recruiting has neither been easy nor difficult for them, having a weighted mean of 4.21. As for the training, they slightly agreed on receiving the necessary amount of training (5.38), although they agreed moderately in terms of the training's impact on their success as distributors (5.63). They



were very well motivated after the training (5.97) and felt positive about the network marketing business (6.11). Respondents also agreed moderately that the instructors were well prepared (6.26) and that the training has addressed important issues related to being a network marketing distributor (6.04).

In contrast, respondents who earned an average monthly income of \$501 to \$1,000 strongly agreed on the recruitment and training practices of the subject Health and Beauty Network Marketing Company having an overall weighted mean of 6.67, whereas they felt comfortable with the way they were introduced to the business (7.00), wasn't pressured (6.77), was provided relevant information (6.55), felt positive about recruiting (6.77), received the necessary amount of training (6.55), that of which helped them achieve success (7.00), was well motivated (7.00), and felt positive about the network marketing business (7.00), thought the instructors were well prepared (6.77), and that the training addressed the important issues related to being a distributor (6.77). With a weighted mean of 5.14, respondents slight agreed that recruiting friends and relatives among others has been easy for them.

For the respondents who earned \$1,001 to \$5,000 monthly, an overall weighted mean of 5.84 meant a moderate agreement in terms of the recruitment and training practices of the subject company. They moderately agreed that they felt comfortable and did not feel pressured with weighted



means of 6.13 and 6.15, respectively. Also they reported moderate agreement on having been provided with relevant information about the business before signing up (5.57) and feeling positive about recruiting friends, relatives, neighbors, and co-workers (5.47). Although they felt positive about it, they neither agreed nor disagreed that it was easy for them to recruit, with a weighted mean of 4.27. As per the training, respondents agreed moderately that they received necessary amount of training (6.11), was well motivated (6.04), and felt positive about the potential of the network marketing business (6.30), having well prepared instructors (6.39), and that they were able to address important matters concerning their job as network marketing distributors (6.07). It should be noted though that respondents earning an average of \$1,001 to \$5,000 monthly slight agreed that the training they received helped them in achieving success as distributors with a weighted mean of 5.49.

Similar results were found when it comes to respondent group earning an average monthly income of \$5,001 to \$10,000 whereas a moderate agreement was reported in terms of the recruitment practices of the subject Health and Beauty Network Marketing Company such as feeling comfortable with the way they were approached and introduced to network marketing business, not feeling pressure from the person who approached them, have been provided relevant information before signing up, and feeling positive about recruiting other people such as friends, relatives, neighbors, and co-



workers, with weighted means of 6.14, 6.35, 5.94, and 6.11, respectively. Respondents in this group neither agreed nor disagreed that recruiting was easy for them with a weighted mean of 4.43. With weighted means of 6.00, 5.81, 6.09, 6.27, 6.11, and 6.10, respondents agreed moderately on the training practices such as having received necessary amount of training, that the training helped them in achieving success as distributor, was well motivated, felt positive about the network marketing business, that the instructors were well prepared, and that it has addressed relevant issues that concerns them as network marketing distributors, respectively.

As for the respondents who earn an average of over \$10,000 monthly, they moderately agreed on feeling comfortable with the way they were approached and introduced to the business with a weighted mean of 6.35. Further, they strongly agreed in terms of not feeling pressure, having been provided relevant information, and feeling positive about recruiting friends, relatives, neighbors, and co-workers with weighted means of 6.65, 6.59, and 6.65. However, with a weighted mean of 2.18, they moderately disagreed that it was easy for them to do the recruitment. Respondents earning over \$10,000 agreed moderately that they received necessary amount of training (6.06), that it helped them in achieving success (6.35), was well motivated (6.29), with the instructors well prepared (6.00), and addressing the relevant issues and concerns related to being a network marketing distributor (6.24). The training as assessed by the respondents made them feel very motivated



and positive about the network marketing business with a weighted mean of 6.53.

An overall moderate agreement on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company was found with an overall weighted mean of 5.86.

It is worth noting, however, that respondents with average monthly income of \$501 to \$1,000 strongly agreed on the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company.

2.7 According to Number of Years of being a Network Marketing Distributor

Table 19

Weighted Mean and Verbal Interpretation of the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Number of Years as a Network Marketing Distributor

Recruitment and Training Practices	Number of Years as a Network Marketing Distributor											
	Less than 1 year		Between 1 and 3 years		Between 3 and 5 years		Between 5 and 10 years		Over 10 years		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I felt comfortable with the way the person who originally approached me about network marketing business.	5.83	MA	6.46	MA	6.07	MA	5.58	MA	6.50	SA	6.08	MA
2. I did not feel any pressure from the person who originally talked to me about network marketing business.	5.97	MA	6.26	MA	6.59	SA	6.25	MA	6.61	SA	6.19	MA



Continuation of Table 19

3. I was provided with the relevant information about the network marketing business before signing up as a distributor.	5.68	MA	5.79	MA	5.75	MA	5.75	MA	6.55	SA	5.82	MA
4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers.	5.35	SLA	5.87	MA	6.36	MA	5.98	MA	6.61	SA	5.77	MA
5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers.	4.34	NAD	4.14	NAD	4.93	SLA	3.17	SLD	4.53	SLA	4.25	NAD
6. I feel that I have received the necessary amount of training from the subject Health & Beauty Network Marketing Company.	5.39	SLA	6.16	MA	5.96	MA	6.00	MA	6.29	MA	5.81	MA
7. I think the training has helped me achieve success as a network marketing distributor.	5.48	SLA	6.20	MA	5.30	SLA	5.70	MA	6.26	MA	5.78	MA
8. In my opinion, I was very well motivated after attending the training sessions.	5.99	MA	6.25	MA	5.70	MA	6.03	MA	6.45	MA	6.10	MA
9. The training made me feel very motivated and positive about the subject Health & Beauty Network Marketing Company.	6.18	MA	6.42	MA	5.63	MA	6.23	MA	6.68	SA	6.27	MA
10. In my opinion, my instructors were well prepared for the training.	6.32	MA	6.39	MA	5.85	MA	5.88	MA	6.29	MA	6.26	MA
11. I think the training addressed the important issues related to my job as a distributor.	6.00	MA	6.36	MA	5.74	MA	6.08	MA	6.21	MA	6.11	MA
General Weighted Mean	5.70	MA	6.02	MA	5.80	MA	5.75	MA	6.27	MA	5.86	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Shown on Table 19 is the weighted mean and verbal interpretation of the respondents' evaluation of the Recruitment and Training Practices in terms of their number of years as a network marketing distributor.

Respondents who had been a Network Marketing Distributor for Less than 1 year, Between 1 and 3 years, Between 3 and 5 years, Between 5 and 10 years and Over 10 years with weighted means of 5.70, 6.02, 5.80, 5.75 and 6.27, respectively, moderately agreed on the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company.

Results showed that regardless of the number of years the respondents have been a Network Marketing Distributor – may it be with Less than 1 year (5.70), Between 1 and 3 years (6.02), Between 3 and 5 years (5.80), Between 5 and 10 years (5.75), and Over 10 years (6.27), they reported moderate agreement in evaluating the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company, with an overall weighted mean of 5.86.

Particularly, respondents with less than one year experience as a network marketing distributor moderately agreed on the recruitment practices of the company whereas they felt comfortable when they were first approached (5.83), did not feel pressured (5.97), and was provided relevant information about the business before signing up (5.68). They however slightly agreed on feeling positive about recruiting friends, family, neighbors, and co-workers having a weighted mean of 5.35. Consequently, they were



undecided if recruiting was easy for them or not, given a weighted mean of 4.34. As for the training practices, they slightly agreed that the training they had was sufficient, with a weighted mean of 5.39, and that it helped them in achieving success as a distributor, with a weighted mean of 5.48. Other training practices were moderately agreed upon by the respondents with less than a year of experience as a distributor. They were motivated after the training (5.99), felt very motivated and positive about the network marketing business (6.18), that the instructors during the training were well prepared (6.32), and that it has addressed the important issues in relation to the job as network marketing distributor (6.00).

Similar evaluation was made by respondents who have been distributors for 1 to 3 years already. They agreed in moderation in terms of the following recruitment practices: felt comfortable with the way they were originally approached (6.46), did not feel pressure (6.26), was provided with relevant information (5.79), and felt positive about recruiting (5.87). Respondents in this group however neither agreed nor disagreed on recruitment as an easy thing for them to do (4.14). As for the training practices, respondents agreed moderately that they received necessary amount of training (6.16), that it helped them achieve success (6.20, was motivated after the training (6.25), felt positive about the network marketing business (6.42), that the instructors were well prepared (6.39), and relevant issues were addressed during the training (6.36).



For distributor respondents who were in network marketing for 3 to 5 years, a moderate agreement on the recruitment practices was found in terms of feeling comfortable when introduced to the business (6.07), having been provided relevant information on the business before signing up (5.75), and feeling positive about recruiting friends, relatives, neighbors, and co-workers (6.36). Further, they strongly agreed that they did not feel pressured during the initial introduction to the business (6.59). For recruiting friends and relatives among others, respondents slightly agreed it was easy for them, with a weighted mean of 4.93. As for the training practices, respondents moderately agreed that they received necessary amount of training (5.96), was well motivated after the training (5.70), that they felt motivated and positive about the network marketing business (5.63), that the instructors were well prepared (5.85), and addressed the important issues related to being a network marketing distributor (5.74). As for the training's effect on their success, respondents who have been distributors for 3 to 5 years, slightly agreed that it helped them in achieving their success as distributors with a weighted mean of 5.30.

Similar evaluation was found with respondents who have been distributors for 5 to 10 years already. With weighted means of 5.58, 6.25, 5.75, and 5.98, respondents agreed moderately in terms of feeling comfortable with the way they were introduced to network marketing business, not being pressured, having been provided relevant information



about the business before signing up, and felt positive about recruiting friends, relatives, neighbors, and co-workers. However, they slightly disagreed with a weighted mean of 3.17 in terms of recruiting as an easy thing to do for them. As per training practices, respondents moderately agreed that they received necessary amount of training (6.00), that it helped them in achieving success (5.70), was well motivated after the training (6.03), felt motivated and positive about the business (6.23), that the instructors were well prepared, and that the training was able to address the relevant issues and concerns related to being a network marketing distributor.

Lastly, for the respondents with over 10 years of experience as a distributor, they evaluated the recruitment practices with strong agreement in terms of feeling comfortable with the way they were approached and introduced to the business, not feeling pressured, having been provided with relevant information about the business before signing up, and feeling very positive about recruiting friends, relatives, neighbors, and co-workers with weighted means of 6.50, 6.61, 6.55, and 6.61, respectively. Further, respondents slightly agreed that they find it easy recruiting friends and relatives among others, with a weighted mean of 4.53. As for training practices, the respondents moderately agreed receiving necessary amount of training (6.29), that it helped them achieve success as a distributor (6.26), was very motivated after the training (6.45), that instructors were well



prepared (6.29), and that it addressed the important issues related to being a network marketing distributor (6.21). The training according to the respondents who has been distributors for over 10 years strongly agreed that they felt very motivated and positive about the potential of the network marketing business with a weighted mean of 6.68.

Overall, respondents, regardless of the number of years as a distributor evaluated the recruitment and training practices of the subject Health and Beauty Network Marketing Company with moderate agreement, with an overall weighted mean of 5.86.

3.0 Respondents' Level of Satisfaction as Network Marketing Distributors when they are Grouped According to Profile

3.1 According to Age

Table 20 shows the weighted mean and verbal interpretation of the respondents' level of satisfaction as a Network Marketing Distributor in terms of their age.

Respondents who were below 30 years old at the time of study moderately agreed that they felt the actual amount of work required to be successful is about the same amount of work they were told would be required before they signed as a network marketing distributor with a weighted mean of 6.03.



Table 20

Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According to Age

Level of Satisfaction as Network Marketing Distributor	Age											
	Below 30 years old		30 - 39 years old		40 - 49 years old		50 - 59 years old		60 years old and above		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	6.03	MA	5.46	SLA	5.05	SLA	5.32	SLA	4.77	SLA	5.38	SLA'
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.58	SLA	4.26	NAD	4.43	NAD	4.77	SLA	4.73	SLA	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.54	MA	5.67	MA	5.94	MA	6.05	MA	6.13	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.18	MA	6.22	MA	6.39	MA	6.51	SA	6.47	MA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	5.82	MA	6.02	MA	5.95	MA	6.14	MA	5.71	MA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.73	MA	5.65	MA	5.37	SLA	5.80	MA	4.88	SLA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	6.00	MA	6.11	MA	6.06	MA	6.23	MA	6.29	MA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.24	MA	6.33	MA	6.21	MA	6.21	MA	6.24	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.19	MA	6.23	MA	5.95	MA	6.12	MA	5.76	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.08	MA	6.23	MA	6.16	MA	6.35	MA	6.12	MA	6.20	MA



Continuation of Table 20

11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	6.07	MA	6.10	MA	6.02	MA	6.32	MA	6.12	MA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	6.11	MA	6.13	MA	6.21	MA	6.39	MA	6.41	MA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	6.20	MA	6.03	MA	6.03	MA	6.19	MA	6.29	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.35	MA	6.33	MA	6.41	MA	6.51	SA	6.29	MA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	6.24	MA	6.08	MA	6.12	MA	6.12	MA	6.29	MA	6.13	MA
General Weighted Mean	5.95	MA	5.92	MA	5.88	MA	6.06	MA	5.92	MA	5.93	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Furthermore, respondents aged below 30 moderately agreed that their working conditions are helpful in achieving success, receiving excellent rewards, paid fair amount of money, and therefore, satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with weighted means of 5.54, 6.18, 5.82, and 5.73, respectively. However, respondents only agreed slightly on feeling a sense of financial independence they expected before signing up as a distributor of the Health and Beauty Network Marketing Company with a weighted mean of 4.58. As per the opportunities for advancement in the company, respondents agreed moderately that they felt satisfied with the opportunity for advancement with a weighted mean of 6.00. Moderate agreement was reported when it comes to their upline's competency, having the best



disposition of helping their downline, and showing interest in the concerns and needs of their downlines, with weighted means of 6.24, 6.19, and 6.08 respectively. Moreover, they moderately agreed feeling the subject Health and Beauty Network Marketing Company's interest in their distributors' concerns and needs with a weighted mean of 6.07. Consequently, distributors moderately agreed having a sense of pride in doing their job (6.11), seeing it as an enjoyable job (6.20) and that it is meaningful (6.35). Lastly, respondents agreed moderately on rating their network marketing business as very satisfactory with a weighted mean of 6.24.

