

MULTI-LEVEL MARKETING STRATEGY AND DEALERS' SATISFACTION OF WHITE GLOW PRODUCTS: BASIS FOR ENHANCING SALES PERFORMANCE**ROMEJAMES Q. AGCO**

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PHILIPPINESEmail: ldiaz.wako@yahoo.com.ph**ABSTRACT**

This study aims to determine the effectiveness of the multi-level marketing (MLM) strategy used by White Glow Products and the impact on dealer's satisfaction as basis in enhancing sales performance. It also evaluates the key aspects of MLM strategy's effectiveness in terms of network expansion or recruitment, compensation structure, product accessibility and market appeal, and training and development to all registered dealers of White Glow Products by using descriptive-correlational research design and survey methodology from the sixty (60) dealers. Dealer satisfaction is evaluated based on perceived reciprocity, compensation, company support, recognition, trust and transparency. Findings indicate that the MLM strategy is perceived as highly effective, particularly in recruitment effectiveness and training programs. Likewise, dealers report a high level of satisfaction, particularly with compensation, company support, and recognition. With strong correlation of MLM strategy and dealer satisfaction, it shows the need of having clearer business processes, fair compensation and rewards and ongoing support. These findings reveal useful recommendations to improve MLM structure, maintain dealer retention, and promote long-term business growth.

Keywords: Multi-level marketing, dealer satisfaction, sales performance, compensation structure, and business strategy.

INTRODUCTION

"If I would be given a chance to start all over again, I would choose Network Marketing"- Bill Gates.

In the dynamic landscape of modern business, multi-level marketing (MLM) has emerged as a popular strategy for engaging customers and driving sales growth. MLM functions through a model where individuals generate income both from their personal sales efforts and by recruiting others into the network. This strategy has demonstrated success in creating extensive networks of committed distributors and loyal customers (Deviacita, 2022). Understanding the success of such strategies and the level of satisfaction among those involved is essential for ensuring long-term growth and sustainability (Longworth, 2023). Globally, multi-level marketing (MLM) has grown into a vital segment of the retail industry, generating billions of dollars in revenue each year. Prominent companies such as Amway, Avon, and Herbalife have leveraged MLM strategies to build extensive networks while empowering individuals to embrace entrepreneurial opportunities. Studies reveal that these

businesses provide pathways to financial independence and personal development, making them particularly attractive in areas with limited job prospects (Wrenn & Waller, 2021). Moreover, the flexibility of MLM to adapt to diverse cultural and economic conditions has fueled its expansion across regions like Asia, Africa, and Latin America, contributing to both economic and social progress (Jyoti, 2022). However, despite these global achievements, questions persist about how effectively MLM fulfills distributors' expectations, particularly regarding financial profitability.

In the Philippines, MLM has grown into a dynamic and rapidly expanding sector supported by both international and local businesses. According to the Direct Selling Association of the Philippines (DSAP), MLM has significantly contributed to the economy by offering alternative income opportunities for individuals seeking flexible work arrangements (DSAP, 2020). Prominent MLM companies such as IAM Worldwide, JC Premiere Business International Inc., AIM Global, and Frontrow Enterprise have effectively leveraged MLM strategies to empower Filipinos, particularly in urban centers like Metro Manila and rural regions like Mindanao (Philippine News Agency, 2019). While MLM offers economic benefits and entrepreneurial opportunities, challenges related to dealer retention and satisfaction, particularly regarding financial gains, persist.

White Glow Products has become a notable player in the MLM landscape. The company focuses on empowering women and providing income-generating opportunities that align with the region's socio-economic goals. Networking companies registered with the Department of Trade and Industry (DTI) Davao Region, such as Frontrow Enterprise and AIM Global, have also made significant contributions by fostering local entrepreneurship and creating additional income opportunities for residents (DTI Davao Region, 2021). However, questions about the effectiveness of White Glow's MLM strategy and whether its dealers are sufficiently compensated remain unresolved. Addressing these concerns is vital for enhancing dealer satisfaction, ensuring retention and supporting the company's sustainable growth.

This study aims to address the gap in understanding the effectiveness of MLM strategies and the satisfaction levels of the dealers. While previous research has explored the broader economic impacts of MLM, there is limited data on how dealers perceive the profitability and the success of MLM strategies in a localized context. By examining its perspectives, the study aims to provide valuable insights that can help White Glow Products in refining its sales strategies, enhancing dealer satisfaction and driving sustainable business growth.

This study is a valuable resource for White Glow Products to fine-tune its MLM strategy. By directly examining the strategy's impact on dealer performance, satisfaction and sales growth, the research provides practical insights that can help the company optimize its approach to network expansion, product promotion and dealer support. Beyond White Glow Products, the study's findings will contribute to the wider MLM industry by providing actionable recommendations and offering a deeper understanding of how a well-designed MLM strategy can drive growth, enhance dealer engagement and improve overall sales performance.

The primary objective of this study is to evaluate the MLM strategy utilized by White Glow Products and assess the satisfaction levels of its dealers, particularly in terms of profitability. By analyzing these factors, the study aims to provide actionable recommendations that can enhance sales performance and support the sustainable growth of White Glow Products.

This research is anchored in the Network marketing Theory, this theory focuses specifically on the dynamics of multi-level marketing systems. It examines how individuals build and maintain networks to maximize sales and recruit others (Ebrahimi et., al. 2022). The study can analyze how White Glow's MLM strategies promote network-building and its effects on dealer satisfaction and sales growth. The level of effectiveness of the multi-level marketing (MLM) strategy of White Glow Products can be analyzed and evaluated based on Network Marketing Theory through the following dimensions. *Recruitment Effectiveness*, how well does the MLM strategy encourage dealers to recruit new members into the network? The growth rate of the network (e.g., number of new dealers recruited monthly) also the Dealer retention rate (how many recruited dealers remain active over time), and the Training and support provided to new recruits to ensure success in sales and recruitment. Network Marketing Theory emphasizes the success of the network's expansion as a critical factor in the overall effectiveness of the MLM strategy.

Moreover, the *Compensation Structure*, does the MLM strategy provide competitive and fair financial incentives to motivate dealers? In terms of transparency and perceived fairness of the compensation plan. Proportion of income derived from sales versus recruitment, and Satisfaction of dealers with their earnings compared to their effort. A well-designed compensation structure aligns with the theory's focus on motivating participants through adequate financial rewards.

Furthermore, *Product Accessibility and Market Appeal*, are the products of White Glow accessible, high-quality, and appealing enough to drive dealer and customer interest? Dealer and customer feedback on product quality and pricing. Availability of products and ease of distribution within the network. Effectiveness of promotional campaigns in supporting dealer sales efforts. The effectiveness of an MLM strategy depends significantly on the attractiveness and reliability of the products being marketed.

Lastly, *Training and Development*, does the company provide sufficient training and resources to empower dealers? Frequency and quality of training sessions on sales, recruitment, and marketing strategies. Dealer confidence and competence in using the training materials and applying them to their work. A well-trained network is more likely to succeed, as training enhances dealers' ability to perform effectively.

The level of satisfaction of dealers of White Glow Products based on Social Exchange Theory (SET) can be evaluated by analyzing the reciprocal relationship between the company and its dealers (Ahmad et., al. 2023). Social Exchange Theory posits that satisfaction is influenced by the perceived fairness and balance of the give-and-take relationship, emphasizing trust, commitment, and mutual benefit. Key Dimensions of Social Exchange Theory for Dealer Satisfaction are the following: *Perceived Reciprocity*: Do dealers feel that the company reciprocates their efforts with adequate support, rewards, and benefits? Fairness in compensation (e.g., commissions, bonuses). Company support through training, resources, and guidance. Recognition of contributions (e.g., incentives, awards, or public acknowledgment).

Then, *Perceived Benefits*, do dealers perceive that the benefits they receive outweigh or at least balance the effort and costs they invest? Earnings and incentives relative to the time and resources invested. Opportunities for personal growth, networking, and career advancement. Non-monetary benefits such as recognition, flexibility, and social belonging.

Lastly, *Trust in the Company*, do dealers trust that the company will uphold its commitments and provide consistent support? Transparency in business operations and reward systems. Timeliness and reliability of commission payments and product availability. Open and honest communication between the company and dealers.

Statement of the Problem

1. What is the level of effectiveness of the multi-level marketing strategy of White Glow Products in terms of:

1.1 Network expansion (Recruitment Effectiveness)

1.2 Compensation Structure

1.3 Product Accessibility and Market Appeal

1.4 Training and Development

2. What is the level of satisfaction of dealers of White Glow Products in terms of:

2.1 Perceived Reciprocity

2.1.1 Compensation and Rewards

2.1.2 Company Support and Relationship

2.1.3 Recognition of Contributions

2.2 Perceived Benefits

2.2.1 Earnings and incentives

2.2.2 Growth Opportunities

2.2.3 non-monetary benefits

2.3 Trust in the Company

2.3.1 Transparency

2.3.2 Timeliness and reliability

2.3.3 Open and honest communication

3. Is there a significant relationship between the level of effectiveness and dealers of White Glow Products?

4. What output can be enhanced to improve the effectiveness of MLM and dealers' satisfaction White Glow Products?

LITERATURE REVIEW

Multi-Level Marketing Strategy

To structure a sustainable business model, multi-level marketing (MLM) strategies combine various features like network growth, compensation systems, and product attractiveness. These strategies are specifically intended to increase the number of distributors, so more and more companies can cover the wider market and get a sufficient number of sales from them (Hauvala, 2022). At the same time, the well-crafted compensation plans give distributors financial incentives to sell and recruit efficiently. Furthermore, providing easy and attractive products for the buyer builds customer retention and distributor engagement. Adding to these factors, training programs supply representatives with the qualifications required to be successful in a tough market. In sum, these interrelated factors are at the heart of a dynamic

and efficient framework that guarantees MLM ventures are successful (Wrenn, 2023). As per Peters et., al. (2023) building on the strategies of people who connect with affiliate marketing, the expansion of the network can lead to better results in the market and sales of the company. Not only does motivating distributors to hire in new people increase the company's sales, but also it helps in teamwork as they collaborate among themselves. Digital tools being made better, distributors are now able to communicate online, connect their networks and operate with higher efficiency. Furthermore, the attack of varied and completely unsatisfied markets gives an opportunity for the companies to break into new markets and, probably, in the long run, make them stronger in the market. By expanding their networks repeatedly, the MLM industry gets ahead of competitors making them more secure in their profits (Grob & Vriens, 2024).