As for the respondents aged 30 to 39 years old, they slightly agreed feeling that the actual amount of work required to be successful was the same amount they were told would be required before they signed up as a distributor with a weighted mean of 5.46. Further, they neither agreed nor disagreed feeling a sense of financial dependence they expected before they signed up. As per the working conditions, respondents moderately agreed felt it helped them achieve success with a weighted mean of 5.67. With respective weighted means of 6.22, 6.02, and 5.65, respondents aged 30 to 39 years old moderately agreed receiving excellent rewards as network marketing distributors, having been paid a fair amount of money for the amount of work they do, and felt very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company. Respondents also moderately agreed that they felt satisfied with the



opportunity for advancement in the company with a weighted mean of 6.11. Furthermore, they agreed moderately that their upline is competent, always in the best disposition of helping their downline, shows interest in the needs and concerns of their downline, and that the subject Health and Beauty Network Marketing Company showed interest in the needs of its distributors with weighted means of 6.33, 6.23, 6.23, and 6.10, respectively. As per their evaluation of their job as a distributor, respondents moderately agreed having a sense of pride, that the job is enjoyable, at the same time it is meaningful, and rating their network marketing business as very satisfactory with weighted means of 6.13, 6.03, 6.33, and 6.08.

Similar results were found in the evaluation of respondents aged 40 to 49 years. With a weighted mean of 5.05, respondents slightly agreed that the amount of actual work required to be successful is the same amount they were told would be required. As per the financial independence expected before they signed up, respondents neither agreed nor disagreed feeling a degree of the financial independence, with a weighted mean of 4.43. They also moderately agreed that the working conditions helped them achieve success, have received excellent rewards, and had been paid fair amount of money for the amount of work they do, with weighted means of 5.94, 6.39, and 5.95, respectively. Respondents only agreed slightly on being very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.37. As per



the opportunities of advancement in the company, respondents moderately agreed being satisfied with a weighted mean of 6.06. They also moderately agreed that their upline is competent for the job (6.21), always in the best disposition in helping their downline (5.95), showing interest in the concerns and needs of their downline (6.16), and that the subject Health and Beauty Network Marketing Company shows interest in their distributors' concerns and needs (6.02). As for their overall job satisfaction, respondents aged 40 to 49 years moderately agreed feeling a sense of pride in doing their job, being able to enjoy it, finding meaning in it, and most of all seeing the network marketing business as very satisfactory with weighted means of 6.21, 6.03, 6.41, and 6.12, respectively.

For respondents 50 to 59 years of age, results showed only a slight agreement on feeling the actual amount of work required to be successful is the same amount they were told it would require with a weighted mean of 5.32. Likewise, a weighted mean of 4.77 showed only a slight agreement from the respondents in terms of feeling they have achieved a degree of the financial independence they expected before signing up as a distributor. While the respondents strongly agreed that excellent rewards are given to distributors with a weighted mean of 6.51, they only moderately agreed in terms of having working conditions conducive for success with a weighted mean of 6.05, receiving a fair amount of money for the work they render with a weighted mean of 6.14, and being very satisfied with the compensation



received from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.80. Respondents also moderately agreed on being satisfied with the opportunities for advancement in the business with a weighted mean of 6.23. Furthermore, they agreed moderately that their upline is competent (6.21), always in the best disposition in helping their downline (6.12), and showing their interest in their downline's concerns and needs (6.35). They also agreed moderately that the subject Health and Beauty Network Company shows interest in their distributors' concerns and needs with a weighted mean of 6.32. While agreeing moderately on feeling a sense of pride in doing their job (6.39), that is enjoyable (6.19), and having a very satisfactory network marketing business (6.12), respondents who were 50 to 59 years of age at the time of study strongly agreed that their job as a network marketing distributor is meaningful, with a weighted mean of 6.51.

Lastly, respondents, whose age are 60 years and above slightly agreed that the amount of actual work required to be successful is the same amount they were told it would require with a weighted mean of 4.77. Further, they agreed slightly with a weighted mean of 4.73 in terms of having achieved a degree of financial independence they expected before signing up as a network marketing distributor. As per the compensation as a distributor, respondents 60 years of age and above moderately agreed that the working conditions such as the amount of time spent training helped them achieve success, were given excellent rewards as distributors, and



have received fair amount of money for the work they do, with weighted means of 6.13, 6.47, and 5.71, respectively. Respondents slightly agreed being very satisfied with the compensation given by the subject Health and Beauty Network Marketing Company, with a weighted mean of 4.88. As for the opportunities of career and business advancement, respondents moderately agreed that they were satisfied with the opportunities (6.29), having a competent upline (6.24), who are always in the best disposition helping out their downlines (5.76, and showing interest in the concerns and needs of their downlines (6.12). Respondents also moderately agreed that the Health and Beauty Network Marketing Company shows interest in their concerns and needs (6.12). Consequently, they agreed moderately on feeling a sense of pride, having an enjoyable job, at the same time a meaningful one, and with the network marketing business as very satisfactory with weighted means of 6.41, 6.29, 6.29, and 6.29, respectively. Overall, respondents with age below 30 years old, 30-39 years old, 40-49 years old, 50 – 59 years old, and 60 years old and above with general weighted means of 5.95, 5.92, 5.88, 6.06, and 5.92, respectively, moderately agreed on their level of satisfaction as network marketing distributors.

Regardless of age, an overall weighted mean of 5.93 showed respondents agreeing moderately on their level of satisfaction as distributors.



3.2 According to Gender

Table 21

Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According Gender

Level of Satisfaction as Network Marketing Distributor	Gender					
	Male		Female		Total	
	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.69	MA	5.15	SLA	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.68	SLA	4.32	NAD	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.83	MA	5.82	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.41	MA	6.26	MA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	5.90	MA	6.02	MA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.58	MA	5.56	MA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	5.93	MA	6.24	MA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.41	MA	6.13	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.22	MA	6.00	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.30	MA	6.12	MA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	6.24	MA	6.00	MA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	6.32	MA	6.13	MA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	6.14	MA	6.06	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.49	MA	6.31	MA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	6.23	MA	6.06	MA	6.13	MA
General Weighted Mean	6.03	MA	5.86	MA	5.93	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Table 21 reveals the weighted mean and verbal interpretation of the respondents' level of satisfaction as distributor in terms of their gender.

Generally, respondents had a moderate agreement on their level of satisfaction as network marketing distributors with an overall weighted mean of 5.93.

Male respondents moderately agreed that they felt that the amount of work required to be successful is about the same amount of work they were told it would require before they signed up, with a weighted mean of 5.69. However, they only slightly agreed that they have achieved the degree of financial independence they expected before signing up as distributor with a weighted mean of 4.68. As per their level of satisfaction in terms of compensation, their upline, and the job itself, moderate scores were found.

Specifically, they agreed moderately that the working conditions are helpful in achieving success, receiving excellent awards as distributor, given a fair amount of money for the work rendered, and a very satisfactory rating on the compensation received from the subject Health and Beauty Network Marketing Company with respective weighted means of 5.83, 6.41, 5.90, and 5.58. Male respondents also reported moderate agreement in terms of their satisfaction with the opportunity for advancement (5.93) where they felt their uplines are competent in the job they are doing (6.41), that there were always in the best disposition in helping their downline (6.22), and that they show interest in the concerns and needs of their downlines (6.30). They also



agreed moderately with the Health and Beauty Network Marketing Company showing interest in their concerns and needs as distributors, with a weighted mean of 6.24. As per their job as network marketing distributor, male respondents moderately agreed that they felt a sense of pride (6.32), seeing their job as enjoyable (6.14, with meaning (6.49), and rating the network marketing business as very satisfactory (6.23).

On the other hand, female respondents slightly agreed that they felt that the actual amount of work required to be successful is the same as the amount of work they were told it would require before signing up as a distributor, with a weighted mean of 5.15. They neither agreed nor disagreed, with a weighted mean of 4.32, in terms of having achieved the degree of financial independence they expected before becoming a distributor. Although they agreed moderately that the working conditions such as the amount of time spent in training are helpful in achieving success, with a weighted mean of 5.82. Female respondents also agreed moderately that they receive excellent rewards from the subject Health and Beauty Network Marketing Company (6.26), getting a fair amount of money in exchange of the amount of work they do (6.02), and being very satisfied with the compensation as a network marketing distributor (5.56). Further, they agreed moderately, feeling satisfied with the opportunities for advancement (6.24), having a competent upline (6.13), uplines who help their downline (6.00), and showing interest in the concerns and needs of their downline



(6.12). Female respondents also agreed moderately that they felt that the company shows interest in their concerns and needs as its distributors with a weighted mean of 6.00. As for feeling a sense of pride in doing their job, seeing it as enjoyable, finding meaning in it, and being very satisfied with their network marketing business, female respondents agreed moderately with weighted means of 6.13, 6.06, 6.31, and 6.06, respectively.

Respondents' gender, male and female with general weighted means of 6.03, and 5.86, respectively had moderately agreed on their level of satisfaction as network marketing distributors with an overall weighted mean of 5.93. It is worth noting that male respondents appeared to have a higher level of satisfaction as network marketing distributors compared to their female counterparts.

3.3 According to Civil Status

Shown on Table 22 is the weighted mean and verbal interpretation of the respondents' level of satisfaction as network marketing distributors in terms of their civil status.

Respondents with single civil status had a moderate level of satisfaction, with a weighted mean of 5.95. Specifically, they agreed moderately on feeling that the actual amount of work required to be successful as a distributor is the same amount of work they were told would be required before signing up, with a weighted mean of 5.73.



Table 22
Weighted Mean and Verbal Interpretation of the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According Civil Status

Level of Satisfaction as Network Marketing Distributor	Civil Status							
	Single		Married		Legally Separated / Divorced		Total	
	WM	VI	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.73	MA	5.29	SLA	4.13	NAD	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.53	SLA	4.45	NAD	4.48	NAD	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.73	MA	5.87	MA	5.91	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.31	MA	6.28	MA	6.88	SA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	5.86	MA	6.07	MA	5.73	MA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.54	MA	5.64	MA	5.13	SLA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	6.03	MA	6.09	MA	6.58	SA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.36	MA	6.16	MA	6.46	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.07	MA	6.12	MA	6.00	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.21	MA	6.16	MA	6.46	MA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	6.07	MA	6.08	MA	6.57	SA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	6.16	MA	6.25	MA	6.19	MA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	6.10	MA	6.12	MA	5.93	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.36	MA	6.41	MA	6.37	MA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	6.22	MA	6.05	MA	6.37	MA	6.13	MA
General Weighted Mean	5.95	MA	5.93	MA	5.90	MA	5.93	MA



Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

The single respondents agreed slightly to having achieved the degree of financial independence they expected with a weighted mean of 4.53. As per the working conditions, single respondents agreed moderately that it helped them achieve success, with a weighted mean of 5.73, receiving excellent rewards as a distributor with a weighted mean of 6.31, getting a fair amount of money for the work they do with a weighted mean of 5.86, and feeling very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.54. Single respondents also agreed moderately being satisfied with the opportunity for advancement (6.03), having competent uplines (6.36), who are always in the best disposition in helping their downline (6.07), and shows interest in the concerns and needs of their downline (6.21). They also agreed moderately, with a weighted mean of 6.07 that the company shows interest in their needs as distributors. Single respondents felt a sense of pride (6.16), saw their job in an enjoyable (6.10), but a meaningful light (6.36). Lastly, they agreed moderately that their network marketing business is very satisfactory, with a weighted mean of 6.22.

Similarly, married respondents agreed slightly to the feeling that the actual amount of work required to achieve success is about the same amount of work they were told would be required before they decided to be



distributors, with a weighted mean of 5.29. Married respondents also neither agreed nor disagreed on feeling that they have achieved the degree of financial independence they expected before signing up, with a weighted mean of 4.53. As per the compensation received by married respondents, moderate agreement were found in terms of feeling that the working conditions help them achieve success, that they receive excellent rewards for the work they do, that they are paid a fair amount of money, and that they were very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with weighted means of 5.73, 6.31, 5.86, and 5.54, respectively. Further, married respondents felt satisfied with the advancement opportunities, having a competent upline, uplines who are helping their downlines, and shows interest in their needs, with weighted means of 6.09, 6.16, 6.12, and 6.16. They also agreed moderately that the subject company shows interest in their needs as distributors, with weighted mean of 6.08. As per being a network marketing distributor, married respondents agreed moderately that they felt a sense of pride in doing their job (6.25), seeing it as enjoyable (6.12), and finding meaning in it (6.41). They also agreed moderately that their network marketing business is very satisfactory, with a weighted mean of 6.05.

Respondents who were legally separated or divorced neither agreed nor disagreed to feeling that the actual amount of work is about the same as the amount they were told it would require in achieving success as a



distributor with a weighted mean of 4.13 and achieving the degree of financial independence they expected before signing up as distributors with a lower weighted mean of 4.48. Respondents in this group agreed moderately on the working conditions as helpful in achieving success (5.91). While legally separated or divorced respondents strongly agreed to receive excellent rewards with a weighted mean of 6.88, they agreed moderately on receiving a fair amount of money with the work they do, with a weighted mean of 5.73. Respondents also slightly agreed to be very satisfied with the compensation they receive from the company. Legally separated or divorced respondents also strongly agreed to being satisfied on the opportunities they have for advancement, with a weighted mean of 6.58. They also agreed moderately that their upline is competent (6.46), helping their downline (6.00), and showing interest in their downline's concerns and needs. Likewise, they strongly agreed that the Health and Beauty Network Marketing Company has shown interest in their concerns and needs as distributors with a weighted mean of 6.57. Respondents also agreed moderately that they felt a sense of pride, that they find the job enjoyable, and that it is meaningful, with weighted means of 6.19, 5.93, and 6.37, respectively. Finally, they agreed moderately that their network marketing business opportunity is very satisfactory with a weighted mean of 6.37.

Respondents with civil status, single, married and legally separated or divorced status and weighted means of 5.95, 5.93, and 5.90, respectively



had moderately agreed on the level of satisfaction as network marketing distributors, with an overall weighted mean of 5.93.

3.4 According to Highest Educational Attainment

Table 23

Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According to Highest Educational Attainment

Level of Satisfaction as Network Marketing Distributor	Highest Educational Attainment													
	Secondary School or Less		A Level		Polytechnic Diploma		Bachelor's Degree		Graduate School		Others		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.28	SLA	5.03	SLA	5.54	MA	5.65	MA	4.75	SLA	5.10	SLA	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	5.18	SLA	4.06	NAD	4.80	SLA	4.46	NAD	4.51	SLA	3.06	SLD	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.63	MA	5.55	MA	5.60	MA	5.92	MA	6.26	MA	5.50	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.36	MA	6.44	MA	5.93	MA	6.38	MA	6.48	MA	6.65	SA	6.33	MA



Continuation of Table 23														
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	6.00	MA	6.28	MA	6.04	MA	5.94	MA	6.06	MA	5.15	SLA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	6.54	SA	5.64	MA	5.79	MA	5.39	SLA	5.53	MA	5.15	SLA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	5.93	MA	6.38	MA	6.09	MA	6.12	MA	6.25	MA	5.30	SLA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.71	SA	5.87	MA	6.30	MA	6.22	MA	6.45	MA	6.05	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.59	SA	5.95	MA	6.18	MA	6.01	MA	6.22	MA	5.80	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.61	SA	6.10	MA	6.28	MA	6.12	MA	6.25	MA	6.05	MA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	6.88	SA	6.38	MA	6.13	MA	5.96	MA	6.30	MA	5.25	SLA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	6.38	MA	6.28	MA	6.37	MA	6.07	MA	6.55	SA	5.45	SLA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	6.28	MA	6.10	MA	6.18	MA	5.95	MA	6.43	MA	5.80	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.45	MA	6.64	SA	6.28	MA	6.28	MA	6.68	SA	6.25	MA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	6.24	MA	6.26	MA	6.13	MA	6.05	MA	6.48	MA	5.50	MA	6.13	MA
General Weighted Mean	6.20	MA	5.94	MA	5.97	MA	5.90	MA	6.08	MA	5.47	MA	5.93	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Table 23 shows the weighted mean and verbal interpretation of the respondents' level of satisfaction as distributors in terms of their highest educational attainment.