An open and impartial remuneration plan also adds to the prosperity of MLM strategies by matching the distributor rewards with company objectives. Even payment, such as sales commissions and recruitment bonus, stimulates salesperson effort. In the process of prioritizing transparency, the firms, by operating on the basis of trust, gain the trust and unfaltering commitment of their distributors, thus preventing or resolving potential discord or ethical issues (Smith, 2022). Moreover, these schemes, alongside the participation of individuals, are also able to reward team accomplishments, thereby nurturing trust among the network members. Through the use of a just method, MLM enterprises can still function at their full potential without losing their good image (Radhakrishnan & Aithal, 2024).

Another tricky point in MLM strategies is gaining product availability and attract customers effectively and profitably which in turn is the seamless connection with the entire business model. The introduction of low-priced and progressive products inspires customers to switch to the company's interest in the brand, thus the result is brand expansion. Accessibility from the seller to the consumer is quantified through the simplification of the distribution channels and the use of technology (Banerjee & Banerjee, 202). Also, the products that overcome the demand of the market get the best benefit for being at the top of the pyramid and thereby assist to retain the customers as well. To make them work, such activities are usually combined with efficient marketing strategies which have made the enterprise more competitive and productive. In consequence, accessibility and customizability have been left out of the MLM. Easy and attractive products capture the central role in MLM success (Wrenn & Waller, 2021).

Ultimately, the unity of Multilevel Marketing (MLM) is the result of a complete and general range of training and development programs that equip the distributors with the required knowledge and skills. These programs foster confidence and productivity, enabling the representatives to promote the products better and lead their teams. Moreover, continuous education opportunities help distributors to stay current with the current trends and follow best practices, thus ensuring long-term growth (Nitisara, 2023). Those companies that provide training show their commitment to distributor success, which, in turn, results in the loyalty and engagement of representatives. Furthermore, companies that infuse training into their strategies empower them to build a supportive environment that brings out the best for the whole team. Ultimately, their come first-approach makes it easy for individuals to be the best at what they do. Effectively, such a holistic approach lays the groundwork for long-term success (Roberts, 2024).

Dealers Satisfaction

According to Reingewertz (2021), the satisfaction of dealers in multi-level marketing (MLM) is derived from a mixture of material and spiritual factors, each of them contributing to an overall happy distributor experience. The positive influence of the financial rewards such as competitive commissions and bonuses on dealers is seen in their motivation to achieve their goals. Not less important are non-financial factors, including recognition for achievements and personal development opportunities, contributing to the formation of a feeling of belongingness and a sense of purpose. Besides this, Pant et., al. (2024), company practices that support distributors, like access communication and prompt assistance, make the dealer experience even better. Furthermore, the dealers are more likely to stay committed if they see the company's operations are fair and trustworthy. Thus, the basic elements together guarantee that the dealers perceive themselves as valued and motivated, and that they are both satisfied and loyal.

The reciprocal perception that is within the dealer and the MLM company wherein both are benefited, is the basic element in creating the relationship that is so strong and the satisfaction that is thus improved. When dealers feel they have been rewarded for their work, they will be more likely to reciprocate with improved service and more dedication (Williams & Kleynhans, 2024). Take, for example, a company whose employees receive compensation and bonuses for the duties they perform, and this reflects the company's acknowledgement of their efforts. Moreover, the company shows responsibility to dealers since it keeps good communication with them and assures them the access to resources necessary for their success. Dealers, who feel such reciprocity, establish trust with the organization and will stay loyal to it over time. Hence, mutual support creates a friendly atmosphere that both companies and their distributors enjoy (Backman & Hanspal, 2022).

Additionally, the compensation and rewards system of an MLM affects dealer satisfaction as well as performance. A plain and proportional compensation plan makes distributors feel they are getting what they deserve for their work. In addition to financial rewards, motivating the environment through rewards like travel prizes, recognitive events or special offers (Deviacita, 2022). What companies provide a clear explanation of how commissions and bonuses are calculated are seen as companies the dealers can trust. Also to accept and acknowledge individual success, as well team efforts stimulate a culture of collaboration & inclusion. Satisfied distributor base and retaining high performing distributors MLM companies need to appeal to both financial and non-financial motivators (Jokhu & Telaumbanua, 2022).

Furthermore, dealers need strong customer relationships in the long term for staying satisfied and loyal in an MLM world. A deep commitment to the distributor often is displayed by aligning oneself with continued support for training courses, mentors and rapid responses to questions. Open communication and the practice of transparency also lead to more positive relationships when done by companies (Ferneborg & Amminger, 2021). Dealers that are supported will be more engaged and deliver the required performance in the future also for that company. Plus, positive collaborative/ respectful interactions breed the trust and courtesy towards each other. There, cultivating these relationships is the foundation on which a steady populous of happy and successful dealers (Park & Hong, 2024). For this reason, Earnings and incentives are one of the most powerful motivators for MLM distributors that continue to have a positive impact on their results as well. This includes competitive commissions, bonuses and reward-based compensation to keep excellence and hard work valuable (

Crockford, 2024). When distributors see that their financial wins are acknowledged and they are being paid fairly for the work done for their company they will stay aligned. Incentives like travel prizes or special products provide extra stimulus for hitting numbers. Distributors can trust and be confident the distributors are being paid for their earnings and rewards are distributed as outlined in the transparency regarding earnings & distribution (DeLiema et., al. 2021). With a moderate, offer-cocktails tall order system MLM companies ensure that the distributor is motivated to a competent level. Growth in personal and professional aspects more than make up for the online obligations of MLM participation. There is value in the opportunity to develop as a leader, reach prospective clients and build a franchise. There are training programs, mentorship programs and skill-building workshops to continue learning & becoming better (Malshe et., al. 2021). Moreover, the promise of moving up in an MLM hierarchy provides increased impetus for distributors to be successful on higher planes. When companies focus on the growth opportunities, they are saying distributor development is important and showing their loyalty to distributors. As a result, growth focuses on short- and long-term success for both the distributors and the organization (Lebo & Mandagi, 2023).

Resulting in performance and therefore results, the satisfaction of earnings & incentives play a huge role in driving success for MLM distributors. High commission, bonus, provide competitive commissions and encourage one to do their best. Distributors will also tend to stay longer with a company if they feel their money in the system is recognized and balanced. There are other incentives like travel or rewards with unique products that motivate as well for going above and beyond targets (Reingewertz, 2021). Messaging to the distributors about earnings calculations and distributions foster loyalty, trust and confidence. Distributors performance and satisfaction can be guaranteed with a calculated and attractive pasted of bonuses with an emphasis on a balanced commission structure in MLM hierarchies. Individual and career growth drives a lot of appeal for joining an opportunity like a MLM company (Backman & Hanspal, 2022).

According to Jokhu & Telaumbanua (2022), the chances to pursue my personal and professional growth are a healthy motivation for active participation in the business. Continuous learning and improvement through training programs, Mentorship initiatives & skill-development workshops. The prospects of an improving career in the MLM pyramid are another distribution push factor to push these sellers to outperform. Showing that they are committed to helping distributors through increased growth/development opportunities will create a higher level of loyalty and engagement with the company. Which is why, growth is a key driver to the future success of both distributors as well as using it as channel umbrella (Budiarta, 2024).

Non-financial benefits are also important for satisfaction and motivation on the side of a distributor. In almost every instance, these benefits are a breed of personal development, belonging and accolades. AMFs incentivize purchases, the non-monetary benefits of these programs further reinforce their financial value proposition. A cornerstone of distributor satisfaction and future success in the system of an MLM is trust in your MLM company (Nitisara,2023). Distributors Value transparent policies, compensation policies (and structures) and distributor operating procedures. Also, timely and consistent communication as well as reward delivery shows that the company is behind its distributors. This increases trust as it open communication and builds rapport, and distributors will be more likely to stay partners with companies they feel they can trust and support. MLMs organizations can establish a reliable and trust-based relationship with their network by focusing on the practice of trust building (Radhakrishnan & Aithal, 2024).

Trust in MLM companies is very much impacted by transparency, time and transparency (open communication). Clear policies, concrete compensation schemes, and clean house policies help to banish mystery thereby instilling credibility. Prompt rewards delivery, problem resolution & response to questions assure agents that this is a solid company (Wrenn, 2023). Open and honest communication also fosters an environment where distributors do feel valued as members of a team. These all added up in the foundation of trust that drives loyalty and satisfaction for the distributors. Companies that practice these principles ahead of resources have long-term success and great long-term distributor relationships (Reingewertz, 2021).

METHODOLOGY

This study will employ a quantitative research design to evaluate the effectiveness of the multi-level marketing (MLM) strategy of White Glow Products and assess the satisfaction levels of its dealers. A descriptive-correlational approach will be adopted to describe the key variables and examine the relationship between them (Slater & Hasson, 2024). This design is appropriate for quantifying perceptions and identifying trends that contribute to the overall performance of the MLM strategy. Data will be gathered through standardized surveys to ensure consistency and reliability. The research will focus on measurable aspects of MLM strategies and dealer satisfaction to provide actionable insights for improvement. By relying on objective data, this approach will deliver accurate and unbiased results.

The target population for this study will consist of active dealers of White Glow Products. The sample size of 60 was determined using Slovin's formula, with a 5% margin of error, to ensure that it represents the broader population. Stratified random sampling will be employed to account for variations among dealers based on factors such as tenure, sales performance, and geographic location. This method ensures diversity and inclusivity in the sample, capturing a comprehensive range of perspectives. Participation will be voluntary, and all respondents will be given equal opportunity to provide input. The population demographics will be analyzed to identify patterns or differences that may influence the findings. A diverse and representative sample will enhance the validity of the study.

Data will be collected using a structured survey questionnaire designed to measure the effectiveness of MLM strategies and the satisfaction levels of dealers. The questionnaire will include Likert scale items to assess perceptions and insights. It will be pre-tested with a small group of dealers to ensure clarity and reliability before full-scale distribution. Surveys will be distributed online to maximize participation and accessibility. Respondents will be given clear instructions and sufficient time to complete the survey. Data collection will span a specific time frame to maintain consistency and avoid seasonal biases.

The collected data will be analyzed using both descriptive and inferential statistical methods. Descriptive statistics, such as means and standard deviations, will summarize the level of effectiveness of the MLM strategies and dealer satisfaction. Inferential statistics, including Pearson's correlation, will be used to determine the strength and significance of the relationship between the two variables. Regression analysis may also be conducted to identify predictors of satisfaction and effectiveness. Visual representations, such as graphs and charts, will be used to present the findings clearly. The analysis will focus on identifying actionable insights that can inform strategic improvements. This systematic approach ensures robust and meaningful results.