Respondents whose highest educational attainment is Secondary School or less had the highest level of satisfaction with a weighted mean of 6.20. In particular, they slightly agreed that the actual amount of work required to succeed as a distributor is about the same with the amount they told them it would take, with a weighted mean of 5.28, and that they have achieved the degree of financial independence they expected before signing up, with a weighted mean of 5.18. As for the working conditions that are helpful in achieving success, respondents agreed moderately with a weighted mean of 5.63. Respondents who reached at most secondary school agreed moderately on having excellent rewards for distributors with a weighted mean of 6.36, and that they are paid fair amount of money for their work, with a weighted mean of 6.00. Likewise, they strongly agreed and very satisfied with the compensation they received from the Health and Beauty Network Marketing Company, with a weighted mean of 6.54. As per the opportunities for advancement, respondents agreed moderately with a weighted mean of 5.93. As per the respondents' upline, they strongly agreed that they have competent uplines (6.71), who are always in the best disposition in helping their downlines (6.59), and have shown interest in the concerns and needs of their downlines (6.61). Consequently, they agreed



strongly on the interest and concern shown by the subject Health and Beauty Network Marketing Company on their distributors' needs (6.88). They felt a sense of pride in doing their job (6.38), saw it as enjoyable (6.28), and found meaning in what they do (6.45). Respondents agreed moderately that their network marketing business is very satisfactory with weighted mean of 6.24.

For A Level respondents, on the other hand, having achieved the degree of financial independence they expected before signing up as a distributor was neither agreed nor disagreed upon, with a weighted mean of 4.06. Further, they only agreed slightly that the actual amount of work required to succeed is about the same as the amount of work they were told would be required, with a weighted mean of 5.03. As for the working conditions such as the amount of time spent during training being helpful in achieving success, respondents agreed moderately with a weighted mean of 5.55. They also agreed moderately on having excellent rewards (6.44), being paid fair amount of money for their work (6.28), and receiving very satisfactory compensation from the Health and Beauty Network Marketing Company (5.64). Further, respondents agreed moderately on being satisfied with the opportunities for advancement (6.38). With weighted means of 5.87, 5.95, 6.10, and 6.38, respondents with A levels as their highest educational attainment agreed moderately that their uplines are competent, are in the best disposition in helping their downlines, shows interest in their concerns and needs as downlines, as well as the Health and Beauty Network



Marketing Company 's interest in their distributors' needs. Likewise, respondents had a sense of pride in what they do (6.28), enjoyed their job (6.10), found it meaningful (6.64), and considered their network marketing business as very satisfactory with a weighted mean of 6.26.

Similar results were found with respondents whose highest educational attainment are Polytechnic Diploma. They slightly agreed that they have achieved the degree of financial independence they expected before they signed up as distributors, with a weighted mean of 4.80. Further, they agreed moderately that the actual amount of work needed to succeed was the same with the amount of work they were told would be required, with a weighted mean of 5.54. Working conditions helpful in achieving success, excellent rewards, fair amount of money paid for the work done, and satisfaction with the compensation received from the Health and Beauty Network Marketing Company were moderately agreed on by the respondents with weighted means of 5.60, 5.93, 6.04, and 5.79, respectively. Likewise, they agreed moderately on their satisfaction in terms of the opportunities they have for advancement (6.09), competent uplines (6.30), uplines who helps their downlines (6.18), and shows interest in the needs of their downlines (6.28). With a weighted mean of 6.13, they also agreed moderately on having the Health and Beauty Network Marketing Company's interest in the concerns and needs of their distributors. Respondents who were Polytechnic Diploma holders also agreed moderately on having a



sense of pride, find their job enjoyable, and meaningful with weighted means of 6.37, 6.18, and 6.28. Lastly, respondents agreed moderately that their network marketing business was very satisfactory with a weighted mean of 6.13.

Respondents with a Bachelor's degree moderately agreed that the actual amount of work required to succeed as a distributor is about the same with the amount they told them it would take, with a weighted mean of 5.65. They neither agreed nor disagreed on achieving the degree of financial independence they expected before signing up, with a weighted mean of 4.46. As for the working conditions that are helpful in achieving success, respondents agreed moderately with a weighted mean of 5.92. They also agreed moderately on having excellent rewards for distributors with a weighted mean of 6.38, and that they are paid fair amount of money for their work, with a weighted mean of 5.94. Likewise, they slightly agreed on being satisfied with the compensation they received from the Health and Beauty Network Marketing Company, with a weighted mean of 5.39. As per the opportunities for advancement, respondents agreed moderately with a weighted mean of 6.12. As per the respondents' upline, they agreed moderately that they have competent uplines (6.22), who are always in the best disposition in helping their downlines (6.01), and have shown interest in the concerns and needs of their downlines (6.12). Consequently, they agreed moderately on the interest and concern shown by the subject Health



and Beauty Network Marketing Company on their distributors' needs (5.96). They felt a sense of pride in doing their job (6.07), saw it as enjoyable (5.95), and found meaning in what they do (6.28). Respondents agreed moderately that their network marketing business is very satisfactory with weighted mean of 6.05.

Having the second highest level of satisfaction as distributors, respondents who has reached graduate school had a weighted mean of 6.08. In particular, they slightly agreed that the actual amount of work required to succeed as a distributor and the amount of work they were told before the signed up were the same, with a weighted mean of 4.75, and that they have achieved the degree of financial independence that they expected, with a weighted mean of 4.51. Further, moderately agreed on were the aspects on working conditions as helpful in achieving success, having excellent rewards for distributors, being paid fair amount of money for their work, satisfied with the compensation received, and with the opportunities for advancement, with weighted means of 6.26, 6.48, 6.06, 5.53, and 6.25, respectively. Also, respondents agreed moderately that being a network marketing distributor is enjoyable (6.43) and that the network marketing business is very satisfactory (6.48). They strongly agreed in feeling a sense of pride in doing their job with a weighted mean of 6.55, and that they found it meaningful, with a weighted mean of 6.68.



Respondents who had highest educational attainment other than the ones specified, slightly disagreed on having achieved the degree of financial independence they expected with a weighted mean of 3.06. They slightly agreed that the amount of work needed to succeed is about the same amount they were told beforehand, with a weighted mean of 5.10. Further, moderately agreed on were the aspects on working conditions as helpful in achieving success (5.50), having competent uplines (6.05), uplines who helps their downlines (5.80), and shows interest in their downlines' needs and concerns (6.05). While strongly agreed on was having excellent rewards for distributors (6.65), respondents only agreed slightly on being paid fair amount of money for their work (5.15), satisfied with the compensation received (5.15), and with the opportunities for advancement (5.30). Also, respondents agreed moderately that being a network marketing distributor is enjoyable (5.80), meaningful (6.25), and that the network marketing business is very satisfactory (5.50). They slightly agreed that the subject Health and Beauty Network Marketing Company showed interest in their distributors; concerns and needs, with a weighted mean of 5.25, and in feeling a sense of pride in doing their job as a network marketing distributor with a weighted mean of 5.45.

The respondents, regardless of their highest educational attainment, moderately agreed on the level of satisfaction with an overall weighted mean of 5.93.



3.5 According to Main Source of Income

Table 24
 Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According to Main Source of Income

Level of Satisfaction as Network Marketing Distributor	Is your networking business your main source of income					
	Yes		No		Total	
	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.08	SLA	5.50	MA	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.49	NAD	4.48	NAD	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.75	MA	5.85	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.62	SA	6.21	MA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	6.33	MA	5.83	MA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.40	SLA	5.64	MA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	6.59	SA	5.90	MA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.49	MA	6.17	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.26	MA	6.03	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.29	MA	6.17	MA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	6.30	MA	6.03	MA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	6.57	SA	6.07	MA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	6.42	MA	5.96	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.64	SA	6.29	MA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	6.52	SA	5.98	MA	6.13	MA
General Weighted Mean	6.11	MA	5.86	MA	5.93	MA



Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Table 24 shows the weighted mean and verbal interpretation of the respondents' level of satisfaction as distributor in terms of their main source of income.

Respondents whose networking business is their main source of income, were moderately satisfied, with a weighted mean of 6.11. Specifically, respondents earning mostly from their network marketing business slightly agreed that the actual amount of work needed to be successful is about the same as the amount of work they were told it would require before they signed up to be a distributor, with a weighted mean of 5.08. They also neither agreed nor disagreed on feeling the financial independence they expected, with a weighted meaning of 4.49. While they agreed moderately that the working conditions helped in achieving success and that they were paid fair amount of money for the amount of work they do, with weighted means of 5.75 and 6.33, respectively, respondents strongly agreed that there are excellent rewards in being a network marketing distributor with a weighted mean of 6.62. They, however, only agreed slightly on feeling very satisfied with the compensation received from the network marketing business, with a weighted mean of 5.40. As for the opportunities for advancement, respondents who earned mainly from the



network marketing business strongly agreed with a weighted mean of 6.59. Respondents agreed moderately that their upline is competent (6.49), helped their downline (6.26), and showed interest in their needs (6.29). They also agreed moderately that the subject Health and Beauty Network Marketing Company showed interest in the concerns and needs of the distributors, with a weighted mean of 6.30. While respondents whose main income is from their network marketing business agreed moderately that their job is enjoyable with a weighted mean of 6.42, they strongly agreed that their job gives them a sense of pride, that they find it meaningful, and their network marketing business as very satisfactory, with weighted means of 6.57, 6.64, and 6.52, respectively.

On the other hand, respondents who had other main source of income agreed moderately that the actual amount of work required to be successful is about the same amount they were told it would be, with a weighted mean of 5.50. Further, they neither agreed nor disagreed achieving the degree of financial independence they expected before signing up as a distributor with a weighted mean of 4.48. As for the other aspects of their satisfaction as a network marketing distributor, respondents who had other main source of income moderately agreed that the working conditions helped them achieve success (5.85), excellent rewards were given to distributors (6.21), that a fair amount of money are given for the amount of work rendered (5.83), satisfaction with the compensations received from the network marketing



business (5.64), satisfaction with the opportunities for advancement (5.90), that their uplines are competent (6.17), always in the best disposition of helping their downlines (6.03), showing interest to the concerns and needs of their downlines (6.17), and the Health and Beauty Network Marketing Company showing interest to their distributors' concerns and needs (6.03). With respective weighted means of 6.07, 5.96, 6.29, and 5.98, respondents agreed moderately that they felt sense of pride, were enjoying, found the job meaningful, and lastly, the network marketing business as very satisfactory.

Results showed that respondents, regardless of their main source of income, agreed moderately on their level of satisfaction as distributor, with an overall weighted mean of 5.93.

3.6 According to Average Monthly Income

Table 25 reveals the weighted mean and verbal interpretation of the respondents on the level of satisfaction as distributor in terms of respondents' average monthly income.

Respondents with average monthly income of Below \$500, Between \$1,001 to \$5,000, Between \$5,001 to \$10,000 and Over \$10,000 had weighted means of 5.73, 5.86, 5.98 and 6.82, respectively, and reported moderate agreement on the level of satisfaction as a network marketing distributor.



Table 25

Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According to Average Monthly Income

Level of Satisfaction as Network Marketing Distributor	Average Monthly Income											
	Below \$500		Between \$501 and \$1,000		Between \$1,001 and \$5,000		Between \$5,001 and \$10,000		Over \$10,000		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.42	SLA	6.09	MA	5.72	MA	5.03	SLA	4.94	SLA	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.36	NAD	5.86	MA	4.44	NAD	4.17	NAD	5.88	MA	4.48	NAD
3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.71	MA	6.77	SA	5.49	SLA	5.85	MA	6.59	SA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.22	MA	7.00	SA	6.20	MA	6.33	MA	6.94	SA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	5.60	MA	6.77	SA	5.75	MA	6.26	MA	7.00	SA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.54	MA	6.77	SA	5.50	MA	5.37	SLA	5.94	MA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	5.57	MA	7.00	SA	6.34	MA	6.39	MA	6.59	SA	6.10	MA



Continuation of Table 25

8. I think that my up line is competent in the job he/she is doing.	6.05	MA	7.00	SA	6.25	MA	6.36	MA	6.29	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.17	MA	7.00	SA	5.93	MA	5.86	MA	6.71	SA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.24	MA	7.00	SA	6.04	MA	6.03	MA	6.73	SA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	5.77	MA	7.00	SA	6.06	MA	6.28	MA	6.75	SA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	5.96	MA	7.00	SA	5.83	MA	6.49	MA	6.94	SA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	5.83	MA	7.00	SA	5.85	MA	6.37	MA	6.18	MA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.07	MA	7.00	SA	6.37	MA	6.60	SA	6.82	SA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	5.69	MA	7.00	SA	6.20	MA	6.35	MA	6.88	SA	6.13	MA
General Weighted Mean	5.73	MA	6.82	SA	5.86	MA	5.98	MA	6.48	MA	5.93	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)

Specifically, respondents who earned below \$500 monthly slightly agreed that the actual amount of work required to be success is about the same amount they were told before they signed up (5.42). They neither agreed nor disagreed however on having achieved the degree of financial independence they expected with a weighted mean of 4.36. As per the working conditions, they agreed moderately that it helped them achieve



success, with a weighted mean of 5.71, receiving excellent rewards as a distributor with a weighted mean of 6.22, getting a fair amount of money for the work they do with a weighted mean of 5.60, and feeling very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.54. Respondents earning below \$500 monthly income also agreed moderately being satisfied with the opportunity for advancement (5.57), having competent uplines (6.05), who are always in the best disposition in helping their downline (6.17), and shows interest in the concerns and needs of their downline (6.24). They also agreed moderately, with a weighted mean of 5.77 that the company shows interest in their needs as distributors. Respondents felt a sense of pride (5.96), saw their job in an enjoyable (5.83), but a meaningful light (6.07). Lastly, they agreed moderately that their network marketing business is very satisfactory, with a weighted mean of 5.69.

For respondents who earned below \$501 to \$1,000 monthly moderately agreed that the actual amount of work required to be success is about the same amount they were told before they signed up (6.09 and achieved the degree of financial independence they expected with a weighted mean of 5.86. As per the working conditions, they strongly agreed that it helped them achieve success, with a weighted mean of 6.77, receiving excellent rewards as a distributor with a weighted mean of 7.00, getting a fair amount of money for the work they do with a weighted mean of 6.77, and



feeling very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 6.77. Further, respondents earning \$501 to \$1,000 monthly income also strongly agreed being satisfied with the opportunity for advancement, having competent uplines, who are always in the best disposition in helping their downline, and shows interest in the concerns and needs of their downline with weighted mean of 7.00. They also strongly agreed, with weighted mean of 7.00 that the company shows interest in their needs as distributors. Respondents strongly agreed that they felt a sense of pride (7.00), saw their job in an enjoyable (7.00), but also a meaningful light (7.00). Lastly, they strongly agreed that their network marketing business is very satisfactory, with a weighted mean of 7.00.

Respondents who earned \$1,001 to \$5,000 moderately agreed that the actual amount of work required to be successful is about the same amount they were told it would require with weighted mean of 5.72. Further, they neither agreed nor disagreed on having achieved the financial independence they expected before signing up with a weighted mean of 4.44. They only slightly agreed that their working conditions are helpful in achieving success with a weighted mean of 5.49. As for the other aspects of their satisfaction as a network marketing distributor, respondents who earned \$1,001 to \$5,000 moderately agreed that excellent rewards were given to distributors, that a fair amount of money are given for the amount of work



rendered, satisfaction with the compensations received from the network marketing business, satisfaction with the opportunities for advancement, that their uplines are competent, always in the best disposition of helping their downlines, showing interest to the concerns and needs of their downlines, and the Health and Beauty Network Marketing Company showing interest to their distributors' concerns and needs, with weighted means of 6.20, 5.75, 5.50, 6.34, 6.25, 5.93, 6.04, and 6.06, respectively. Further, with respective weighted means of 5.83, 5.85, 6.37, and 6.20, respondents agreed moderately that they felt sense of pride, were enjoying, found the job meaningful, and lastly, the network marketing business as very satisfactory.

Respondents who earned between \$5,001 and \$10,000 monthly slightly agreed that the actual amount of work required to be success is about the same amount they were told before they signed up (5.03). They neither agreed nor disagreed however on having achieved the degree of financial independence they expected with a weighted mean of 4.17. As per the working conditions, they agreed moderately that it helped them achieve success, with a weighted mean of 5.85, receiving excellent rewards as a distributor with a weighted mean of 6.33, getting a fair amount of money for the work they do with a weighted mean of 6.26, but only agreed slightly on feeling very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.37. Respondents earning between \$5,001 and \$10,000 monthly income



also agreed moderately being satisfied with the opportunity for advancement (6.39), having competent uplines (6.36), who are always in the best disposition in helping their downline (5.86), and shows interest in the concerns and needs of their downline (6.03). They also agreed moderately, with a weighted mean of 6.28 that the company shows interest in their needs as distributors. Respondents felt a sense of pride (6.49), saw their job in an enjoyable (6.37), but a meaningful light (6.60). Lastly, they agreed moderately that their network marketing business is very satisfactory, with a weighted mean of 6.35.

Respondents earning over \$10,000 monthly slightly agreed that the actual amount of work required to be successful is the same amount they were told it would require them (4.94). Likewise, they moderately agreed that they have achieved the financial independence they expected before signing up with a weighted mean of 5.88. Respondents strongly agreed on the working conditions as conducive to success, receiving excellent rewards, and paid the fair amount of money for the work they do with weighted means of 6.59, 6.94, and 7.00 respectively. Further, they agreed moderately that they are very satisfied with the compensation (5.94) and thought their uplines are competent in the job there are doing (6.29). As for the opportunity for advancement (6.59), their upline helping their downlines (6.71), uplines' interest in the needs and concerns of downlines (6.73), as well as the subject Health and Beauty Network Marketing Company's interest in the needs of



the distributors (6.75), respondents agreed moderately. While they agreed moderately that their job is enjoyable with a weighted mean of 6.18, strong agreement was reported in terms of feeling sense of pride (6.94), finding the job meaningful (6.82) and feeling very satisfied with the network marketing business (6.88).

Overall, respondents, regardless of average monthly income of Between \$500, Between \$501 to \$1,000, Between \$1,001 to \$5,000, Between 5,001 to \$10,000 or Over \$10,000, moderately agreed on the level of satisfaction as network marketing distributor, with and overall weighted mean of 5.93.

3.7 According to Number of Years as a Network Marketing Distributor

Table 26

Weighted Mean and Verbal Interpretation on the Respondents' Level of Satisfaction as Network Marketing Distributor When Grouped According to Number of Years as a Network Marketing Distributor

Level of Satisfaction as Network Marketing Distributor	How long have you been a Network Marketing Distributor?											
	Less than 1 year		Between 1 and 3 years		Between 3 and 5 years		Between 5 and 10 years		Over 10 years		Total	
	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI	WM	VI
1. I feel that the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor.	5.40	SLA	5.57	MA	4.43	NAD	5.56	MA	5.08	SLA	5.38	SLA
2. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor.	4.32	NAD	4.15	NAD	5.05	SLA	5.08	SLA	5.03	SLA	4.48	NAD



Continuation of Table 26

3. I think that the working conditions (amount of time spent training, up line support, etc.) help to achieve success.	5.71	MA	5.69	MA	6.19	MA	5.83	MA	6.47	MA	5.82	MA
4. I think that there are excellent rewards for those who work as distributors in the subject Health & Beauty Network Marketing Company.	6.10	MA	6.54	SA	6.65	SA	6.35	MA	6.43	MA	6.33	MA
5. I feel that am being paid a fair amount of money for the amount of work that I do as a network marketing distributor.	5.61	MA	6.16	MA	6.22	MA	6.15	MA	6.58	SA	5.97	MA
6. I am very satisfied with the compensation I receive from the network marketing business.	5.51	MA	6.01	MA	5.45	SLA	4.35	NAD	5.84	MA	5.57	MA
7. I am satisfied with the opportunity for advancement in the subject Health & Beauty Network Marketing Company.	5.64	MA	6.57	SA	6.56	SA	6.17	MA	6.39	MA	6.10	MA
8. I think that my up line is competent in the job he/she is doing.	6.15	MA	6.35	MA	6.00	MA	6.41	MA	6.42	MA	6.25	MA
9. In my opinion, my up line is always in the best disposition of helping his/her down line.	6.20	MA	5.98	MA	5.81	MA	6.13	MA	6.16	MA	6.10	MA
10. My up line always shows interest in the concerns and needs of his/her down line	6.19	MA	6.18	MA	6.00	MA	6.13	MA	6.53	SA	6.20	MA
11. The subject Health & Beauty Network Marketing Company always shows interest in the concerns and needs of its distributors.	5.80	MA	6.39	MA	5.44	SLA	6.53	SA	6.57	SA	6.11	MA
12. I feel a sense of pride in doing my job as a network marketing distributor.	5.83	MA	6.34	MA	6.37	MA	6.60	SA	6.97	SA	6.21	MA
13. I feel my job as a network marketing distributor is enjoyable.	5.71	MA	6.35	MA	6.30	MA	6.38	MA	6.55	SA	6.10	MA
14. I feel my job as a network marketing distributor is meaningful.	6.01	MA	6.62	SA	6.70	SA	6.60	SA	6.92	SA	6.39	MA
15. I rate my network marketing business opportunity as very satisfactory.	5.70	MA	6.41	MA	6.22	MA	6.60	SA	6.68	SA	6.13	MA
General Weighted Mean	5.71	MA	6.08	MA	5.97	MA	6.05	MA	6.30	MA	5.93	MA

Legend: 1 - 1.50 (SD = Strongly Disagree), 1.51 - 2.5 (MD = Moderately Disagree), 2.51 - 3.5 (SLD = Slightly Disagree), 3.51 - 4.5 (NAD = Neither Agree or Disagree), 4.51 - 5.5 (SLA = Slightly Agree), 5.51 - 6.5 (MA = Moderately Agree), 6.51 and above (SA = Strongly Agree)



Shown on Table 26 is the weighted mean and verbal interpretation of the respondents' level of satisfaction in terms of their number of years of being a Network Marketing distributor.

Respondents, grouped according to their number of years as a Network Marketing Distributor, with Less than 1 year, Between 1 and 3 years, Between 3 and 5 years, Between 5 and 10 years and Over 10 years with weighted means of 5.71, 6.08, 5.97, 6.05 and 6.30, respectively, moderately agreed on the level of satisfaction as a distributor.

Specifically, respondents who have less than 1 year of being a distributor slightly agreed that the actual amount of work required to be success is about the same amount they were told before they signed up (5.40). They neither agreed nor disagreed however on having achieved the degree of financial independence they expected with a weighted mean of 4.32. As per the working conditions, they agreed moderately that it helped them achieve success, with a weighted mean of 5.71, receiving excellent rewards as a distributor with a weighted mean of 6.10, getting a fair amount of money for the work they do with a weighted mean of 5.61, and feeling very satisfied with the compensation they receive from the subject Health and Beauty Network Marketing Company with a weighted mean of 5.51. Respondents earning below \$500 monthly income also agreed moderately being satisfied with the opportunity for advancement (5.64), having competent uplines (6.15), who are always in the best disposition in helping



their downline (6.20), and shows interest in the concerns and needs of their downline (6.19). They also agreed moderately, with a weighted mean of 5.80 that the company shows interest in their needs as distributors. Respondents felt a sense of pride (5.83), saw their job in an enjoyable (5.71), but a meaningful light (6.01). Lastly, they agreed moderately that their network marketing business is very satisfactory, with a weighted mean of 5.70.

As per respondents who had been a network marketing distributor for 1 to 3 years already, they agreed moderately that the actual amount of work required to be successful is about the same amount of what they were told before signing up with a weighted mean of 5.57. They however neither agreed nor disagreed if they achieved the financial independence they expected with a weighted mean of 4.15. Respondents strongly agreed that they were receiving excellent rewards as a distributor (6.54) and moderately agreed that the working conditions are helpful in achieving success, that they were paid fair amount of money for their work, and that compensation is very satisfactory with weighted means of 5.69, 6.16, and 6.01, respectively. Respondents agreed strongly on the opportunities they have for advancement with weighted mean of 6.57. Further, they agreed moderately on having a competent upline (6.35), who helps the downlines (5.98), and shows interest in the needs and concerns of the downlines (6.18). Likewise, respondents moderately agreed that the Health and Beauty Network Marketing Company showed interest in the distributors' concerns and needs,



with a weighted mean of 6.39. Respondents felt a sense of pride (6.34), saw their job as enjoyable (6.35), and that their network marketing business is very satisfactory (6.41). Lastly, they strongly agreed, with a weighted mean of 6.62, that their job as network marketing distributors is enjoyable.

With weighted mean of 4.43, respondents who have been distributors for 3 to 5 years at the time of study, neither agreed nor disagreed that the actual amount of work to be successful is the same with the amount they were told to expect before signing up (4.43). They slightly agreed that they have achieved the degree of financial independence with a weighted mean of 5.05. As for the working condition conducive for success and being paid fair amount of money for the work done, respondents with 3 to 5 years of experience moderately agreed with weighted means of 6.19 and 6.22, respectively. They strongly agreed in terms of receiving excellent rewards as distributors, with a weighted mean of 6.65. Despite this, respondents only agreed slightly, with a weighted mean of 5.45, in terms of being satisfied with the compensation they received from the subject Health and Beauty Network Marketing Company. Similar with those with 1 to 3 years of experience, respondents with 3 to 5 years strongly agreed that they are satisfied with the opportunities for advancement with a weighted mean of 6.56. As per their uplines, respondents moderately agreed that they are competent (6.00), always in the best disposition in helping their downline (5.81), and shows interest in the concerns and needs of their downlines (6.00). They only



slightly agreed that the Health and Beauty Network Marketing Company shows concern on the distributors' needs with a weighted mean of 5.44. Nonetheless, distributors agreed moderately that they feel sense of pride in doing their job (6.37), seeing it as enjoyable (6.30), and that it is very satisfactory (6.22). Further, respondents with 3 to 5 years of experience as distributors felt their job as meaningful, with a weighted mean of 6.70.

Respondents who had been network marketing distributors for 5 to 10 years had a weighted mean of 6.05, thus a moderate level of satisfaction. Specifically, they agreed moderately that the actual amount of work required in order to succeed as a distributor is about the same amount they were told to expect before the signed up (5.56). They agreed slightly that they have achieved the degree of financial freedom that they expected, with a weighted mean of 5.08. Further, respondents moderately agreed that the working conditions are helpful in succeeding (5.83), there are excellent rewards for distributors (6.35), and a fair amount of money paid for the work done (6.15). However, they neither agreed nor disagreed in terms of being satisfied with the compensation from the subject Health and Beauty Network Marketing Company with a weighted mean of 4.35. The respondents also agreed moderately in terms of their satisfaction with the opportunities for advancement, having competent uplines, uplines who are helping their downlines, and uplines who show concern on the needs of their downlines with weighted means of 6.17, 6.41, 6.13, and 6.13, respectively. They



strongly agreed that the Health and Beauty Network Marketing Company showed interest in the needs of their distributors, with a weighted mean of 6.53. While agreed moderately that their job is enjoyable (6.38), respondents with 5 to 10 years of experience strongly agreed that they felt a sense of pride doing their job (6.53), finding it meaningful (6.60), and seeing the network marketing business as very satisfactory (6.60).

Consequently, distributors with the most number of years as distributors had the highest level of satisfaction, with a weighted mean of 6.30. In particular, respondents slightly agreed that the amount of work required to be successful is about the same with the amount they were told it would require (5.08), and that they achieved the degree of financial independence they expected when they signed up (5.03). As for the working condition being helpful in achieving success, excellent rewards for distributors, and being satisfied with the compensation given by the Health and Beauty Network Marketing Company, the respondents agreed moderately with weighted means of 6.47, 6.43, and 5.84, respectively. They agreed strongly in terms of being paid fair amount of money for the work done, with a weighted mean of 6.58. Respondents further agreed moderately that they are satisfied with the opportunities for advancement (6.39), having a competent upline who knows what they are doing (6.42), and those who is always in the best disposition of helping their downline (6.16). They strongly agreed in terms of having uplines who showed interest in the needs and



concerns their downlines (6.53), and the Health and Beauty Network Marketing Company showing concern for its distributors' needs (6.57). Respondents with over 10 years of experience as network marketing distributors had the highest weighted means of 6.97, 6.55, 6.92, and 6.68 in terms of feeling a sense of pride in doing their job, seeing it as enjoyable, finding what they do as meaningful, and lastly, seeing their network marketing business as very satisfactory.

In general, the more experience and number of years the respondents had as network marketing distributors, the higher their level of satisfaction. It is worth noting, however, that respondents with 1 to 3 years of experience had a relatively higher level of satisfaction as compared to those with 3 to 10 years of experience. Respondents with over 10 years of experience remained to have the highest level of satisfaction.



4.0 Analysis of Differences on the Respondents' Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company when Respondents are Grouped According to their Profile

4.1 According to Age

Table 27

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Age

Evaluation (Age)	Weighted Mean	F-value	p-value	Decision	Remarks
Below 30 years old	5.74	1.869	.115	Accept Ho	Not Significant
30 - 39 years old	5.82				
40 - 49 years old	5.87				
50 - 59 years old	6.00				
60 years old and above	6.04				

Table 27 indicates that the weighted means of 5.74 for Below 30 years old, 5.82 for 30 – 39 years old, 5.87 for 40 – 49 years old, 6.00 for 50 – 59 years old and 6.04 for 60 years old and above produced a computed f-value of 1.869, and a p-value of .115, with which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to age is accepted.