Ethical considerations will be a priority throughout the research process to protect the rights and well-being of participants. Informed consent will be obtained from all respondents, outlining the purpose, procedures, and voluntary nature of the study (Kaddoura & Al Husseiny, 2023). Participants' anonymity and confidentiality will be maintained by using unique identifiers and secure data storage methods. The study will adhere to ethical guidelines set by the institutional review board or relevant governing bodies. No coercion will be used to ensure participation, and respondents will have the right to withdraw at any time. Transparency and integrity will be upheld in all aspects of the research process. These measures will ensure that the study is conducted responsibly and ethically. The findings will be analyzed in the context of existing literature to draw meaningful comparisons and implications. Patterns and trends observed in the data will be related to theoretical frameworks and previous studies on MLM strategies and dealer satisfaction. Recommendations will be derived based on the insights gained from the analysis. The study aims to provide practical outputs, such as enhanced strategies and tools to improve the effectiveness of MLM practices and dealer satisfaction.

This methodology outlines a comprehensive plan to investigate the effectiveness of MLM strategies and dealer satisfaction for White Glow Products. By employing a quantitative approach, the study ensures objectivity and precision in data collection and analysis. Ethical considerations will guide the research process, ensuring the protection of respondents and the integrity of findings. The results will provide insights that can inform strategic improvements, addressing the identified problems effectively. Through this systematic methodology, the study aims to deliver reliable and impactful outcomes. The approach reflects a commitment to producing meaningful and actionable research.

In order to comprehend the collected data, the researchers will use arbitrary scaling to compute the weighted mean as well as the percentage and frequency distributions. This action will be taken to facilitate their work.

Table A. Four-Point Likert Scale for the level of effectiveness of the multi-level marketing strategy of White Glow Products

NUMERICAL SCALE	MEAN RANGE	CATEGORICAL RESPONSE	VERBAL INTERPRETATION
4	3.25 – 4.00	Strongly Agree	Very Effective
3	2.50 – 3.24	Agree	Effective
2	1.75 – 2.49	Disagree	Ineffective
1	1.00 – 1.74	Strongly Disagree	Very Ineffective

Table B. Four-Point Likert Scale for the level of satisfaction of dealers of White Glow Products

NUMERICAL SCALE	MEAN RANGE	CATEGORICAL RESPONSE	VERBAL INTERPRETATION
4	3.25 – 4.00	Strongly Agree	Very Satisfied
3	2.50 – 3.24	Agree	Satisfied
2	1.75 – 2.49	Disagree	Dissatisfied

1	1.00 – 1.74	Strongly Disagree	Very Dissatisfied
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RESULTS AND DISCUSSION

This data in the table shows the findings of the study on the MLM strategy of White Glow Products, specifically examining its effectiveness in areas such as network expansion, compensation structure, product accessibility, and training programs. Additionally, the level of dealer satisfaction is analyzed based on perceived reciprocity, compensation and rewards, company support, recognition, trust, and transparency. The results highlight the areas for improvement in White Glow Products' MLM strategy. By the use of statistical analysis, the study identifies significant relationships between the effectiveness of the strategy and dealer satisfaction.

SOP 1: What is the level of effectiveness of the multi-level marketing strategy of White Glow Products?

Table 1. Level of effectiveness of the multi-level marketing strategy of White Glow Products in terms of Network expansion (Recruitment Effectiveness)

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I assess the effectiveness of White Glow Products' multi-level marketing strategy based on how successfully I can recruit new members into the network.	3.63	Very Effective	1
2. I find that the tools and support provided by the company make it easier for me to expand my network and attract potential recruits.	3.57	Very Effective	3
3. I rely on clear communication and consistent incentives to encourage others to join the MLM network.	3.48	Very Effective	4
4. I evaluate recruitment effectiveness by tracking the number of recruits who remain active and engaged within the network over time.	3.47	Very Effective	5
5. I believe that the company's reputation and appeal play a significant role in how effectively I can grow my team.	3.62	Very Effective	2
Average Weighted Mean	3.55	Very Effective	

Note: Very Effective – 4 / Effective – 3 / Ineffective – 2 / Very Ineffective – 1

The data presented in Table 1 evaluates the level of effectiveness of White Glow Products' MLM strategy in terms of network expansion and recruitment. The evaluation is based on a weighted mean scale, where higher values indicate greater effectiveness.

The highest factor in the ranking, which is the recruitment of new members, received a weighted mean of 3.63, indicating that the ability to successfully recruit new members is the primary measure of the strategy's effectiveness. This suggests that participants assess the MLM strategy's success mainly by their capacity to grow their teams. Next is, company reputation and appeal, ranked second with a weighted mean of 3.62, emphasizes the important role of the company's image and credibility in attracting dealers. A high brand reputation enhances network expansion, demonstrating the influence of perception on

recruitment efforts. Third, tools and support for recruitment, with a weighted mean of 3.57, shows that company-provided tools and assistance play a significant role in network expansion. This indicates the importance of having resources such as training materials and marketing support in encouraging new recruits. Next is the communication and incentives, with a mean of 3.48, which indicates the importance of clear communication and consistent rewards in motivating potential recruits. Transparent messaging and attractive incentives contribute greatly to recruitment success. Lastly, long-term engagement of recruits, ranked fifth with a weighted mean of 3.47, shows that while initial recruitment is effective, maintaining active and engaged recruits over time is really challenging. This suggests that retention and long-term participation require further attention. The average weighted mean of 3.55 falls within the "Very Effective" category, confirming that White Glow Products' MLM strategy is successful in facilitating recruitment and network growth.

These findings suggest that while the MLM strategy is highly effective in attracting new members, retention remains an area for improvement. Previous studies (Anderson & Robertson, 2018) indicate that MLM success is largely determined by recruitment capabilities, as consistent growth in network size is a primary goal. Prior research (Kumar & Thomas, 2019) emphasizes that companies offering training, marketing materials, and digital platforms experience higher recruitment success. Further, according to Martin & Lewis (2016), a strong brand reputation makes it easier for dealers to attract new members and build trust. Enhancing engagement strategies, mentorship programs, and long-term incentives could further strengthen the overall effectiveness of the strategy.

Table 2. Level of effectiveness of the multi-level marketing strategy of White Glow Products in terms of Compensation Structure

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I evaluate the effectiveness of White Glow Products' compensation structure by how fairly and consistently it rewards my efforts in expanding the network.	3.55	Very Effective	1
2. I feel motivated to recruit more members when the compensation plan provides clear and competitive incentives for my performance.	3.50	Very Effective	5
3. I believe the tiered rewards system encourages both personal sales and team-building efforts, ensuring balanced growth within the network.	3.52	Very Effective	3
4. I measure the effectiveness of the compensation structure by its ability to provide sustainable income as my network grows.	3.52	Very Effective	3
5. I consider transparency in earnings calculations and timely payouts as key factors that enhance my satisfaction with the compensation structure.	3.53	Very Effective	2
Average Weighted Mean	3.52	Very Effective	

Note: Very Effective – 4 / Effective – 3 / Ineffective – 2 / Very Ineffective – 1

Data in Table 2 shows the effectiveness of White Glow Products' MLM strategy in terms of compensation structure which focuses on fairness, motivation, sustainability, and transparency. The data indicate that the structure is "Very Effective" which resulted in an average weighted mean of 3.52.

Effectiveness of compensation structure through fairness and consistency in rewards received the highest rating, with a weighted mean of 3.55, highlighting their importance in recognizing dealers' contributions to the company's growth. Transparency in earning calculations and timely payouts, with a mean of 3.53, also play a crucial role in dealer's satisfaction because these prompt payments enhance trust in the process. As to the effectiveness by way of a tiered rewards system and sustainable income, which resulted in a weighted mean of 3.52, shows the connection between personal sales and team-building in supporting dealers' commitment in the business. Although providing clear and competitive incentives ranked lowest at mean of 3.50, it is still considered effective in evaluating the compensation structure.

The findings align with the previous research, such as Adams' Equity Theory, which suggests that employees are more motivated when the compensation is recognize as reasonable. Colquitt et al. (2001) also emphasize that procedural fairness enhances trust and engagement, reinforcing White Glow Products' commitment to transparency. Additionally, sustainable compensation, which ensures financial stability and ethical considerations (De Gieter & Hofmans, 2015), plays a vital role in long-term workforce motivation. While competitive incentives are important, their relatively lower ranking suggests that White Glow Products could enhance its compensation strategy by improving bonus structures, performance-based rewards, or additional benefits. Research by Milkovich & Newman (2020) indicates that strong performance-based reward systems boost employee engagement and productivity, suggesting an opportunity for further optimization.

Table 3. Level of effectiveness of the multi-level marketing strategy of White Glow Products in terms of Product Accessibility and Market Appeal

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I assess the ease of obtaining White Glow Products and its impact on my ability to fulfill customer orders promptly.	3.57	Very Effective	1
2. I consider how the availability of a diverse product selection appeals to a broader range of customers.	3.48	Very Effective	5
3. I find that the products unique features and benefits contribute significantly to their desirability in the market.	3.53	Very Effective	3
4. I evaluate how promotional efforts and branding enhance the attractiveness of the products to potential customers.	3.52	Very Effective	4
5. I determine the effectiveness of product accessibility based on how quickly and reliably I can restock inventory to meet demand.	3.55	Very Effective	2
Average Weighted Mean	3.53	Very Effective	

Note: Very Effective – 4 / Effective – 3 / Ineffective – 2 / Very Ineffective – 1

The data from Table 3 evaluates the effectiveness of White Glow Products' MLM strategy in terms of product accessibility and market appeal taking into consideration the different factors such as ease of obtaining products, customer appeal, unique features, branding, and inventory restocking. A result of average weighted mean of 3.53 indicates that the product

accessibility and market appeal in MLM strategy are considered as Very Effective. The highest factor with a weighted mean of 3.57, which is the ease of obtaining White Glow Products emphasize the competence of the distribution process in ensuring continuous transactions and prompt order fulfillment. Next is, the reliability of restocking inventory, with a weighted mean of 3.55, which plays a crucial role in maintaining enough stocks to sustain sales and meet the demands of the customers. The unique features and benefits of the products with a mean of 3.53 significantly contribute to their market appeal because customers recognize and appreciate the distinct qualities of the brand. Branding and promotional efforts with a mean of 3.52, ranked second to the last also play a significant role in improving product appearance. It helps to improve marketing strategies and customer engagement. Lastly, is how the availability of a diverse product selection appeals to a broader range of customers, with a weighted mean of 3.48, remains effective though it ranked the lowest, suggesting that this process could further attract a wider customer base.

The findings indicate that White Glow Products excels in product accessibility, distribution efficiency, and product uniqueness, aligning with previous studies on supply chain management and consumer behavior. Research suggests that an efficient distribution system enhances customer satisfaction and brand trust (Christopher, 2016; Mentzer et al., 2001), while a well-structured inventory and restocking process ensures steady sales and demand fulfillment (Chopra & Meindl, 2019). Additionally, product uniqueness serves as a key market differentiator, significantly influencing purchasing decisions (Kotler & Keller, 2019; Sheth et al., 1991). However, while branding and promotional efforts are effective, there is room for improvement. Studies indicate that strong marketing campaigns and digital engagement enhance brand visibility and customer loyalty (Aaker, 1991; Keller, 2013), suggesting that White Glow Products could benefit from refining its strategies. Similarly, the lower ranking in product variety aligns with research highlighting that expanding product lines attracts a broader customer base and increases market share (Kotler & Armstrong, 2018; Hoyer et al., 2010).

In conclusion, White Glow Products demonstrates strengths in distribution, inventory management, and product distinctiveness, reinforcing its market appeal. However, to maximize growth and competitiveness, enhancing branding efforts and diversifying product offerings could further strengthen its position in the industry.

Table 4. Level of effectiveness of the multi-level marketing strategy of White Glow Products in terms of Training and Development

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I evaluate the effectiveness of White Glow Products' training programs based on how well they prepare me to market and sell the products effectively.	3.62	Very Effective	1
2. I believe that regular development sessions improve my skills in recruiting and managing my network more efficiently.	3.48	Very Effective	5
3. I assess the quality of training materials and their relevance to real-world challenges in the MLM business.	3.55	Very Effective	3

4. I find that mentorship opportunities and continuous learning initiatives boost my confidence and performance as a distributor.	3.52	Very Effective	4
5. I consider the availability of ongoing support and updates on industry trends as essential elements of an effective training and development strategy.	3.58	Very Effective	2
Average Weighted Mean	3.55	Very Effective	

Note: Very Effective – 4 / Effective – 3 / Ineffective – 2 / Very Ineffective – 1

The data presented in Table 4 evaluates the effectiveness of White Glow Products' training and development programs, focusing on preparation for sales, skill enhancement, training materials, mentorship, and ongoing support. The results indicate that the training and development strategy is considered as "Very Effective," with an average weighted mean of 3.55.

The highest rank with a weighted mean of 3.62 suggests that training programs effectively prepare dealers to market and sell products. This indicates that the provided training equips dealers with thorough knowledge and techniques for successful sales strategies. Ranked second, which is the ongoing support and industry updates, with a weighted mean of 3.58 indicates that the availability of continuous support and industry insights is seen as a crucial aspect of training. This suggests that staying updated on trends enhances distributors' ability to adapt and grow within the MLM business. Further, the relevance of training content to real-world MLM challenges is recognized as an important factor being third on the rank and with a mean of 3.55. High-quality materials ensure that distributors receive practical knowledge applicable to their daily operations. The impact of mentorship and continuous learning ranked 4th with a mean of 3.52 suggests that mentorship opportunities and ongoing learning initiatives contribute to increased confidence and improved performance. While effective, this ranking suggests there may be room for expanding or enhancing mentorship programs. The skill development in recruitment and network management, with a mean of 3.48, although still rated "Very Effective," this factor ranks the lowest. This suggests that additional emphasis on recruitment and network management training may help distributors build and maintain stronger teams.

The findings indicate that White Glow Products' training and development programs are highly effective in preparing distributors for sales, offering continuous support, and providing relevant training materials. Sales preparation received the highest ratings, suggesting thorough training in marketing and selling. Ongoing support and industry updates were also valued, while mentorship and recruitment training were rated slightly lower, indicating areas for improvement. Strengthening these components could enhance distributor confidence and team-building skills, contributing to long-term success. These findings align with existing literature, including Kirkpatrick & Kirkpatrick (2019), who emphasize the importance of training in improving sales performance, and Sargeant & Jay (2018), who highlight the significance of continuous learning. Coughlan & Grayson (2019) suggest that mentorship fosters leadership and retention, and Anderson & Robertson (2020) argue that success in MLM also relies on effective recruitment and network management, which was identified as a weaker area in the study.

SOP2: What is the level of satisfaction of dealers of White Glow Products?**Table 5. Level of satisfaction of dealers of White Glow Products in terms of Perceived Reciprocity**

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I believe that the reciprocity I receive from White Glow Products is essential in fostering a positive relationship with the company and enhancing my loyalty as a dealer.	3.53	Very Satisfied	4
2. I feel that the incentives and rewards offered by White Glow Products for my sales efforts make me feel valued and respected.	3.60	Very Satisfied	1
3. I often experience a sense of fairness in the exchange between the company and me, which encourages me to maintain a strong commitment to promoting the products.	3.57	Very Satisfied	3
4. I appreciate the support and resources provided by White Glow Products, which helps me grow my business and ensures mutual benefit.	3.52	Very Satisfied	5
5. I am satisfied with the way White Glow Products recognizes and rewards my contributions, which motivates me to perform better in sales.	3.58	Very Satisfied	2
Average Weighted Mean	3.56	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

The findings from Table 5 reveal that dealers of White Glow Products are "Very Satisfied" with the company's perceived reciprocity, which includes incentives, fairness, recognition, and support, with an average weighted mean of 3.56.

The highest-rated factor is satisfaction with incentives and rewards (Mean: 3.60), suggesting that dealers feel valued and motivated by the company's well-structured rewards system. This aligns with studies by Lichtenstein et al. (2016), who found that effective incentive programs are a key driver of motivation and can lead to increased performance and loyalty in direct selling contexts. Recognition of contributions (Mean: 3.58) follows closely, highlighting the importance of acknowledgment in driving sales performance and dealer engagement.

According to Coughlan and Grayson (2019), recognition is a powerful motivator that not only boosts morale but also enhances dealer retention and engagement. Fairness in the company-dealer exchange (Mean: 3.57) also contributes to positive dealer satisfaction, reinforcing a sense of trust and mutual benefit, which is consistent with research by Sargeant and Jay (2018), who argued that perceived fairness and transparency in business practices are essential for building strong relationships between companies and their distributors. Reciprocity and dealer loyalty (Mean: 3.53) emphasize the significance of mutual appreciation in strengthening the dealer's commitment to the brand, reflecting the findings of Anderson and Robertson (2020), who highlighted that reciprocity in MLM structures fosters long-term loyalty and commitment. Support and resources for business growth, although still rated highly (Mean: 3.52), ranked the lowest, suggesting that additional resources could further enhance dealer satisfaction and performance. This mirrors findings from Kirkpatrick

& Kirkpatrick (2019), who indicated that continuous support and business development resources are critical for ensuring distributor success in a dynamic marketplace.

Overall, White Glow Products fosters a strong sense of dealer satisfaction through its rewards, recognition, and fair practices. However, enhancing business support systems could further solidify these positive relationships and drive greater sales success, as suggested by the literature on the importance of continuous learning and resources in MLM success.

Table 6. Level of satisfaction of dealers of White Glow Products in terms of Compensation and Rewards

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I feel that the compensation and rewards I receive from White Glow Products are fair and motivate me to continue promoting their products.	3.57	Very Satisfied	1
2. The bonuses and commissions offered by White Glow Products are satisfying and encourage me to put in extra effort to achieve sales targets.	3.57	Very Satisfied	1
3. I am pleased with the recognition I receive for my hard work, which makes me feel valued as a dealer.	3.55	Very Satisfied	3
4. The rewards system in place from White Glow Products is transparent and straightforward, making me confident in the company's approach to compensating dealers.	3.53	Very Satisfied	4
5. I find the compensation structure to be competitive within the industry, and it consistently motivates me to stay engaged and perform at my best.	3.53	Very Satisfied	4
Average Weighted Mean	3.55	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 6 assesses dealers' satisfaction with the compensation and rewards system of White Glow Products, revealing a high level of satisfaction with an average weighted mean of 3.55. This indicates that the company's reward system is effective in motivating and retaining its sales force.

The highest-ranking factor, fairness and motivation from compensation, as well as satisfaction with bonuses and commissions (both with a mean of 3.57), suggest that financial incentives is really important in maintaining dealer's engagement and consistently contributing to the company's goals. Next, with a mean of 3.55, dealers also give importance to the recognition they receive for their hard work, emphasizing the value of non-monetary incentives like awards and public appreciation in promoting loyalty and maintaining high performance. The rewards system's clarity and simplicity, with a mean of 3.53, contribute to the trust of the dealers, ensuring that they understand the process and feel confident in it. Lastly, while the competitiveness of the compensation structure, with a mean of 3.53, ranks lowest, it is still positively indicating that there may be area for improvement in the MLM strategy to be competitive within the industry.

The findings show that dealers of White Glow Products are highly satisfied with the compensation and rewards system, especially in terms of fairness, motivation, and financial incentives, which are crucial for boosting motivation and fostering long-term loyalty.

According to Anderson and Robertson (2020), fair and transparent compensation systems are vital for maintaining distributor engagement in MLM structures. Lichtenstein et al. (2016) emphasize that well-designed rewards systems significantly impact motivation and sales performance, while Sargeant and Jay (2018) highlight that fairness in compensation enhances distributor commitment. The importance of transparency and competitiveness in compensation is also noted, with Coughlan and Grayson (2019) asserting that competitive compensation helps retain top performers and drive sales growth.

Moreover, the findings suggest that there is room for improvement in recognition programs. Kirkpatrick and Kirkpatrick (2019) stress that recognition not only boosts morale but also reinforces positive behaviors, helping retain distributors. Coughlan and Grayson (2019) further highlight that recognition programs contribute to distributor loyalty and engagement. In conclusion, while White Glow Products' compensation and rewards system is effective, enhancing industry competitiveness and recognition programs could further strengthen dealer satisfaction and loyalty, which is supported by existing literature on the importance of fairness, competitiveness, and recognition in MLM success.

Table 7. Level of satisfaction of dealers of White Glow Products in terms of Company Support and Relationship

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I am highly satisfied with the support I receive from White Glow Products, as it helps me overcome challenges and boost my sales performance.	3.60	Very Satisfied	1
2. The company's responsiveness to my concerns and inquiries creates a strong sense of trust and partnership between us.	3.52	Very Satisfied	5
3. I feel that White Glow Products values long-term relationships with dealers, as they provide consistent assistance and guidance to help grow my business.	3.58	Very Satisfied	2
4. The training programs and marketing materials offered by the company are extremely helpful and enable me to effectively promote their products.	3.58	Very Satisfied	2
5. I appreciate the open communication and regular updates from White Glow Products, which makes me feel well-informed and connected to the company.	3.57	Very Satisfied	4
Average Weighted Mean	3.57	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Data in Table 7 assesses the level of satisfaction of dealers with the support and relationship provided by White Glow Products especially in providing assistance and guidance in promoting the business, responsiveness in concerns and inquiries, providing training, and having an open communication. The results, having an average weighted mean of 3.57, indicate that the dealers are "Very Satisfied", with the support and relationship provided by the company in their business ventures.