Regardless of the respondents' age, they agreed moderately in evaluating the recruitment and training practices of the subject Health and Beauty Network Marketing Company.

4.2 According to Gender

Table 28

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Gender

Evaluation (Gender)	Weighted Mean	t-value	p-value	Decision	Remarks
Male	5.88	.573	.567	Accept Ho	Not Significant
Female	5.85				

Likewise, Table 28 indicates that the respondents' evaluation of the recruitment and training practices, with weighted means of 5.88 for Male and 5.85 for Female produced a p-value of .567, with computed t-value of .573, which is greater than the assigned level of significance of 0.05.

Therefore, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to gender is accepted.



4.3 According to Civil Status

Table 29

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Civil Status

Evaluation (Civil Status)	Weighted Mean	F-value	p-value	Decision	Remarks
Single	5.83	.372	.690	Accept Ho	Not Significant
Married	5.88				
Legally Separated / Divorced	5.89				

Table 29 further indicates that the evaluation, with weighted means of 5.83 for Single, 5.88 for Married, and 5.89 for Legally Separated or Divorced, produced a p-value of .690, with computed F-value of .372, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to civil status is accepted. Single, Married, or Legally Separated or Divorced respondents evaluated the recruitment and training practices with moderate agreement.



4.4 According to Highest Educational Attainment

Table 30

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Highest Educational Attainment

Evaluation (Highest Educational Attainment)	Weighted Mean	F-value	p-value	Decision	Remarks
Secondary School or Less	5.80	6.498	.000	Reject Ho	Significant
A Level	5.89				
Polytechnic Diploma	5.78				
Bachelor's Degree	5.87				
Graduate School	6.15				
Others	5.31				

While respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company did not vary significantly when they are grouped according to their age, gender, and civil status, Table 30 indicates that the weighted means of 5.80 for Secondary School or Less, 5.89 for A Level, 5.78 for Polytechnic Diploma, 5.87 for Bachelor's Degree, 6.15 for Graduate School and 5.31 for Others (not indicated) produced a p-value of .000, with computed F-value of 6.498, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to highest educational attainment is accepted. Respondents who were in Graduate School had a higher evaluation of the recruitment and



training practices of the subject Health and Beauty Network Marketing Company with an overall weighted mean of 6.15, and moderate evaluation as compared to respondents whose highest educational attainment is otherwise stated, with a weighted mean of 5.31, and were slightly agreeable in their evaluation.

4.5 According to the Main Source of Income

Table 31

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Main Source of Income

Evaluation (Network Marketing Business as Main Source of Income)	Weighted Mean	t-value	p-value	Decision	Remarks
Yes	6.02	3.202	.001	Reject Ho	Significant
No	5.80				

Furthermore, Table 31 indicates that under the evaluation, weighted means of 6.02 for respondents whose main source of income is their network marketing business and 5.80 for those who have other main source of income produced a p-value of .001, with computed t-value of 3.202, which is less than the assigned level of significance of 0.05. Therefore, the hypothesis that there is a significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to main source of income is rejected.



Respondents whose main source of income is the network marketing business have a relatively higher evaluation of the recruitment and training practices as compared to those whose main income comes from sources otherwise stated.

4.6 According to Average Monthly Income

Table 32

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Average Monthly Income

Evaluation (Average Monthly Income)	Weighted Mean	F-value	p-value	Decision	Remarks
Below \$500	5.68	15.514	.000	Reject Ho	Significant
Between \$501 and \$1,000	6.67				
Between \$1,001 and \$5,000	5.84				
Between \$5,001 and \$10,000	5.94				
Over \$10,000	5.99				

Consequently, Table 32 indicates that respondents' evaluation, with weighted means of 5.68 for those whose monthly income is below \$500, 6.67 for those who earned \$501 to \$1,000 monthly, 5.84 for \$1,001 to \$5,000 monthly income, 5.94 for those who earned between \$5,001 and \$10,000, and 5.99 for respondents whose monthly income is over \$10,000, produced a p-value of .000, with computed F-value of 15.514, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the evaluation of the recruitment and training



practices as assessed by the respondents when group according to average monthly income is rejected.

Generally, results showed that respondents with higher monthly income had a higher evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company. It is worth noting, however, that respondents whose average monthly income ranges from \$501 to \$1000 had a significantly higher evaluation compared to all other income groups.

4.7 According to Number of Years as a Network Marketing Distributor

Table 33

Significant Difference on the Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company When Respondents are Grouped According to Number of Years as a Network Marketing Distributor

Evaluation (Number of Years as a Distributor)	Weighted Mean	F-value	p-value	Decision	Remarks
Less than 1 year	5.70	10.267	.000	Reject Ho	Significant
Between 1 and 3 years	6.02				
Between 3 and 5 years	5.80				
Between 5 and 10 years	5.75				
Over 10 years	6.27				

Table 33 indicates that the respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing



Company, with weighted means of 5.70 for those who had been a distributor for less than a year, 6.02 for between 1 and 3 years, 5.80 for between 3 and 5 years, 5.75 for between 5 and 10 years, and 6.27 for respondents with over 10 years of experience as a network marketing distributor, produced a p-value of .000, with computed F-value of 10.267, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to number of years as network marketing distributor is rejected.

Results showed that respondents who had been network marketing distributors longer had a higher evaluation of the recruitment and training practices. A significant exception should be noted that respondents with 1 to 3 years of experience in the network marketing business as distributor who had a higher evaluation as compared to those with 3 to 10 years as distributors. Still, respondents with the most number of years as distributors had the highest evaluation with a 6.27 weighted mean.

Overall, the respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company did not differ significantly when they were grouped according to their age, gender, and civil status. Significant differences in their evaluation were found, however, when they were grouped according to their highest educational attainment, main source of income, average monthly income,



and the number of years they had been network marketing distributors. Respondents with higher educational attainment, whose main source of income is the network marketing business, earning higher monthly income, and with longer years of experience as distributors had a higher evaluation of the recruitment and training practices of the Health and Beauty Network Marketing Company.

5.0 Analysis of Differences on the Respondents' Evaluation on the Level of Satisfaction as Network Marketing Distributors when Respondents are Grouped According to their Profile

5.1 According to Age

Table 34

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Age

Level of Satisfaction as Network Marketing Distributor (Age)	Weighted Mean	F-value	p-value	Decision	Remarks
Below 30 years old	5.95	1.154	.331	Accept Ho	Not Significant
30 - 39 years old	5.92				
40 - 49 years old	5.88				
50 - 59 years old	6.06				
60 years old and above	5.92				

Table 34 indicates that under the level of satisfaction as network marketing distributor, weighted means of 5.95 for respondents below 30



years old, 5.92 for 30 – 39 years old, 5.88 for 40 – 49 years old, 6.06 for 50 – 59 years old, and 5.92 for respondents 60 years old and above produced a p-value of .331, with computed f-value of 1.154, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributors as assessed by the respondents when group according to age is accepted.

5.2 According to Gender

Table 35

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Gender

Level of Satisfaction as Network Marketing Distributor (Gender)	Weighted Mean	t-value	p-value	Decision	Remarks
Male	6.03	2.850	.005	Reject Ho	Significant
Female	5.86				

In contrast, Table 35 shows that with weighted means of 6.03 for Male respondents and 5.86 for Females produced a p-value of .005, with computed t-value of 2.850, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to gender is rejected.



Male respondents had a significantly higher level of satisfaction as network marketing distributors when compared to female respondents. It should be noted however that there is a 13 percent difference in the ratio of male and female respondents of the study.

5.3 According to Civil Status

Table 36

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Civil Status

Level of Satisfaction as NetworkMarketing Distributor (Civil Status)	Weighted Mean	F-value	p-value	Decision	Remarks
Single	5.95	.074	.929	Accept Ho	Not Significant
Married	5.93				
Legally Separated / Divorced	5.90				

As per the respondents' civil status, Table 36 indicates that their level of satisfaction as network marketing distributors, with weighted means of 5.95 for those who were Single, 5.93 for Married, and 5.90 for Legally Separated or Divorced respondents produced a p-value of .929, with computed F-value of .074, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributor of the recruitment and training practices as assessed by the respondents when group according to civil status is accepted.



Results showed that their level of satisfaction as network marketing distributors did not vary significantly, when grouped according to their civil status.

5.4 According to Highest Educational Attainment

Table 37

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Highest Educational Attainment

Level of Satisfaction as Network Marketing Distributor (Highest Educational Attainment)	Weighted Mean	F-value	p-value	Decision	Remarks
Secondary School or Less	6.11	3.667	.003	Reject Ho	Significant
A Level	5.94				
Polytechnic Diploma	5.97				
Bachelor's Degree	5.89				
Graduate School	6.08				
Others	5.51				

On another note, Table 37 indicates that the level of satisfaction as network marketing distributor, with weighted means of 6.11 for respondents whose highest educational attainment is Secondary School or Less, 5.94 for A Level, 5.97 for Polytechnic Diploma, 5.89 for Bachelor's Degree, 6.08 for Graduate School and 5.51 for Others (not indicated) produced a p-value of .003, with computed F-value of 3.667, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant



difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to highest educational attainment is rejected.

5.5 According to Main Source of Income

Table 38

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Main Source of Income

Level of Satisfaction as Network Marketing Distributor (Network Marketing Business As Main Source of Income)	Weighted Mean	t-value	p-value	Decision	Remarks
Yes	6.11	3.776	.000	Reject Ho	Significant
No	5.86				

Table 38 shows the level of satisfaction as network marketing distributor, with weighted means of 6.11 for respondents whose main source of income is their network marketing business and 5.86 for those who have other main source of income produced a p-value of .000, with computed t-value of 3.776, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to main source of income is rejected.



Result showed respondents whose main source of income is their network marketing business had a higher level of satisfaction as distributors as compared to those who had other main source of income.

5.6 According to Average Monthly Income

Table 39

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to the Average Monthly Income

Level of Satisfaction as Network Marketing Distributor (Average Monthly Income)	Weighted Mean	F-value	p-value	Decision	Remarks
Below \$500	5.73	26.969	.000	Reject Ho	Significant
Between \$501 and \$1,000	6.82				
Between \$1,001 and \$5,000	5.86				
Between \$5,001 and \$10,000	5.98				
Over \$10,000	6.48				

As per the respondents' level of satisfaction when grouped according to their average monthly income, Table 39 indicates that with weighted means of 5.73 for those who earned below \$500, 6.82 for between \$501 and \$1,000, 5.86 for between \$1,001 and \$5,000, 5.98 for between \$5,001 and \$10,000, and 6.48 for respondents earning over \$10,000 monthly, produced a p-value of .000, with computed F-value of 26.969, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is



no significant difference on the evaluation of the level of satisfaction when respondents are grouped according to average monthly income is rejected.

Accordingly, respondents who earned higher monthly income are more satisfied as a network marketing distributor as compared to those who had lower monthly incomes. It is worth noting however, that out of all income groups, respondents with average monthly income of \$501 to \$1,000 had the highest level of satisfaction.

5.7 According to Number of Years as a Network Marketing Distributor

Table 40

Significant Difference on the Level of Satisfaction as Network Marketing Distributors When Respondents are Grouped According to Number of Years as a Network Marketing Distributor

Level of Satisfaction as Network Marketing Distributor (Number of Years as a distributor)	Weighted Mean	F-value	p-value	Decision	Remarks
Less than 1 year	5.71	13.404	.000	Reject Ho	Significant
Between 1 and 3 years	6.08				
Between 3 and 5 years	5.97				
Between 5 and 10 years	6.05				
Over 10 years	6.30				

Table 40 indicates that the respondents' the level of satisfaction as network marketing distributors, with weighted means of 5.71 for those who had been a distributor for less than 1 year, 6.08 for between 1 and 3 years,



5.97 for between 3 and 5 years, 6.05 for between 5 and 10 years, and 6.30 for respondents with over 10 years of experience as distributors, produced a p-value of .000, with computed F-value of 13.404, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the level of satisfaction as assessed by the respondents when group according to number of years as network marketing distributor is rejected.

Results showed that the more years of experience the respondents had as distributors, the higher their level of satisfaction were. An exception would be respondents with 1 to 3 years of experience as distributors, who had a higher level of satisfaction compared to those who had been distributors for 3 to 10 years.

6.0 Problems Encountered by the Distributors in the Recruitment and Training Practices of the Health and Beauty Network Marketing Company in Terms of the Following Areas:

6.1 On Pricing

Table 41

Frequency - Rank Distribution of Problems Encountered in Terms of Pricing as Distinguished by the Respondents

Pricing	Frequency
Too expensive	17



One of the most encountered problems distinguished by the distributors in terms of recruitment and training practices is the pricing. 17 respondents felt the health and beauty network marketing company's products are too expensive, thus distributors are experiencing difficulties not only in the distribution of products but also in recruiting new distributors who get discouraged by the high pricing. This holds true with the assumption that normally, consumers would not want to purchase a more expensive product when cheaper counterparts are available in the market.

The respondents who indicated that the price was too expensive are possibly from the majority of respondents who have only been in the health and beauty network marketing company for less than a year, and who have not been properly trained in the unique selling propositions of the company's high quality innovative products. It is because of this that the products are distributed through network marketing and not through the retail distribution channel.

On the other hand, the health and beauty network marketing company may also consider revising their prices so that its new network marketing distributors can easily sell the products and eliminate or lessen the perceived pricing problem.



6.2 On Product Knowledge

Table 42

Frequency - Rank Distribution of Problems Encountered in terms of Product Knowledge as Distinguished by the Respondents

Product Knowledge	Frequency	Rank
I have to improve on my product knowledge	9	1
Skin care and spa took time to understand	8	2

Another problem encountered in recruitment and training practices of the health and beauty network marketing company is on product knowledge.

Table 42 shows two problems identified by the network marketing distributors. These are the need to improve knowledge on the product and the time it took to understand some areas such as skin care and spa. Results reported that they have to be improved with a frequency of 9 and 8, respectively.

Proper and intensive training should be conducted for the health and beauty network marketing distributors. Specific areas of improvement in terms of training must also be identified in order to formulate a specialized training program to address difficulties in understanding a variety of products. Levels of difficulty can also be identified in order to divide the training programs administered to the network marketing distributors.

It can also be noted that since most of the distributors start their network marketing business on a part time basis, these respondents could



belong to the group that were not able to attend the training sessions offered, due to their other work commitments.

6.3 On Selling and Sales Promotion

Table 43

Frequency - Rank Distribution of Problems Encountered in terms of Selling and Sales Promotion as Distinguished by the Respondents

Selling and Sales Promotion	Frequency	Rank
Lack of sales training esp. for those without sales background.	3	1
People still have a bad impression and doubts of network marketing.	1	2.5
They need to be more attractive, especially for business builders, because we buy the products and give as samples to potential customers/prospects to try before they buy.	1	2.5

Table 43 shows problems encountered in terms of Selling and Sales Promotion. Respondents said they lacked sales training, particularly for the distributors who did not have a background in sales before entering the network marketing business. One thought people have a negative impression and doubts on network marketing, and another saw the need to improve the attractiveness of sales promotions.