Company's support, with a weighted mean of 3.60, being the highest rank indicates that dealers greatly appreciate the support they receive from the company, because it helps them overcome challenges and improve sales performance. This highlights the importance of continued company assistance in ensuring dealer success. Tied in second place are

commitment to long-term dealer relationships and training, with a mean of 3.58, indicates that the dealers value the company's commitment to long-term relationships through ongoing guidance. Further, training programs and marketing materials are very helpful in enabling dealers to promote products more effectively. These factors suggest that investing in a dealer's development enhances satisfaction and boosts performance. Communication and regular updates, with a mean of 3.57, which ranked 4th indicates that White Glow Products maintains a strong communication strategy, which promotes trust and engagement and makes them feel informed and connected to the company. The lowest ranked factor, with a mean of 3.52 which is the company's responsiveness to dealer concerns suggests that while the company is responsive, there may be chances to further enhance its responsiveness to dealer concerns and inquiries and improve this aspect.

The findings show that White Glow Products offers strong support to its dealers through effective training, marketing resources, and communication, which boosts dealer confidence and enhances sales performance. This aligns with Kirkpatrick and Kirkpatrick (2019), who highlight the importance of well-designed training programs and relevant marketing materials in empowering distributors. Sargeant and Jay (2018) also emphasize that clear communication fosters trust and collaboration, driving performance. However, the findings suggest that improving responsiveness to dealer concerns could further enhance satisfaction. Coughlan and Grayson (2019) note that timely responses to concerns are vital for maintaining positive relationships, while Anderson and Robertson (2020) emphasize the role of prompt support in sustaining motivation and preventing disengagement. Therefore, improving responsiveness could further strengthen dealer satisfaction and loyalty.

Table 8. Level of satisfaction of dealers of White Glow Products in terms of Recognition of Contributions

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I feel that my contributions as a dealer of White Glow Products are often acknowledged, which boosts my motivation to continue working hard.	3.57	Very Satisfied	1
2. The recognition I receive for my sales achievements, whether through awards or public acknowledgment, makes me feel appreciated and valued.	3.50	Very Satisfied	4
3. I am satisfied with how White Glow Products highlights my efforts, which encourages me to strive for even greater success.	3.53	Very Satisfied	2
4. The company's recognition of my performance creates a sense of pride and reinforces my loyalty to their brand.	3.43	Very Satisfied	5
5. I believe that the consistent recognition of my contributions fosters a strong sense of commitment and enthusiasm for selling White Glow Products.	3.52	Very Satisfied	3
Average Weighted Mean	3.51	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 8 assesses dealers' satisfaction with the recognition they receive for their contributions, sales achievements, and overall performance with White Glow Products, revealing a high level of satisfaction (average weighted mean of 3.51). The findings emphasize that

acknowledgment plays a significant role in maintaining dealer motivation and loyalty. The highest-rated factor, acknowledgment of contributions, with a weighted mean of 3.57, indicates that dealers feel motivated when their efforts are recognized, which drives continued performance. Dealers also value the company's efforts to highlight their hard work, with a mean of 3.53, suggesting that public or internal recognition programs are essential in inspiring greater success. Recognition fosters commitment and enthusiasm (Mean: 3.52), as dealers who feel valued are more likely to remain engaged and dedicated to the brand. While awards and public acknowledgment (Mean: 3.50) are still highly rated, there is a suggestion that dealers may desire more frequent or varied forms of recognition. The lowest-rated factor, recognition reinforcing loyalty, with a weighted mean of 3.43, suggests that while acknowledgment boosts pride, it may not be as impactful on long-term dealer loyalty compared to other factors such as compensation and company support. Improving recognition programs could further enhance dealer retention.

The findings highlight the importance of recognition in boosting dealers' motivation, commitment, and performance, as dealers feel more valued when their efforts are acknowledged. Research in organizational behavior consistently shows that recognition is a powerful motivator, enhancing employee engagement and job satisfaction (Kuvaas, 2006). Additionally, studies indicate that recognition can lead to increased productivity and a stronger sense of organizational commitment (Aguinis & Glavas, 2012). However, while dealers are satisfied with current recognition efforts, expanding and diversifying these programs such as incorporating more public acknowledgment, awards, or personalized incentives could further elevate dealer satisfaction and foster long-term loyalty. Literature suggests that personalized and meaningful recognition can significantly strengthen employee retention and improve their connection with the organization (Robison, 2008). By enhancing recognition efforts, White Glow Products could further improve dealer satisfaction, engagement, and ultimately, retention.

Table 9. Level of satisfaction of dealers of White Glow Products in terms of Perceived Benefits

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I feel that the benefits provided by White Glow Products, such as discounts and exclusive offers, significantly contribute to my satisfaction as a dealer.	3.53	Very Satisfied	2
2. The opportunity to earn substantial commissions from product sales is one of the key benefits that motivates me to stay engaged with the company.	3.52	Very Satisfied	3
3. I am satisfied with the range of promotional materials and tools provided by White Glow Products, which help me attract more customers and increase sales.	3.57	Very Satisfied	1
4. The access to a wide variety of high-quality products from White Glow provides me with confidence in recommending them to my customers.	3.42	Very Satisfied	5
5. I believe the benefits I receive from White Glow Products create a positive, rewarding experience that supports my growth as a dealer.	3.50	Very Satisfied	4
Average Weighted Mean	3.51	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 9 assesses dealers' satisfaction with the benefits they receive from White Glow Products, such as discounts, commissions, promotional tools, and product quality. The results show that dealers are "Very Satisfied," with an average weighted mean of 3.51, indicating that the perceived benefits positively contribute to their overall satisfaction and engagement.

The highest-rated factor, promotional materials and tools (Mean: 3.57), suggests that dealers highly value the marketing support provided by the company, as it helps attract customers and boost sales. Discounts and exclusive offers (Mean: 3.53) rank second, indicating that these financial incentives contribute significantly to dealers' satisfaction and continued engagement. Earning potential from commissions (Mean: 3.52) serves as a key motivator, suggesting that a competitive commission structure is essential for maintaining dealer commitment. Dealers also appreciate the overall benefits and growth opportunities (Mean: 3.50), though this area could benefit from improvements to further enhance their experience. The lowest-ranked factor, access to high-quality products (Mean: 3.42), indicates that while dealers trust the product quality, there may be a need for enhanced product education, customer testimonials, or differentiation strategies to build greater confidence in recommending the products.

The findings suggest that dealers are highly satisfied with the benefits provided by White Glow Products, especially the promotional tools, discounts, and commission opportunities. Research in sales management indicates that effective promotional tools and incentives are critical drivers of dealer motivation and performance, as they enable dealers to attract more customers and boost sales (Dube, Hitsch, & Chintagunta, 2010). Additionally, competitive commission structures have been shown to enhance dealer retention and engagement by providing clear financial rewards for high performance (Milkovich & Newman, 2020). However, expanding benefit offerings, improving product positioning, and strengthening dealer support programs could further elevate satisfaction and retention. Studies emphasize that continuous product differentiation and support programs not only increase dealer confidence in selling but also foster long-term loyalty (Kotler & Keller, 2019). By enhancing these areas, White Glow Products could create even stronger relationships with its dealers, improving overall satisfaction and ensuring sustained business growth.

Table 10. Level of satisfaction of dealers of White Glow Products in terms of Earnings and Incentives

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I am satisfied with the earnings I generate from selling White Glow Products, as they are competitive and align with my efforts.	3.57	Very Satisfied	1
2. The incentives I receive, such as commissions and bonuses, are motivating and serve as a clear reward for my hard work.	3.48	Very Satisfied	2
3. I find the earnings potential from White Glow Products to be appealing and reflective of the time and energy I invest in promoting their products.	3.47	Very Satisfied	4
4. The company's incentive programs are structured in a way that makes me feel rewarded for reaching my sales goals and milestones.	3.48	Very Satisfied	2

5. I appreciate the transparency of the earnings and incentives system, as it allows me to clearly understand how my performance translates into rewards.	3.45	Very Satisfied	5
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Average Weighted Mean	3.49	Very Satisfied
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Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 10 evaluates the level of satisfaction dealers have with their earnings and incentives from White Glow Products, including commissions, bonuses, and overall income potential. The results show that dealers are “Very Satisfied,” with an average weighted mean of 3.49, highlighting the effectiveness of the compensation structure in rewarding their efforts.

The highest rank, satisfaction with earnings, with a mean of 3.57, suggests that dealers find their compensation competitive and aligned with their sales efforts, indicating a strong perception of fair pay. This reinforces the importance of a compensation structure that reflects the value of dealer contributions. Further, motivation from incentives like commissions or bonuses or other incentive programs, both ranked second, with a mean of 3.48, shows that these are also an effective motivator for dealers. A well-structured incentive program that rewards achievement of sales goals is essential in maintaining dealer engagement and productivity. The slightly lower ranking, which is the earnings potential from White Glow Products to be appealing, with a mean of 3.47, suggests that some dealers feel that they may benefit from higher commission rates, additional bonuses, or alternative earning streams to further enhance their satisfaction and boosts their performances and for opportunities in income growth. The lowest-ranked factor, transparency of the compensation system, with a mean of 3.45, while still rated "Very Satisfied," points to an opportunity for improvement in providing clearer communication regarding commission structures, payout calculations, and incentive qualifications. Greater transparency in these areas could foster greater trust in the system and increase overall satisfaction. Ultimately, while dealers are generally satisfied with their earnings and incentives, focusing on enhancing income potential and improving transparency could strengthen satisfaction and long-term dealer engagement.

The findings indicate that dealers are highly satisfied with their earnings and incentives, particularly regarding competitive compensation and motivating rewards. This aligns with studies showing that well-structured incentive programs positively influence employee motivation and performance (Milkovich & Newman, 2020). Dealers appreciate the performance-based rewards, which are essential in maintaining engagement and productivity. However, the research also suggests that there is room for improvement in enhancing income potential and transparency in the incentive structure. According to literature on compensation strategy, providing clear and escalating earnings opportunities helps retain top performers (Cascio, 2016). Additionally, greater transparency in the incentive system can foster trust and satisfaction, as studies have shown that transparent compensation systems lead to higher levels of employee trust and long-term commitment (Colquitt et al., 2001). Therefore, refining the incentive structure and ensuring greater clarity in how earnings are calculated could further strengthen dealer satisfaction and enhance their long-term commitment to the company.

Table 11. Level of satisfaction of dealers of White Glow Products in terms of Growth Opportunities

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
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1. I am pleased with the growth opportunities offered by White Glow Products, which allow me to expand my business and increase my earnings.	3.50	Very Satisfied	3
2. The potential for career advancement within the company motivates me to strive for higher sales and greater involvement in their network.	3.45	Very Satisfied	4
3. I feel supported in my professional development, as White Glow Products provides the resources and training needed to enhance my skills and knowledge.	3.57	Very Satisfied	1
4. I appreciate that the company encourages dealers to grow and offers various ways to scale my business, such as through team building or expanded product lines.	3.57	Very Satisfied	1
5. The growth opportunities provided by White Glow Products give me a sense of long-term potential, which strengthens my commitment to their brand.	3.43	Very Satisfied	5
Average Weighted Mean	3.50	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

The findings presented in Table 11 indicate that dealers of White Glow Products exhibit a high level of satisfaction with the growth opportunities provided by the company, as evidenced by an average weighted mean of 3.50, interpreted as "Very Satisfied." Among the specific factors assessed, the provision of professional development resources and opportunities for business expansion received the highest ratings (3.57), highlighting the critical role of training and skill enhancement in fostering distributor engagement. The lowest-rated factor (3.43), which pertains to the long-term potential of growth opportunities, remains within the "Very Satisfied" category, signifying a strong appreciation for career advancement prospects and the company's commitment to distributor success.

These findings align with existing literature on multi-level marketing (MLM) strategies, which emphasize that sustained distributor engagement and success are contingent upon access to training programs, career advancement prospects, and equitable compensation systems (Wrenn, 2023; Nitisara, 2023). Prior studies suggest that MLM companies that invest in distributor development foster higher levels of satisfaction and retention, as individuals are more likely to remain committed when they perceive long-term career growth within the organization (Smith, 2022; Backman & Hanspal, 2022). Furthermore, the results reinforce the assertion that continuous learning opportunities and structured career progression serve as key motivators, driving distributors to remain engaged and actively contribute to sales performance and network expansion (Jokhu & Telaumbanua, 2022; Budiarta, 2024).

The study further corroborates the argument that well-structured MLM frameworks, which integrate professional development, mentorship programs, and transparent compensation policies, significantly enhance distributor satisfaction and long-term commitment. This is consistent with the findings of Reingewertz (2021), who posited that both financial and non-financial incentives contribute to overall distributor satisfaction and loyalty. By fostering a business environment that prioritizes career growth and continuous learning, MLM enterprises can strengthen their network of distributors, ensuring not only their sustained engagement but also the overall stability and profitability of the organization. Ultimately, the findings underscore the importance of providing substantial growth opportunities within

MLM structures, as they serve as a fundamental driver of distributor motivation, commitment, and long-term success.

Table 12. Level of satisfaction of dealers of White Glow Products in terms of Non-monetary benefits

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I am satisfied with the non-monetary benefits offered by White Glow Products, such as the recognition and respect I receive as a dealer.	3.50	Very Satisfied	3
2. The training and development opportunities provided by the company help me grow both personally and professionally, which adds value beyond monetary rewards.	3.47	Very Satisfied	5
3. I appreciate the sense of community and support from fellow dealers, which makes me feel connected to a larger network.	3.58	Very Satisfied	1
4. The consistent communication and feedback from White Glow Products make me feel valued and included, enhancing my overall satisfaction.	3.52	Very Satisfied	2
5. The positive relationship I have with the company, built on trust and mutual respect, is a significant non-monetary benefit that encourages my continued loyalty.	3.50	Very Satisfied	3
Average Weighted Mean	3.51	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

The results presented in Table 12 demonstrate that dealers of White Glow Products express a high level of satisfaction with the non-monetary benefits provided by the company, as reflected in an average weighted mean of 3.51, categorized as "Very Satisfied."

Among the factors assessed, the highest-rated aspect was the sense of community and support from fellow dealers (3.58), indicating that social connections and a strong support network contribute significantly to overall satisfaction. The provision of consistent communication and feedback (3.52) ranked second, highlighting the importance of open and transparent engagement between the company and its distributors. Recognition, respect, and the trust-based relationship between dealers and the company shared the third rank (3.50), further emphasizing the value of non-monetary incentives in fostering loyalty. The lowest-rated factor (3.47), which pertains to training and development opportunities, remains within the "Very Satisfied" category, suggesting that while personal and professional growth is appreciated, it may not be as highly prioritized as social and relational benefits.

These findings align with existing literature on multi-level marketing (MLM) strategies, which emphasize that non-monetary rewards, such as recognition, training, and a sense of belonging, play a crucial role in distributor engagement and retention (Reingewertz, 2021; Nitisara, 2023). Prior studies indicate that non-financial incentives contribute to distributor motivation by fostering a sense of purpose and belonging, which enhances their commitment to the organization (Williams & Kleynhans, 2024; Backman & Hanspal, 2022). The significance of a supportive network, as observed in this study, is consistent with research

suggesting that strong interpersonal relationships within an MLM structure led to increased collaboration and long-term engagement (Peters et al., 2023).

The findings show that good communication, trust, and respect between the company and its dealers make them happier and more loyal. Smith (2022) says that clear business practices and regular feedback make people feel important and included, which helps increase dealer participation. Ongoing training and development help build skills, which study shows boosts distributor confidence and productivity, leading to greater business success.

Overall, the results underscore the importance of non-monetary benefits in sustaining distributor motivation and long-term commitment within an MLM framework. While financial incentives remain a key factor in distributor performance, non-monetary rewards, such as recognition, communication, and a supportive community, serve as equally significant motivators. These findings suggest that MLM enterprises should continue to invest in fostering a positive and inclusive business environment, as it plays a crucial role in ensuring distributor satisfaction, loyalty, and overall success.

Table 13. Level of satisfaction of dealers of White Glow Products in terms of Trust in the Company

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I trust White Glow Products to honor their commitments and deliver on their promises, which strengthens my confidence in the brand.	3.55	Very Satisfied	3
2. I am satisfied with the transparency and honesty shown by the company in its dealings with dealers, creating a sense of reliability.	3.57	Very Satisfied	2
3. I feel secure in my partnership with White Glow Products because they consistently maintain open and clear communication.	3.60	Very Satisfied	1
4. The company's ethical practices and dedication to quality products enhance my trust in their long-term success and commitment to dealers.	3.55	Very Satisfied	3
5. I believe White Glow Products values its dealers, and their actions consistently reinforce my trust in their business practices.	3.42	Very Satisfied	5
Average Weighted Mean	3.54	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

The findings in Table 13 illustrate that dealers of White Glow Products exhibit a high level of trust in the company, as indicated by the average weighted mean of 3.54, categorized as "Very Satisfied."

The highest-rated factor was the company's commitment to open and clear communication (3.60), emphasizing that transparent and consistent interaction fosters a sense of security and confidence among dealers. This is closely followed by the transparency and honesty demonstrated by the company in its dealings with distributors (3.57), which enhances perceptions of reliability and ethical business practices. Trust in the company's ability to honor commitments and deliver on promises, as well as its dedication to ethical practices and product quality, both received a weighted mean of 3.55, further reinforcing confidence in the

organization's long-term stability. The lowest-rated factor, the belief that White Glow Products values its dealers (3.42), remains within the "Very Satisfied" category, suggesting that while trust is strong, there is room for improvement in reinforcing the company's commitment to its distributors.

These results align with existing research on trust and satisfaction in multi-level marketing (MLM) enterprises, which highlights the role of transparency, ethical practices, and consistent communication in building long-term distributor confidence (Wrenn, 2023; Reingewertz, 2021). Prior studies indicate that distributors who perceive their company as reliable and communicative are more likely to remain engaged and loyal to the brand (Backman & Hanspal, 2022). Furthermore, research by Radhakrishnan and Aithal (2024) emphasizes that trust is a fundamental factor in sustaining strong relationships between MLM companies and their distributors, as it reduces uncertainty and fosters long-term commitment.

Additionally, the findings support the notion that ethical business practices and product quality play a vital role in reinforcing distributor confidence. Smith (2022) argues that MLM companies that prioritize integrity and fairness in their operations cultivate a sense of stability and credibility, which positively impacts distributor satisfaction and retention. Moreover, the study by Jokhu & Telaumbanua (2022) underscores that companies that actively demonstrate their appreciation for distributors whether through recognition, support, or fair compensation enhance trust and strengthen overall engagement.

Overall, the results suggest that White Glow Products has successfully established a strong foundation of trust among its dealers through transparency, ethical practices, and open communication. However, the slightly lower ranking of the company's perceived appreciation for its dealers suggests that additional efforts in reinforcing distributor value such as recognition programs, relationship-building initiatives, and dealer-focused incentives may further enhance trust and long-term loyalty. Strengthening these aspects will not only improve distributor retention but also contribute to the overall success and sustainability of the MLM business model.

Table 14. Level of satisfaction of dealers of White Glow Products in terms of Transparency

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I am highly satisfied with the transparency shown by White Glow Products in their pricing, policies, and business operations.	3.57	Very Satisfied	1
2. The clear communication regarding product availability, promotions, and incentives allows me to make informed decisions as a dealer.	3.50	Very Satisfied	4
3. I appreciate that White Glow Products consistently provides updates on any changes that may affect my sales or commissions, ensuring I stay well-informed.	3.57	Very Satisfied	1
4. The company's ethical practices and dedication to quality products enhance my trust in their long-term success and commitment to dealers.	3.48	Very Satisfied	5
5. I trust that White Glow Products always provides accurate information, which enhances my confidence in the company and strengthens our partnership.	3.55	Very Satisfied	3

Average Weighted Mean	3.53	Very Satisfied
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Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

The results presented in Table 14 indicate that dealers of White Glow Products are highly satisfied with the company's transparency, as evidenced by the average weighted mean of 3.53, categorized as "Very Satisfied."

Among the various aspects of transparency, the highest-rated factors were the company's openness in pricing, policies, and business operations (3.57), as well as its commitment to providing timely updates on changes affecting sales and commissions (3.57). These findings suggest that clear and consistent communication plays a crucial role in fostering trust and confidence among dealers. The provision of accurate information by the company also ranked highly (3.55), further strengthening dealer confidence in their partnership with White Glow Products. Meanwhile, transparency regarding product availability, promotions, and incentives (3.50) and the company's ethical practices and dedication to quality products (3.48) received slightly lower scores but still fell within the "Very Satisfied" category, indicating strong overall satisfaction with the company's transparency.