More awareness needs to be created on the credibility of the network marketing industry. Although this is a challenge, it can also be seen as an opportunity for growth.



6.4 On Distribution Network

Table 44

Frequency - Rank Distribution of Problems Encountered in Terms of Distribution Network as Distinguished by the Respondents

Distribution Network	Frequency	Rank
Can be a bit difficult to grow network.	4	1
Notice is not enough to inform distributors	3	2

Problems were also encountered in terms of growing one's Distribution network. Distributor respondents said they experience difficulty growing their respective networks and recruiting new distributors. A few believed that there was a problem with notices that were insufficient to inform distributors.

6.5 On Customer Relationships

Table 45

Frequency - Rank Distribution of Problems Encountered in Terms of Customer Relationships as Distinguished by the Respondents

Customer Relationships	Frequency	Rank
One who expects our company to be liable for any adversity that may arise through usage of our products. It is not just about trusting me or company.	1	1.5
There should be a roster of 24 hours since we are global and there are different time zones.	1	1.5



Table 45 reveals that the least problems encountered in recruitment and training practices of the health and beauty network marketing company is on the Customer Relationship, both of which had a frequency of 1. Distributor respondents identified having customers who expect accountability from the Health and Beauty Network Marketing Company for any adverse effects arising upon usage of the products as one of the problems encountered. Moreover, problems with customers from across the globe arise since distributors and customers may be in varying time zones.

6.6 On Recruiting Distributors

Table 46

Frequency - Rank Distribution of Problems Encountered in Terms of Recruiting Distributors as Distinguished by the Respondents

Recruiting of distributors	Frequency	Rank
Customers are easier than business builders. Especially retention of business builders and getting them to grow their network.	3	3
Difficult to build	4	1.5
Company should provide a video in YouTube that describes the compensation plan	1	4
People can't see how this business can help them fulfill their dreams	4	1.5



Table 46 reveals that one of the problems encountered in the recruitment and training practices of the health and beauty network marketing company is about recruiting distributors. Distributor respondents reported difficulty in building network and people's inability to see the network marketing business' potential in helping them in the fulfillment of their dreams. This is followed by the difficulty in growing and training business builders, particularly in the retention of business builders and getting them to grow their own network. Respondents also thought there was a need for the Health and Beauty Network Marketing Company to provide more transparent information that describes the compensation plan.

6.7 On Training

Table 47

Frequency - Rank Distribution of Problems Encountered
in Terms of Training as Distinguished by the Respondents

Training	Frequency	Rank
Inadequate Training	6	1
Very strenuous and many rejections. But most of it is because I have my own barrier because I am afraid of what people think and that people will shun me.	1	2

Table 47 further shows the problems encountered in terms of training, where ranked first is inadequacy of training, followed by strenuous training and practice on top of numerous rejections experienced. Although most



respondents agreed that their trainings addressed the important issues related to their job as network marketing distributor, a small percentage of respondents identified inadequacy of training as one of the problems they encountered.

6.8 On Others Areas Not Specified

It can be gleaned in Table 48 that some respondents experienced being left on their own to explore ways and means to reach out to people, followed by too many incentives and qualification details to manage.

The respondent distributors encountered problems in terms of pricing, product knowledge, selling and sales promotion, distribution network, customer relationships, recruiting distributors, training, and other areas.

Table 48

Frequency - Rank Distribution of Problems Encountered
in Terms of Other Areas as Distinguished by the Respondents

Other Areas Specified	Frequency	Rank
Distributors are left to explore ways and means to reach out to people or strangers. The lack of empathy and understanding on peoples' needs, make them shut their ears and give immediate rejection. The more we invite, the more people become irritated, thus, the more obstacles new distributors have to face. This is because of many distributors who promote the products without helping the consumers on its proper usage.	3	1
Too many incentives and qualification details to manage	1	2



Inadequate training, lack of understanding and product knowledge can result in poor performance as a network marketing distributor. Poor performance in turn can lead to difficulty in growing one's distribution network, building networks, and recruiting new distributors, because of poor performance as a distributor. Furthermore, the distributors may not be well motivated to continue, thus resulting to difficulty in retaining distributors. Also, distributors, however skilled they are, will have difficulty in performing well in selling and recruiting if they themselves think their products are too expensive. If distributors do not believe in the product and its worth – no matter how expensive it is – then the problem with pricing will inevitably arise.



Chapter 5

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the findings of the study, the conclusions drawn from the findings and the recommendations offered to enrich this academic undertaking.

Summary

This study was undertaken to evaluate the effectiveness of the recruitment and training practices of a network marketing company and the level of satisfaction of its distributors.

The researcher used a questionnaire that was patterned on the survey used in Delgado's (2000) dissertation, with the researcher revising some of the items to suit the present study. Additionally, the research instrument included an open-ended question to collect information not captured by the closed-ended questions.

The respondents of the study were 385 network marketing distributors. The researcher employed the descriptive method of research in order to comprehensively analyze the problems as it delved to collect significant information about the effectiveness and impact of the recruiting and training practices of the network marketing distributors. Through the survey questionnaire, the researcher used the data collected in describing, documenting, analyzing and interpreting the results to validate the hypotheses. 385 respondents were



randomly selected from the independent distributors in Singapore who are actively engaging in various sales and marketing activities conducted to enhance and develop their own network spheres. As to descriptive statistics, frequency and percentage distribution, the researcher used the mean rating scales, paired sample t-test and normal distribution. As to inferential statistics, analysis of variance was utilized to measure which among the recruitment and training practices have significant relationship with the satisfaction of respondents.

Specifically, this study aimed to answer the following sub-problems:

1. What is the profile of the respondents, in terms of the following selected variables:
 - 1.1 age
 - 1.2 gender
 - 1.3 civil status
 - 1.4 highest level of educational attainment
 - 1.5 main source of income
 - 1.6 average monthly income
 - 1.7 number of years as a network marketing distributor
- 2 How do the respondents evaluate the recruitment and training practices of the health and beauty network marketing company when they are grouped according to profile?



- 3 How do the respondents evaluate their level of satisfaction as health and beauty network marketing distributors when they are grouped according to profile?
- 4 Is there a significant difference in the respondents' evaluation of the recruitment and training practices of the health and beauty network marketing company, when they are grouped according to profile?
- 5 Is there a significant difference in the respondents' evaluation of their level of satisfaction as health and beauty network marketing distributors, when they are grouped according to profile?
- 6 What are the problems encountered by the respondents in recruitment and training practices of the health and beauty network marketing company in terms of the ff areas:
 - 6.1 Pricing;
 - 6.2 Product Knowledge;
 - 6.3 Selling and Sales Promotion;
 - 6.4 Distribution Network;
 - 6.5 Customer Relationships;
 - 6.6 Recruiting Distributors; and
 - 6.7 Training?

In pursuit of answers to the problems stated above, the following null hypotheses were tested at 0.05 level of significance.



H₍₁₎ There is no significant difference in the respondents' evaluation of the recruitment and training practices of the health and beauty network marketing company when they are grouped according to profile.

H₍₂₎ There is no significant difference in the respondents' evaluation of their level of satisfaction as health and beauty network marketing distributors, when they are grouped according to profile.

Findings

The study resulted in several notable findings that strengthen the objectives as well as the hypothesis of the research work.

1.0 Profile of the Respondents

Findings showed that respondents belonging to the 40-49 years age group are of the highest percentage comprising 31.69% or a frequency of 122; followed by age bracket 30-39 years old with 119 respondents, which comprise 30.91%; while the age group of 60 years old and above had the lowest percentage of 4.42% with only 17 respondents participating in the study.

As for their gender, more than half of the respondents are females comprising 56.88% and a frequency of 219 while the remaining 43.12% and a frequency of 166 are males.



As for their civil status the highest percentage comprising 57.14% or a frequency of 220 were Married, followed by Single with frequency of 138 comprising 35.84% of the respondents. Legally Separated/ Divorced, on the other hand had the lowest percentage of 7.01% with only 27 respondents.

As for Highest Level of Educational Attainment, the highest percentage comprising 44.94% or a frequency of 173 respondents obtained a Bachelor's Degree, followed by Polytechnic Diploma holders with 63 respondents, which comprise 17.66%. Secondary School or Less had the lowest percentage of 7.53% with only 29 respondents. The large percentage with 71.43% and a frequency of 275 respondents reported the network marketing business as their main source of income while 28.57% and a frequency of 110 said otherwise. The highest percentage comprising 38.70% or a frequency of 149 respondents had an average monthly income below \$500, followed by respondents earning between \$5,001 and \$10,000 with 125 respondents, which comprise 32.47%. On the other hand, the lowest percentage of 4.42% with only 17 respondents participating in the study reported a monthly income of over \$10,000.

As for the number of years the highest percentage comprising 42.86% or a frequency of 165 respondents has been a distributor for less than 1 year. The lowest percentage of 7.01%, with only 27 respondents participating in the study had 3 to 5 years of experience as distributors.



2.0 Respondent Evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company when Grouped According to Their Profile.

As shown in the study, regardless of age – may it be below 30 years old, 30 – 39 years old, 40 – 49 years old, 50 – 59 years old or 60 years old and above, respondents moderately agreed on the evaluation of the Recruitment and Training Practices of the health and beauty network marketing company with an overall weighted mean of 5.86. And that regardless of gender – may it be male or female, moderately agreed on the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company with an overall weighted mean of 5.86. Furthermore, regardless of civil status – may it be single, married or legally separated/ divorced, respondents moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company with an overall weighted mean of 5.86.

As for the respondents with Secondary School or less, A Level, Polytechnic Diploma, Bachelor's Degree and Graduate School, as highest educational attainment with weighted means of 5.80, 5.89, 5.78, 5.87 and 6.15, respectively and those Others with weighted mean of 5.31 had moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company with an overall weighted mean of 5.86.



As for respondents whose network marketing business as their main source of income with a weighted mean of 6.02 and those with other main source of income, with a weighted mean of 5.80, moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company with an overall weighted mean of 5.86.

Likewise, the respondents' average monthly income – below \$500, between \$501 to \$1,000, between \$1,001 to \$5,000, between 5,001 to \$10,000 or Over \$10,000 moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company, with an overall weighted mean of 5.86.

On the Recruitment and Training Practices, and in terms of respondents' number of years as a Network Marketing Distributor, results showed that respondents with Less than 1 year, Between 1 and 3 years, Between 3 and 5 years, Between 5 and 10 years and Over 10 years as distributors, agreed moderately on the Recruitment and Training Practices of the subject Health and Beauty Network Marketing Company, with an overall weighted mean of 5.86.

3.0 Level of Satisfaction of Network Marketing Distributor Respondents when group according to their profile.



As shown in the study, the respondents' level of satisfaction as a Network Marketing Distributor in terms of respondents' age, below 30 years old, 30 – 39 years old, 40 – 49 years old, 50 – 59 years old or 60 years old and above, had observed and moderately agreed on the level of satisfaction as distributors with an overall weighted mean of 5.93.

Respondents' gender, male and female with general weighted means of 6.03, and 5.86, respectively had moderately agreed on their level of satisfaction as a network marketing distributor.

Likewise with the respondents' civil status, single, married and legally separated/divorced with weighted means of 5.95, 5.93, and 5.90, respectively had moderately agreed on the level of satisfaction as network marketing distributor.

Similarly, with the respondents' highest educational attainment as Secondary School or less, A Level, Polytechnic Diploma, Bachelor's Degree, Graduate School, and Others with weighted means of 6.11, 5.94, 5.97, 5.89, 6.08 and 5.51, respectively had moderately agreed on their level of satisfaction as a network marketing distributor.

Moreover respondents' main source of income, respondents whose networking business is the main source of income, with weighted mean of 6.11 and those with different main source of income with weighted mean of 5.86, had believed and moderately agreed on the level of satisfaction as network marketing distributors.



Similarly, respondents with average monthly income of Below \$500, Between \$1,001 to \$5,000, Between \$5,001 to \$10,000 and Over \$10,000 had weighted means of 5.73, 5.86, 5.98 and 6.82, respectively, and reported moderate agreement on the level of satisfaction as a network marketing distributor; whereas respondents with average monthly income of between \$501 to \$1,000, believed and strongly agreed on their level of satisfaction with weighed mean of 6.82.

As for respondents' number of years of being a Network Marketing Distributor, with Less than 1 year, Between 1 and 3 years, Between 3 and 5 years, Between 5 and 10 years and Over 10 years with weighted means of 5.71, 6.08, 5.97, 6.05 and 6.30, respectively, moderately agreed on the level of satisfaction as a distributor.

4.0 Analysis of Differences in the respondents' evaluation of the Recruitment and Training Practices of the Health and Beauty Network Marketing Company when Respondents are Grouped According to their Profile.

Result showed that when grouped according to age, the weighted means of 5.74 for Below 30 years old, 5.82 for 30 – 39 years old, 5.87 for 40 – 49 years old, 6.00 for 50 – 59 years old and 6.04 for 60 years old and above produced a computed f-value of 1.869, and a p-value of .115, with which is greater than the assigned level of significance of 0.05. Therefore,



the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to age was accepted.

Regardless of the respondents' age, they agreed moderately in evaluating the recruitment and training practices of the subject Health and Beauty Network Marketing Company.

Likewise, respondents' evaluation of the recruitment and training practices, with weighted means of 5.88 for Male and 5.85 for Female produced a p-value of .567, with computed t-value of .573, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to gender was accepted.

Furthermore, indicated in the evaluation, with weighted means of 5.83 for Single, 5.88 for Married, and 5.89 for Legally Separated or Divorced, produced a p-value of .690, with computed F-value of .372, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to civil status was accepted. Single, Married, or Legally Separated or Divorced respondents evaluated the recruitment and training practices with moderate agreement.



While respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company did not vary significantly when they are grouped according to their age, gender, and civil status, Table 30 indicates that the weighted means of 5.80 for Secondary School or Less, 5.89 for A Level, 5.78 for Polytechnic Diploma, 5.87 for Bachelor's Degree, 6.15 for Graduate School and 5.31 for Others (not indicated) produced a p-value of .000, with computed F-value of 6.498, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to highest educational attainment was accepted. Respondents who were in Graduate School had a higher evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company with an overall weighted mean of 6.15, and moderate evaluation as compared to respondents whose highest educational attainment is otherwise stated, with a weighted mean of 5.31, and were slightly agreeable in their evaluation.

Furthermore, as indicated in the evaluation, weighted means of 6.02 for respondents whose main source of income is their network marketing business and 5.80 for those who have other main source of income produced a p-value of .001, with computed t-value of 3.202, which is less than the assigned level of significance of 0.05. Therefore, the hypothesis that



there is a significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to main source of income was rejected.

Respondents whose main source of income is the network marketing business has a relatively higher evaluation of the recruitment and training practices as compared to those whose main income comes from sources otherwise stated.

Consequently, the respondents' evaluation, with weighted means of 5.68 for those whose monthly income is below \$500, 6.67 for those who earned \$501 to \$1,000 monthly, 5.84 for \$1,001 to \$5,000 monthly income, 5.94 for those who earned between \$5,001 and \$10,000, and 5.99 for respondents whose monthly income is over \$10,000, produced a p-value of .000, with computed F-value of 15.514, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to average monthly income was rejected.