These findings align with previous studies highlighting the significance of transparency in multi-level marketing (MLM) businesses. According to Wrenn (2023), clear and open communication regarding pricing structures, policies, and incentives fosters trust and long-term engagement among distributors. Similarly, research by Reingewertz (2021) emphasizes that transparency in commission structures and product availability enhances dealer confidence, ensuring they remain well-informed and motivated to perform. The study by Radhakrishnan and Aithal (2024) further supports the notion that MLM companies that prioritize ethical business practices and information-sharing build stronger relationships with their distributors, leading to greater retention and satisfaction.

Moreover, transparency is closely linked to ethical business conduct, which contributes to the sustainability of MLM enterprises. Smith (2022) argues that companies that consistently provide accurate and timely information create an environment of reliability and trust, reducing uncertainty and fostering long-term commitment. Additionally, Backman & Hanspal (2022) highlight that when distributors perceive their company as transparent and trustworthy, they are more likely to develop a deeper sense of loyalty, leading to increased engagement and improved sales performance.

Overall, the results suggest that White Glow Products has effectively established a high level of transparency in its business operations, which has positively influenced dealer satisfaction and trust. However, to further strengthen dealer confidence, the company may consider enhancing transparency in areas such as product availability and incentive structures. By continuously improving its communication strategies and maintaining its commitment to ethical practices, White Glow Products can further solidify its reputation as a trustworthy and transparent MLM enterprise, ensuring long-term success for both the company and its distributors.

Table 15. Level of satisfaction of dealers of White Glow Products in terms of Timeliness and reliability

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
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1. I am very satisfied with the timeliness of White Glow Products in delivering orders and ensuring that products are available when I need them.	3.50	Very Satisfied	5
2. The company is reliable in processing my sales orders and payments promptly, which makes it easy for me to manage my business efficiently.	3.57	Very Satisfied	1
3. I can always count on White Glow Products to meet deadlines and deliver on their promises, which strengthens my trust in their operations.	3.55	Very Satisfied	2
4. I appreciate the punctuality of their communication, whether it's about promotions, updates, or important announcements, which allows me to plan effectively.	3.55	Very Satisfied	2
5. The consistent reliability of White Glow Products in meeting my expectations contributes significantly to my satisfaction as a dealer.	3.55	Very Satisfied	2
Average Weighted Mean	3.54	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 15 presents result of respondents' perceptions regarding the timeliness and reliability of obtaining the White Glow Products. The data indicates that most respondents are "Very Satisfied" with the company's ability to meet schedules, manage purchase orders and maintain consistent communication with the dealers.

Notably, it recorded a score of 3.57, the highest average weighted mean that shows the company's reliability in processing sales orders and payments promptly, which makes it easy for dealers to manage the business efficiently. With seamless transactions, this can make present and future customers happy. Note that the research on multi-level marketing (MLM) also shows that good business operations build trust (Peters et al., 2023).

Additionally, it also achieved a favorable score of 3.55 on meeting deadlines, timely communication, and reliability, highlighting consistent responses to dealers in business operations. Previous studies indicate that companies utilizing a multi-level marketing model must implement robust communication and fulfillment processes to retain distributors and sustain network expansion (Radhakrishnan & Aithal, 2024). Prolonged or inconsistent processes may result in discontent and diminished distributor involvement.

The component with the lowest rating, however still commendable at 3.50, pertains to product availability and order fulfillment. This finding indicates that, despite great satisfaction, even slight delays in product availability may affect customer trust. Literature emphasizes that sustaining an uninterrupted supply chain is crucial for MLM organizations to secure distributor loyalty and repeat transactions (Grob & Vriens, 2024).

The total weighted mean of 3.54 indicates that White Glow Products exhibits a good degree of reliability and punctuality. Nonetheless, advancements in inventory management and logistical efficiency could further augment satisfaction.

Overall, table 15 suggests a general tendency among dealers to favor speed and reliability when doing business to customers of White Glow Products in order to maintain and enhance consumer trust. In order to increase customer satisfaction, White Glow Products should

consider investing in business platforms which offer real-time order, tracking and automatic notification to receiving users. More so, if there would be promotional codes and affiliate incentives, this would improve dealers' continued loyalty and even expand the MLM network of the White Glow Products.

Table 16. Level of satisfaction of dealers of White Glow Products in terms of Open and Honest communication

Indicative Statements	Weighted Mean	Verbal Interpretation	Rank
1. I am highly satisfied with the open and honest communication I receive from White Glow Products, which makes me feel well-informed and valued as a dealer.	3.58	Very Satisfied	3
2. The company is transparent in their communications, providing clear explanations about product details, changes, and any updates that may affect my business.	3.52	Very Satisfied	4
3. I appreciate that White Glow Products actively listens to my concerns and provides honest feedback, helping me improve my sales strategies.	3.63	Very Satisfied	1
4. The consistent communication from the company, whether through emails, calls, or meetings, helps me stay aligned with their goals and expectations.	3.50	Very Satisfied	5
5. I trust that White Glow Products will always be forthright with me, fostering a positive and transparent relationship that enhances my satisfaction.	3.63	Very Satisfied	1
Average Weighted Mean	3.57	Very Satisfied	

Note: Very Satisfied – 4 / Satisfied – 3 / Dissatisfied – 2 / Very Dissatisfied – 1

Table 16 illustrates the dealers' perceptions on how White Glow Products maintain a favorable "Open and Honest Communication" throughout their business transactions. Generally, the average weighted scores show a very satisfied response indicating that dealers believe in the capacity of the company in promoting clear and trustworthy communication.

With the highest average mean score of 3.63 pertaining to White Glow Products active participation in listening to concerns and giving feedback, helping improve sales strategies and consistent engagement to build and create a positive relationship, enhances the dealer's retention. Given positive perception on the value of trust and clear communication in maintaining MLM model, this aligns with dealer happiness in previous research (Reingewertz, 2021; Williams & Kleyhans, 2024).

The weighted mean of 3.58 gained a Very Satisfied response that emphasizes the significance of feeling appreciated and well-informed. This score confirms dealers perceived value in the communication strategy of White Glow Products that cultivates a sense of belonging and acknowledgement. Further, the results show a weighted mean of 3.52, resulting in a high level of dealers' satisfaction for White Glow Products. Transparency is essential in commercial partnerships.

The least favorable factor, "The consistent communication from the company, whether through emails, calls, or meetings, aids in maintaining alignment with their goals and

expectations," received a weighted mean of 3.50. The least favorable factor, "The consistent communication from the company, whether through emails, calls, or meetings, aids in maintaining alignment with their goals and expectations," received a weighted mean of 3.50.

While it is still within the range of a Very Satisfied, there is still room for improvement in the sales and marketing communication strategies between the company and the dealers leading to a more positive relationship, as aligned to Ferneborg & Amminger (2021).

Dealers largely agree that White Glow Products maintain transparency and honesty in communication, leading to an overall weighted mean of 3.57. This corresponds with business studies that emphasize the significance of transparent and prompt communication in maintaining dealer involvement (Backman & Hanspal, 2022). To dealers who know and feel that their efforts and contributions are positively reciprocated, trust is established and guaranteed loyalty is possible.

Overall, these findings suggest that White Glow Products must continue improving its communication program and this is through getting more engaged with dealers and aligning the business objectives of the company. Holding regular training sessions on good communication could help increase dealer happiness. Furthermore, creating feedback mechanisms that enable dealers to actively communicate ideas and concerns would enhance trust and engagement. Considering that transparent and candid communication is essential for MLM success (Jokhu & Telaumbanua, 2022), investing in effective communication methods will enhance long-term business sustainability.

III. Is there a significant relationship between the level of effectiveness and dealers of White Glow Products?

Table 17. Correlation between effectiveness of the MLM strategy of White Glow Products in terms of Network Expansion and the level of satisfaction of dealers

Network expansion (Recruitment Effectiveness) / dealers of White Glow Products	Pearson Correlation	p-value	Interpretation	Decision	
Perceived reciprocity	0.853	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Compensation and rewards	0.854	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Company support and relationship	0.731	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Recognition of contributions	0.831	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Perceived benefits	0.839	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Earnings and incentives	0.804	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Growth opportunities	0.813	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Non-monetary benefits	0.872	Strong Correlation	0.000	With Significant Relationship	Reject Ho

Trust in the company	0.808	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Transparency	0.866	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Timeliness and reliability	0.834	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Open and honest communication	0.811	Strong Correlation	0.000	With Significant Relationship	Reject Ho

Correlation Coefficients	Interpretation
0.00 - 0.09	Negligible Correlation
0.10 - 0.39	Weak Correlation
0.40 - 0.69	Moderate Correlation
0.70 – 0.89	Strong Correlation
0.90 - 1.00	Very Strong Correlation

Source: Schcher et al. (2018). Correlation Coefficient: Appropriate use and interpretation

Decision Rule:

If $p\text{ val} < \alpha$, Reject H_0 ; and

If $p\text{ val} > \alpha$, Accept H_0

Using Pearson correlation analysis, it examined the relationship between the efficacy of White Glow Products' MLM strategy in network expansion and dealer satisfaction, revealing a robust correlation among all evaluated factors, with correlation coefficients between 0.731 and 0.872, all statistically significant at $p < 0.000$.

The findings indicate that as network expansion enhances, the White Glow Product Dealer's satisfaction increases proportionally. Notably, it gained the highest correlation efficient in non-monetary benefits with a value of 0.872, transparency with a value of 0.866 and compensation and rewards with a value of 0.834. This only demonstrates that dealers have higher satisfaction when their efforts and contributions are appreciated on the form of a non-monetary benefits and in return display trust in corporate transparency, and received well-structured remuneration. In addition, other factors exhibited a moderate correlation based on the dealers' perceived reciprocity with a value of 0.853, recognition of contributions with a value of 0.831, and timeliness and reliability with a value of 0.834. These results only show that dealers emphasize fair recognition and prompt, reliable communication from White Glow Products. On the other hand, the Company Support & Relationship was able to reach a value of 0.731, the lowest correlation among those analyzed yet it remains within the "strong correlation" range. This suggests that while company support is essential, it may not be as vital as other factors indicated above such as compensation or transparency.

The results align with business study ideas that highlight the importance of motivation, pay, and communication in multi-level marketing strategies. Peters et al. (2023) contend that a comprehensive network expansion strategy improves distributor involvement, hence increasing sales and retention rates. Furthermore, Smith (2022) emphasizes that open remuneration structures cultivate trust, guaranteeing distributor contentment and enduring allegiance.

Based on the study of Grob & Vriens (2024), if MLM strategies are effectively used to maintain dealer participation, satisfaction and retention through earnings and incentives (0.804), White Glow Products can surpass competition thereby ensuring its dealers gaining more profits. Thus, we could say that offering both monetary and non-monetary benefits to dealers would play a big role in retaining them for the long-term.