Generally, results showed that respondents with higher monthly income had a higher evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company. It is worth noting however that the respondents whose average monthly income ranges



from \$501 to \$1000 had a significantly higher evaluation compared to all other income groups.

As per the respondents' number of years a distributor, weighted means of 5.70 for those who had been a distributor for less than a year, 6.02 for between 1 and 3 years, 5.80 for between 3 and 5 years, 5.75 for between 5 and 10 years, and 6.27 for respondents with over 10 years of experience as a network marketing distributor, produced a p-value of .000, with computed F-value of 10.267, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the evaluation of the recruitment and training practices as assessed by the respondents when group according to number of years as network marketing distributor was rejected.

Results showed that respondents who had been network marketing distributors longer had a higher evaluation of the recruitment and training practices. A significant exception should be noted that respondents with 1 to 3 years of experience in the network marketing business as distributor who had a higher evaluation as compared to those with 3 to 10 years as distributors. Still, respondents with the most number of years as distributors had the highest evaluation with a 6.27 weighted mean.



5.0 Analysis of Differences on the Respondents' Evaluation on the Level of Satisfaction as Network Marketing Distributors when Respondents are Grouped According to their Profile

Results showed that the level of satisfaction as network marketing distributor, with weighted means of 5.95 for respondents below 30 years old, 5.92 for 30 – 39 years old, 5.88 for 40 – 49 years old, 6.06 for 50 – 59 years old, and 5.92 for respondents 60 years old and above produced a p-value of .331, with computed f-value of 1.154, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributors as assessed by the respondents when group according to age was accepted.

As for gender, on the other hand, weighted means of 6.03 for Male respondents and 5.86 for Females produced a p-value of .005, with computed t-value of 2.850, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to gender was rejected.

Male respondents had a significantly higher level of satisfaction as network marketing distributors when compared to female respondents. It should be noted however that there is a 13 percent difference in the ratio of male and female respondents of the study.



As per the respondents' civil status, weighted means of 5.95 for those who were Single, 5.93 for Married, and 5.90 for Legally Separated or Divorced respondents produced a p-value of .929, with computed F-value of .074, which is greater than the assigned level of significance of 0.05. Therefore, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributor of the recruitment and training practices as assessed by the respondents when group according to civil status was accepted.

Results showed that their level of satisfaction as network marketing distributors did not vary significantly, when grouped according to their civil status.

On another note, weighted means of 6.11 for respondents whose highest educational attainment is Secondary School or Less, 5.94 for A Level, 5.97 for Polytechnic Diploma, 5.89 for Bachelor's Degree, 6.08 for Graduate School and 5.51 for Others (not indicated) produced a p-value of .003, with computed F-value of 3.667, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to highest educational attainment was rejected.

Likewise when grouped according to main source of income, results show that the level of satisfaction as network marketing distributor, with



weighted means of 6.11 for respondents whose main source of income is their network marketing business and 5.86 for those who have other main source of income produced a p-value of .000, with computed t-value of 3.776, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the level of satisfaction as network marketing distributor as assessed by the respondents when group according to main source of income was rejected. Result showed respondents whose main source of income is their network marketing business had a higher level of satisfaction as distributors as compared to those who had other main source of income.

Similarly with the average monthly income, the level of satisfaction as network marketing distributor, weighted means of 5.73 for those who earned below \$500, 6.82 for between \$501 and \$1,000, 5.86 for between \$1,001 and \$5,000, 5.98 for between \$5,001 and \$10,000, and 6.48 for respondents earning over \$10,000 monthly, produced a p-value of .000, with computed F-value of 26.969, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is a significant difference on the evaluation of the level of satisfaction when respondents are grouped according to average monthly income was rejected.

Accordingly, respondents who earned higher monthly income are more satisfied as a network marketing distributor as compared to those who had lower monthly incomes. It is worth noting however, that out of all income



groups, respondents with average monthly income of \$501 to \$1,000 had the highest level of satisfaction.

Same result was observed on the number of years, that the level of satisfaction, with weighted means of 5.71 for those who had been a distributor for less than 1 year, 6.08 for between 1 and 3 years, 5.97 for between 3 and 5 years, 6.05 for between 5 and 10 years, and 6.30 for respondents with over 10 years of experience as distributors, produced a p-value of .000, with computed F-value of 13.404, which is less than the assigned level of significance of 0.05. Thus, the hypothesis that there is no significant difference on the level of satisfaction as assessed by the respondents when group according to number of years as network marketing distributor was rejected.

Results showed that the more years of experience the respondents had as distributors, the higher their level of satisfaction. An exception would be respondents with 1 to 3 years of experience as distributors, who had a higher level of satisfaction compared to those who had been distributors for 3 to 10 years.

6.0 Problems Encountered in Recruitment and Training Practices of Network Marketing Distribution Company

It was revealed in the study that one of the problems encountered in recruitment and training practices of the network distribution company,



pricing is the most problem encountered in recruitment and training practices of the network distribution company is on the product knowledge has to be improved with a frequency of 17. Too much expensive products discouraged the trainees.

Followed by product knowledge has to be improved with a frequency of 9, then by understanding the skin care and spa with a frequency of 8.

It shown also that one of the problems encountered in recruitment and training practices of the network distribution company is on the selling and sales promotion with a frequency of 3 on the lack of sales training, followed by people still have a bad impression and doubts of network marketing and sales promotion need to be more attractive with a frequency of 1.

It was reported also that the problems encountered in recruitment and training practices of the network distribution company on Distribution Network, ranked 1 is difficult to grow network with a frequency of 4, followed by notice is not enough to inform distributors with a frequency of 3.

The least problems encountered in recruitment and training practices of the network distribution company was on the Customer Relationship, both of which had a frequency of 1.

Moreover, difficult to build and people cannot see how this business can help them fulfill their dreams ranked first with a frequency of 4, followed by the Customers are easier than business builders. Especially retention of business builders and getting them to grow their network with the frequency



of 3, then by Company should provide an online video (eg. Youtube) that describes the compensation plan with a frequency of 1.

Lastly the problems encountered in recruitment and training practices of the network distribution company on training, ranked 1 is adequate training with a frequency of 6, followed by strenuous and many rejections with a frequency of 1. Others, ranked 1 is distributors are left to explore ways and means to reach out people, etc. with a frequency of 3, followed by too any incentives and qualification details to manage with a frequency of 1.

Conclusions

Based on the findings generated from the data gathered, the researcher has drawn the following conclusions:

1. Most of the respondents belonged to the 40 to 49 years age group, females, and are married. Majority are Bachelor’s Degree holders whose main source of income is the network marketing business, with less than 1 year experience as a distributor.

2. Regardless of the respondents’ age, gender, civil status, highest level of educational attainment, main source of income, average monthly income, and number of years of being a network marketing distributor, majority moderately agreed on the Recruitment and Training Practices of the Health and Beauty Network Marketing Company.



3. Consequently, respondents moderately agreed on their level of satisfaction as a network marketing distributor regardless of their age, gender, civil status, and highest level of educational attainment, main source of income, average monthly income, and number of years of being a network marketing distributor.

4. Overall, the respondents' evaluation of the recruitment and training practices of the subject Health and Beauty Network Marketing Company did not differ significantly when they were grouped according to their age, gender, and civil status. Significant differences in their evaluation were found, however, when they were grouped according to their highest educational attainment, main source of income, average monthly income, and the number of years they had been network marketing distributors. Respondents with higher educational attainment, whose main source of income is the network marketing business, earning higher monthly income, and with longer years of experience as distributors had a higher evaluation of the recruitment and training practices of the Health and Beauty Network Marketing Company.

5. Furthermore, respondents' level of satisfaction showed no significant difference when grouped according to the respondents' age and civil status. When grouped according to their gender, highest level of educational attainment, main source of income, average monthly income,



and number of years of being a network marketing distributor, significant differences in their level of satisfaction were found.

6. As reported by the respondents, pricing ranked as the most encountered problem in recruiting and training practices of the network marketing company. An improvement on product knowledge ranked second, followed by problems on selling and sales promotion where respondents reported a lack of sales training. As for problems encountered on distribution network, difficulty to grow network ranked first. The least encountered problem the respondents reported was on customer relationship. As for the problems encountered by the network marketing company in terms of training, lack of adequate training ranked first.

Recommendations

Upon careful and thorough analysis of the circumstances drawn out from this study, the researcher came up with the following recommendations for improving the Subject Network Marketing Company’s performance, with regard to:

1. For Academicians and Research Enthusiasts. Further studies can be undertaken to explore other aspects of the network marketing business, with a larger and more encompassing population outside Singapore and the Asia Pacific Region.



2. The Management of the Subject Network Marketing Company, Human Resource Management Practitioners, and Executive Distributors

2.1 Recruitment

2.1.1 Ensure potential applicants of their privacy protection. In general, network marketing businesses come only as supplementary source of income for those who join in the beginning. In this case, the decision to make their involvement in the business known must initially come from them. Hence, utmost confidentiality of their information provided to the network marketing company is highly necessary.

2.1.2 Emphasize the strengths of the company's culture. With magnification of the network marketing company's mission, vision, and values, ranking in the industry, credible products made out of decades of research, global presence, and corporate social responsibility programs, the process of recruitment could be lightened. By this intensification, the corporate citizenship of the network marketing company itself could also serve as a wonderful marketing tool in selling the products and recruiting downlines.

2.1.3 Maximize the vast opportunities available in the internet to reach out to the target labor market. Through social networking sites and even the corporate website, career opportunities in the



network marketing company could be made available to the public and allow them to review the company further as they are led to it.

2.1.4 Group presentations, success forums, and business opportunity meetings/events open to the general public to create awareness of the products/business prospects that the network marketing company offers would also serve as a excellent venue for drawing new distributors.

2.1.5 The network marketing company could help direct the career paths of potential distributors by providing them a venue where they could test their likelihood of succeeding in the business. If the results come out in the slight negative, it is then the best time and chance for the company to suggest training programs that the potential distributors could undergo to maximize the vast opportunities the network marketing business provides.

2.2 Training

2.2.1 Training programs should be designed and aligned with the network marketing company's mission, vision, and values. Objectively, trainers should be properly directed to provide training and development programs that are in line with the overall strategic goals of the organization. Continuous interaction with the clients is highly recommended to get first-



hand comments and suggestions about what they are satisfied or unsatisfied with in the practices of the organization. Such areas of improvement could help significantly in crafting training programs that are client responsive.

2.2.2 The network marketing company must be clear with how success is defined by the organization, whether individually or organizationally. To do so, the company must establish a set of criteria that would be the basis in evaluating the achievements of every training program they roll out. The triumph of training programs should be calculated against various criteria and should turn out a return on investment, whether long term or short term. Hence, trainers should undoubtedly delineate how the training schemes facilitate the organization to completely achieve its goals. Re-evaluation of the programs should also be conducted on a regular basis.

2.2.3 When crafting training programs, the company's trainers should make certain that learning is in line with and straightforwardly supported by the lines of authority, decision-making process, organizational structures, and other business practices of the company. This would help to establish a guided path and reinforce the desired results.



2.2.4 Training should be done in various alternative ways. Given different learning styles of people, it would be very helpful for the organization to explore various ways in transferring knowledge to its constituents.

2.2.5 The best way to make people understand the context of the training program is to let them learn what they ought to share to their target market. As in the case of network marketing business, before the target market, the distributors themselves have to understand the benefits of the products the company sells by trying them out first hand.

3. Proposed Solutions to Identified Key Issues/Problems

Based on the results of the study conducted, the easiness to recruit friends, relatives, neighbors, and co-workers was the only one key common issue that scored the lowest on the average, with mean weighted average responses in the range of “3.51 to 4.5” which meant “neither agree nor disagree.” Particularly, across all different independent respondent profiles such as age, gender, civil status, highest level of educational attainment, main source of income, average monthly income, or number of years as health and beauty network marketing distributor for the company, recruiting friends, relatives, neighbors, and co-workers turned out to be quite challenging.



Further, the study shows specifically the following key issues that need to be addressed by the Subject Network Marketing Company through the following proposed solutions and recommendations:

Key Issues/Problems that Needs to be Addressed	Proposed Solutions
Product Knowledge	
1. Improving distributors' knowledge and understanding of the product they are/will be selling.	<ul style="list-style-type: none">- Regularly conduct comprehensive specific product training where the benefits, advantages features, and functions (BAFF) are thoroughly discussed.- Offer blended learning trainings by creating product-based training solutions that offer variety of training modalities available. By creating a database for online streaming that helps discuss each product thoroughly, the company could offer product training modules like about 70 percent online and 30 percent live.



Selling and Sales Promotion	
1. Lack of sales training especially for those without sales background.	- Regularly conduct trainings specifically designed for network marketing sales on a monthly basis, such as:
2. Improving sales promotion strategies, especially for business builders.	<ul style="list-style-type: none">▪ Sales training for beginners▪ Improving presentation skills▪ Motive & Commitment▪ Commitment Strategies
3. Correcting peoples' bad impression and doubts on network marketing.	- While people, in general, have negative views on network marketing companies, the Subject Network Marketing company should bank on its decades of presence, experience, credibility, and pride on research and development investments to provide the best possible and secure products it could offer to its target market. The company should be able to clearly send the message to its clients and distributors its long trustworthy history.



Customer Relationships

<p>1. Building corporate credibility and communicating the same message to the target market through establishing trust and confidence on the willingness of the Subject Network Marketing Company to fully accept liabilities for any adversity that may arise through usage of our products.</p>	<p>- The company should make full use of its one (1) year return policy and reiterate the same in every corporate promotions and ads to clearly send a message of how confident it is about its products and practices of protecting consumer interests. The same message should also be emphasized in all sales trainings to remind distributors of the relevance of the policy in building corporate image, high quality advocacy and credibility.</p>
<p>2. Instituting a 24/7 global customer contact center that could cater to all respondents all over the world</p>	<p>- A call center manned by well-trained customer service representatives that caters to the global market and accessible 24/7 should be put up by the company.</p>

Recruiting of distributors

<p>1. Problem with clarity on how business can help fulfill their dreams.</p>	<p>- Regularly conduct workshops specifically designed to continuously remind the network distributors about</p>
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2. Difficulty in building networks and downlines.	the noble cause of the network marketing company in promoting healthy products.
3. Retention of business builders and getting them to grow their network.	<ul style="list-style-type: none">- Conduct seminars giving successful business leaders in the Subject Network Marketing company the opportunities to share their experiences in the profession, whether good or bad.- Regularly conduct mind-mapping and leadership seminars that would help distributors be clarified with the organizational vision/mission and share strategies on how to align personal/individual goals to it.
4. Lack of clarity in terms of compensation plan.	<ul style="list-style-type: none">- Make the compensation plan available in the corporate website.- Create a user-friendly interactive program to be made available in the corporate website where the users can simulate scenarios where they can check on what they get when they



	do or have achieved something through their own sales as well as their downlines/uplines’.
Training	
1. Inadequate training provided.	- Regularly conduct trainings specifically designed for network marketing sales on a monthly basis, such as:
2. Need for confidence- building workshops.	
Other Problem Areas	
1. Distributors are left to explore ways and means to reach out to people or strangers.	<ul style="list-style-type: none"> ▪ Sales training for beginners ▪ Mastering the selling process ▪ Learning how to hire sales people ▪ Product and pricing trainings ▪ Work-life balance workshops ▪ Improving presentation skills ▪ Motive & Commitment ▪ Commitment Strategies ▪ Leadership Skills Development ▪ How to uncover sales opportunities
2. Promoting products without orienting consumers on proper usage of the products.	
3. The lack of empathy and understanding on peoples’ needs, make them shut their ears and give immediate rejection.	- Regularly conduct trainings on relationship management where client-sensitivity and empathy would be emphasized



<p>4. Too many incentives and qualification details to manage.</p>	<p>- Create a user-friendly interactive program to be made available in the corporate website where the users can simulate scenarios where they can check on what they get when they do or have achieved something through their own sales as well as their downlines/uplines'. Qualification details must also be available in the interactive site.</p>
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Appendix 1 : Request Letter to Pretest the Survey Questionnaire

September , 2014

Addressee

Dear Mr./Ms.,

I am a candidate for Doctor in Business Administration (DBA) at the Polytechnic University of the Philippines, currently conducting a study on my dissertation entitled **“The Recruitment and Training Practices of a Health and Beauty Network Marketing Company in Singapore”** in partial fulfillment of the program’s requirements.

In this regard, may I request your esteemed country of operations as my pilot respondent to pre-test and complete the Survey Questionnaire (available at <https://tinyurl.com/networkingmarketingsurvey>) which will gather information and/or data that I need to complete my study. Rest assured that all data obtained will be used solely for academic purposes and that the identity of the respondents will be kept in utmost confidentiality. You may wish to contact me at my mobile number 093 9906 3278 or email at georgene.ang@gmail.com.

Thank you very much for your kind assistance and cooperation.

Sincerely yours,

ATHENA GEORGENE UY ANG
Researcher



Appendix 1 : Request Letter to Complete the Survey Questionnaire

September , 2014

Addressee

Dear Mr./Ms.,

I am a candidate for Doctor in Business Administration (DBA) at the Polytechnic University of the Philippines, currently conducting a study on my dissertation entitled “**The Recruitment and Training Practices of a Health and Beauty Network Marketing Company in Singapore**” in partial fulfillment of the program’s requirements.

In this regard, may I request your esteemed institution to participate in my study by completing the Survey Questionnaire (available at <https://tinyurl.com/networkingmarketingsurvey>) which will gather information and/or data that I need to complete my study. Rest assured that all data obtained will be used solely for academic purposes and that the identity of the respondents will be kept in utmost confidentiality. You may wish to contact me at my mobile number 093 9906 3278 or email at georgene.ang@gmail.com.

Thank you very much for your kind assistance and cooperation.

Sincerely yours,

ATHENA GEORGENE UY ANG
Researcher



Appendix 3 : Survey Questionnaire

PART 1: PROFILE OF THE RESPONDENT

1. Age *

- Below 30 years old
- 30 - 39 years old
- 40 - 49 years old
- 50 - 59 years old
- 60 years old and above

2. Gender *

- Male
- Female

3. Civil Status *

- Single
- Married
- Widow/er
- Legally Separated / Divorced

4. Highest level of formal education *

- Secondary School or Less
- A Level
- Polytechnic Diploma
- Bachelor's Degree
- Graduate School
- Other:

5. Is your network marketing business your main source of income? *

- Yes
- No



6. What is your average monthly income from your network marketing business? *

- Below \$500
- Between \$501 and \$1,000
- Between \$1,001 and \$5,000
- Between \$5,001 and \$10,000
- Over \$10,000

7. How long have you been a network marketing distributor? *

- Less than 1 year
- Between 1 and 3 years
- Between 3 and 5 years
- Between 5 and 10 years
- Over 10 years

8. How did you get interested in becoming a network marketing distributor? *

- a friend or relative talked to me about this business opportunity
- a co-worker explained this business opportunity to me
- a friend, relative or co-worker introduced me to his/her upline who talked to me about this business opportunity
- Other:

9. If contacted by a person, how were you initially approached? *

- by telephone
- by letter
- by email
- in person
- Other:



10. Did you sign up as a participant in the network marketing program before you attended a Business Opportunity Meeting or group presentation? *

- Yes
- No

11. What was the key element of the program that most interested you before becoming a network marketing distributor? *

- the amount of money that you could make (financial independence)
- the relatively easy way of making money
- the flexibility of the working hours
- the testimony of other successful distributors
- Other:

12. Which of the following training have you attended? *

- Product Training
- Regional Convention
- Team Training
- Monthly Executive Meetings
- Star College
- None of the trainings conducted by the company



PART 2: EVALUATION OF THE RECRUITMENT AND TRAINING PRACTICES OF THE HEALTH & BEAUTY NETWORK MARKETING COMPANY

Please use the seven (7) likert scale below to guide you in your response of the following questions:

Option=>	Interpretation	=> Percentage (%)
7 =>	Strongly agree	=> 91% - 100%
6 =>	Moderately agree	=> 81% - 90%
5 =>	Slightly agree	=> 71% - 80%
4 =>	Neither agree or disagree	=> 61% - 70%
3 =>	Slightly disagree	=> 51% - 60%
2 =>	Moderately disagree	=> 41% - 50%
1 =>	Strongly disagree	=> 31% - 40%

1. I felt comfortable with the way the person who originally approached me about the network marketing business. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 =>Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

2. I did not feel any pressure from the person who originally talked to me about the network marketing business. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%



3. I was provided with the relevant information about the network marketing business before signing up as a distributor. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

4. I feel very positive about recruiting friends, relatives, neighbors, and co-workers for my network marketing business. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 =>Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

5. It has been easy for me to recruit friends, relatives, neighbors, and co-workers. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%



6. I feel that I have received the necessary amount of training from the network marketing company. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

7. I think the training has helped me to achieve success as a network marketing distributor. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

8. In my opinion I was very well motivated after attending the training sessions. *

- 7 =>Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%



9. The training made me feel very motivated and positive about the network marketing business. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

10. In my opinion, my instructors were well prepared for the training. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

11. I think the training addressed the important issues related to my job as a network marketing distributor. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%



PART 3: LEVEL OF SATISFACTION OF RESPONDENTS ON THE RECRUITMENT AND TRAINING PRACTICES OF THE HEALTH AND BEAUTY NETWORK MARKETING COMPANY

Please use the seven (7) likert scale below to guide you in your response of the following questions:

Option=>	Interpretation	=> Percentage (%)
7 =>	Strongly agree	=> 91% - 100%
6 =>	Moderately agree	=> 81% - 90%
5 =>	Slightly agree	=> 71% - 80%
4 =>	Neither agree or disagree	=> 61% - 70%
3 =>	Slightly disagree	=> 51% - 60%
2 =>	Moderately disagree	=> 41% - 50%
1 =>	Strongly disagree	=> 31% - 40%

12. I feel the actual amount of work required to be successful is about the same as the amount of work I was told would be required before I signed up as a network marketing distributor. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

13. I feel I have achieved the degree of financial independence I expected before I signed up as a network marketing distributor. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%



14. I think that the working conditions (amount of time spent training, upline support, etc.) help to achieve success. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

15. I think that there are excellent rewards for those who work as network marketing distributors in the company. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

16. I feel that am being paid a fair amount of money for the amount of work that I do as a distributor in this network marketing company. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

**17. I am very satisfied with the compensation I receive from my network marketing business. ***

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

18. I am satisfied with the opportunity for advancement in this network marketing company. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%

19. I think that my upline is competent in the job he/she is doing. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%



20. In my opinion, my upline is always in the best disposition of helping his/her downline. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

21. My upline always shows interest in the concerns and needs of his/her downline. *








- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%

22. The network marketing company always shows interest in the concerns and needs of its distributors. *








- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% – 50%
- 1 => Strongly disagree => 31% – 40%










23. I feel a sense of pride in doing my job as a network marketing distributor. *

-  7 => Strongly agree => 91% - 100%
-  6 => Moderately agree => 81% - 90%
-  5 => Slightly agree => 71% - 80%
-  4 => Neither agree or disagree => 61% - 70%
-  3 => Slightly disagree => 51% - 60%
-  2 => Moderately disagree => 41% - 50%
-  1 => Strongly disagree => 31% - 40%

24. I feel my job as a network marketing distributor is enjoyable. *

-  7 => Strongly agree => 91% - 100%
-  6 => Moderately agree => 81% - 90%
-  5 => Slightly agree => 71% - 80%
-  4 => Neither agree or disagree => 61% - 70%
-  3 => Slightly disagree => 51% - 60%
-  2 => Moderately disagree => 41% - 50%
-  1 => Strongly disagree => 31% - 40%

25. I feel my job as a network marketing distributor is meaningful. *

-  7 => Strongly agree => 91% - 100%
-  6 => Moderately agree => 81% - 90%
-  5 => Slightly agree => 71% - 80%
-  4 => Neither agree or disagree => 61% - 70%
-  3 => Slightly disagree => 51% - 60%
-  2 => Moderately disagree => 41% - 50%
-  1 => Strongly disagree => 31% - 40%



26. I rate my network marketing business opportunity as very satisfactory. *

- 7 => Strongly agree => 91% - 100%
- 6 => Moderately agree => 81% - 90%
- 5 => Slightly agree => 71% - 80%
- 4 => Neither agree or disagree => 61% - 70%
- 3 => Slightly disagree => 51% - 60%
- 2 => Moderately disagree => 41% - 50%
- 1 => Strongly disagree => 31% - 40%



PART 5: PROBLEMS ENCOUNTERED BY THE RESPONDENTS

Kindly list the problems you encountered as a networking marketing distributor:

- 1 Product knowledge:
- 2 Pricing:
- 3 Selling and Sales Promotion:
- 4 Distribution Network:
- 5 Customer Relationships:
- 6 Recruiting of distributors:
- 7 Training:
- 8 Others, please specify:

**Appendix 4 : Sample Recommended Programs****Program Title**

Fostering the Culture of Commitment in a Network Marketing Business

General Objective

To develop a culture of leadership and commitment to organization and its vision/mission through instilling participative brainstorming, decision-making, and action-planning techniques in carrying out tasks. Distributors/trainers are expected to swiftly take to closure on matters to which they feel a sense of personal responsibility for success in the network marketing business. This technique can be used whenever distributors/trainers need to build commitment for a noteworthy change in the process.

Specific Objectives

This program will build the following specific skills of the distributors/trainers:

1. Effectively communicating key strategic goals of or changes in the organization.
2. Helping other distributors identify the relevance of the organizational vision, mission, goals and changes, in helping them achieve their own individual goals.
3. Brainstorming on ideas the team can put into operation to support the strategies of the organization.
4. Identifying which key initiatives should be prioritized and members should commit to in order to further promote the image of the organization.

Target Audience

Distributors who need to completely understand the value of building commitment and passion to the organization's existence.

Venue

TBA

Length

One day

**Program Title**

Selling Techniques 1.0

General Objective

Given the toughness of being in the sales job and with the kind of economy we are currently in, competition in the market place just keeps getting more challenging. Moreso, being in the network marketing business, the challenges are multiplied provided the issues hounding this kind of business model due to scams and pyramiding schemes. Hence, this rigorous, highly interactive two-day introduction to the art of selling will prepare new distributors with the tools and techniques necessary to accomplish sales success and pick up performance.

Specific Objectives

This program will endeavor to provide distributors/trainers be able to:

1. Recognize the behaviors and skills of sales achievers.
2. Understand the different types of selling models.
3. Take advantage if the customer-centered selling approach to offer value.
4. Value the significance of relationship management in building an excellent network.
5. Explore the key elements of the sales structure.
6. Learn closing techniques to produce the business
7. Appreciate prospecting basics and be able to conduct a sales call.
8. Put into an action plan on how to carry out the selling strategies learned.

Target Audience

New distributors who need to learn the basics of selling specifically in the network marketing industry.

Venue

TBA

Length

Two days



Appendix 4: Curriculum Vitae

ATHENA GEORGENE UY ANG



Professional Data:

- Vice President, International
Royal Institution Pte Ltd
Tanglin Road, Singapore 2004 to present
- Senior Financial Consultant
Professional Investment Advisory Services Pte Ltd
Shenton Way, Singapore 2012 to present

Educational Attainment:

Post Graduate:

- Doctor in Business Administration - on going
Polytechnic University of the Philippines
Sta. Mesa, Manila, Philippines
- Master in Business Administration - Graduated 2001
Polytechnic University of the Philippines
Sta. Mesa, Manila, Philippines

Undergraduate:

- Bachelor of Laws (LLB Hons) -Graduated 2011
University of London
London, United Kingdom
- Diploma in Film, Sound & Video -Graduated 1999
Ngee Ann Polytechnic
Clementi Rd, Singapore

Professional Certification:

- Mediation: Strategic Conflict Management
for Professionals (Module 2) 5 – 7 May 2014
Singapore Mediation Centre
- Singapore Accredited Mortgage Planner 2011
Singapore Accredited Estate Agencies Ltd



Certified Financial Planner (CFP) 2009
The Financial Planning Association of Singapore

Employment Background:

Senior Financial Consultant 2009 to 2012
SingcapitalPte Ltd
Toa Payoh, Singapore

Financial Consultant 2007 to 2009
IPP Financial Advisers Pte Ltd
Shenton Way, Singapore

Director 2002 to 2006
Royal Institute of Higher Education Pte Ltd
Duxton Road, Singapore

Film Executive Jan to Oct 2000
Cathay-Keris Films Pte Ltd

Line Producer and Casting Manager June to Dec 1999
Pagoda Pictures Pte Ltd
Club Street, Singapore

Organizer and Recognition

Co-Organizer May 1, 2014
RI International Congress & Conferment Ceremony
SuteraHarbour Marina, Golf & Country Club,
Kota Kinabalu, Sabah

Co-Organizer Dec 7, 2013
RI International Congress & Conferment Ceremony
Manila Hotel, Philippines

Recognition Co-Organizer June 4, 2013
RI Fellowship Conferment Ceremony and Research Summit
Shangri-la Hotel, Singapore

Conferment Dayang Oct. 28, 2006
Sultan Jamalul D. Kiram III, Sultan of Sulu & Borneo



Conferment	Dayang The Royal House of Sultan Pulalon's Heirs	March 28, 2004
Exhibitor	China International Education Exhibition Shanghai Hall, Shanghai, China,	Nov 16-18, 1999
Exhibitor	China International Education Exhibition Beijing, China,	Nov 12-15, 1999



POLYTECHNIC UNIVERSITY OF THE PHILIPPINES

CERTIFICATION

**This certifies that the dissertation entitled
“THE RECRUITMENT AND TRAINING PRACTICES OF
A HEALTH AND BEAUTY NETWORK MARKETING
COMPANY IN SINGAPORE”**

by

**ATHENA GEORGENE UY ANG
Doctor in Business Administration**

has been read, proofread, and edited by

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November 2014