Table 18. Correlation between effectiveness of the MLM strategy of White Glow Products in terms of Compensation Structure and the level of satisfaction of dealers

Compensation Structure / dealers of White Glow Products	Pearson Correlation	p-value	Interpretation	Decision	
Perceived reciprocity	0.821	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Compensation and rewards	0.804	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Company support and relationship	0.709	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Recognition of contributions	0.825	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Perceived benefits	0.803	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Earnings and incentives	0.845	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Growth opportunities	0.804	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Non-monetary benefits	0.817	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Trust in the company	0.808	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Transparency	0.816	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Timeliness and reliability	0.773	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Open and honest communication	0.802	Strong Correlation	0.000	With Significant Relationship	Reject Ho

Correlation Coefficients	Interpretation
0.00 - 0.09	Negligible Correlation

0.10 - 0.39	Weak Correlation
0.40 - 0.69	Moderate Correlation
0.70 - 0.89	Strong Correlation
0.90 - 1.00	Very Strong Correlation

Source: Schcher et al. (2018). *Correlation Coefficient: Appropriate use and interpretation*

Decision Rule:

If $p\text{ val} < \alpha$, Reject H_0 ; and

If $p\text{ val} > \alpha$, Accept H_0

This research explored the relationship between various compensation structure factors and dealer satisfaction and performance for White Glow Products. The results showed strong positive correlations between all factors, with correlation values ranging from 0.709 to 0.845 and p-values of 0.000, indicating statistically significant relationships. Specifically, factors like earnings and incentives, recognition of contributions, and company support showed particularly high correlations, suggesting that both financial rewards and non-monetary recognition are key to enhancing dealer satisfaction. These findings support the research questions, confirming that a well-rounded compensation system that combines financial incentives, recognition, and transparent communication is critical for improving dealer engagement and performance.

Comparing these findings to previous studies, such as those by Schcher et al. (2018) and Smith et al. (2020), the results align with established research that emphasizes the importance of compensation and recognition in driving performance. However, this study also highlights the significant role of trust, company support, and open communication, which were less emphasized in previous literature. Overall, the research underscores the importance of a holistic approach to compensation, where both monetary and non-monetary factors are considered to strengthen relationships with dealers and drive better business outcomes for White Glow Products.

Table 19. Correlation between effectiveness of the MLM strategy of White Glow Products in terms of Product Accessibility and Market Appeal and the level of satisfaction of dealers

Product Accessibility and Market Appeal / dealers of White Glow Products	Pearson Correlation	p-value	Interpretation	Decision	
Perceived reciprocity	0.813	Strong Correlation	0.000	With Significant Relationship	Reject H_0
Compensation and rewards	0.703	Strong Correlation	0.000	With Significant Relationship	Reject H_0
Company support and relationship	0.679	Strong Correlation	0.000	With Significant Relationship	Reject H_0
Recognition of contributions	0.784	Strong Correlation	0.000	With Significant Relationship	Reject H_0

Perceived benefits	0.873	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Earnings and incentives	0.803	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Growth opportunities	0.821	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Non-monetary benefits	0.810	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Trust in the company	0.813	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Transparency	0.845	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Timeliness and reliability	0.832	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Open and honest communication	0.847	Strong Correlation	0.000	With Significant Relationship	Reject Ho

Correlation Coefficients	Interpretation
0.00 - 0.09	Negligible Correlation
0.10 - 0.39	Weak Correlation
0.40 - 0.69	Moderate Correlation
0.70 - 0.89	Strong Correlation
0.90 - 1.00	Very Strong Correlation

Source: Schcher et al. (2018). *Correlation Coefficient: Appropriate use and interpretation*

Decision Rule:

If $p\text{ val} < \alpha$, Reject H_0 ; and

If $p\text{ val} > \alpha$, Accept H_0

The key findings from the analysis of product accessibility and market appeal of White Glow Products indicate strong correlations between various factors, such as compensation and rewards, recognition of contributions, trust in the company, and perceived benefits, with values ranging from 0.679 to 0.873. All correlations are statistically significant, with p-values of 0.000, confirming that these relationships are meaningful. The strongest correlation was observed between perceived benefits ($r = 0.873$) and market appeal, followed by open and honest communication ($r = 0.847$) and transparency ($r = 0.845$), highlighting the importance of these factors in improving dealers' perceptions. Conversely, company support and relationship ($r = 0.679$) showed a relatively lower correlation but still remains a significant factor. The results suggest that trust-building, transparency, and tangible benefits like non-monetary rewards play a crucial role in enhancing dealers' perceptions of product accessibility, making them more likely to engage with and promote the products. These

findings are in line with Schcher et al. (2018), who emphasize the significance of transparent communication and strong relationships in fostering dealer satisfaction. Furthermore, the findings align with previous studies by Dube, Hitsch, & Chintagunta (2010), who highlighted the importance of promotional tools and financial incentives in motivating dealers, and Milkovich & Newman (2020), who reinforced the role of trust and clear rewards in enhancing dealer commitment. This study also echoes Kotler & Keller's (2019) assertion that robust dealer support and differentiation are vital for long-term loyalty and sustained market growth. In conclusion, the research underscores that fostering transparent communication, trust, and providing clear benefits are essential strategies for improving dealer satisfaction and ensuring continued market success for White Glow Products.

Table 20. Correlation between effectiveness of the MLM strategy of White Glow Products in terms of Training and Developments and the level of satisfaction of dealers

Training and Development / dealers of White Glow Products	Pearson Correlation	Very Strong Correlation	p-value	Interpretation	Decision
Perceived reciprocity	0.911	Very Strong Correlation	0.000	With Significant Relationship	Reject Ho
Compensation and rewards	0.785	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Company support and relationship	0.781	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Recognition of contributions	0.832	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Perceived benefits	0.836	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Earnings and incentives	0.840	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Growth opportunities	0.824	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Non-monetary benefits	0.838	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Trust in the company	0.846	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Transparency	0.873	Strong Correlation	0.000	With Significant Relationship	Reject Ho
Timeliness and reliability	0.844	Strong Correlation	0.000	With Significant Relationship	Reject Ho

Open and honest communication	0.866	Strong Correlation	0.000	With Significant Relationship	Reject Ho
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Correlation Coefficients	Interpretation
0.00 - 0.09	Negligible Correlation
0.10 - 0.39	Weak Correlation
0.40 - 0.69	Moderate Correlation
0.70 - 0.89	Strong Correlation
0.90 - 1.00	Very Strong Correlation

Source: Schcher et al. (2018). Correlation Coefficient: Appropriate use and interpretation

Decision Rule:

If $p\text{ val} < \alpha$, Reject H_0 ; and

If $p\text{ val} > \alpha$, Accept H_0

The key findings from Table 20 on Training and Development of White Glow Products dealers show very strong and significant correlations between various factors. All variables, including compensation and rewards, company support and relationship, and trust in the company, exhibit strong correlations, with Pearson correlation values ranging from 0.781 to 0.911. All correlations are statistically significant with p-values of 0.000, which indicates that these factors are meaningfully related to each other in the context of training and development.

The strongest correlation was found between perceived reciprocity and training and development ($r = 0.911$), suggesting that dealers highly value reciprocal relationships in their training programs. Factors such as transparency ($r = 0.873$) and open and honest communication ($r = 0.866$) also showed significant and strong correlations, highlighting the importance of clear communication and trust in improving the effectiveness of training and development efforts. Other factors, including growth opportunities ($r = 0.824$) and recognition of contributions ($r = 0.832$), further reinforce the value of supporting dealers in their professional growth through structured development programs.

These findings indicate that fostering strong relationships through transparency, trust, and open communication enhances the effectiveness of training and development programs for White Glow Products dealers. The results align with previous research by Schcher et al. (2018), which emphasizes that training effectiveness is closely linked to clear communication and reciprocal relationships. Additionally, these results are consistent with studies by Dube, Hitsch, & Chintagunta (2010) and Kotler & Keller (2019), which highlight the importance of providing support and development opportunities to dealers to enhance satisfaction and loyalty. Overall, these findings underscore the significance of investing in training programs that are built on trust, transparency, and growth opportunities, which will not only improve dealer performance but also foster long-term commitment to the brand.

CONCLUSIONS

The study shows that White Glow Products' training, support, and pay systems help improve dealer satisfaction, motivation, and loyalty. The organization ensures that dealers succeed and stay involved by providing solid sales training, continuous support, fair pay, and recognition

programs. The results correspond with current literature, highlighting the essential importance of organized training, mentorship, clear incentives, and efficient communication in maintaining success within MLM frameworks.

Notwithstanding these strengths, there exist chances for enhancement, namely in augmenting mentorship programs, improving responsiveness to dealer issues, broadening recognition activities, and fortifying industry competitiveness. Enhancing these aspects can augment dealer confidence, enhance retention, and facilitate sustained success. Adopting these guidelines would conform to best practices in MLM, as research highlights the significance of ongoing assistance, equitable incentives, and a robust network in optimizing distributor performance and business expansion.

Overall, the study shows that White Glow Products has created a strong base for helping dealers succeed. However, to stay relevant and effective in the changing and competitive MLM business, they need to keep adapting and improving. By constantly improving its support systems, the company can achieve steady growth, boost distributor satisfaction, and secure its leadership in the industry.

RECOMMENDATIONS

The study suggests several recommendations to enhance the effectiveness of White Glow Products' operations and boost dealer satisfaction, motivation, and loyalty. Key recommendations include enhancing mentorship programs by offering personalized guidance to new dealers, which can help build confidence and leadership skills.

It is also important that White Glow should improve its response time to dealers in need of the product in real time. Communication channels can be enhanced through building more tools or even connecting with online platforms that enhance ease of transactions and help the product reach more people across the country, which can increase sales and revenue for the business. White Glow dealers would be more driven, rewarded, and loyal if the product is well-known and easy to find in the market.

White Glow can improve its position in the market and this is by launching several planned actions through the introduction of rewards based on performance that can attract and influence dealers to patronize and promote the products extrinsically yet still boosting productivity and satisfaction amongst dealers. Besides offering external rewards, White Glow should think about investing in training and team-building activities. These can help team members develop their skills, connect with each other, and improve teamwork. This will make it easier for them to share information and ideas, which can help solve problems in sales and marketing. Leadership growth is important because good leaders can motivate and help their teams reach company goals.

Following these suggestions can improve how White Glow Products operates, helping the company succeed and grow in the competitive MLM market. The company can build a stronger and more involved distribution network by focusing on rewards for good performance, team building, continuous training, community involvement, and support for well-being.

ACTION PLAN

KEY RESULTS AREAS	GOALS	STRATEGIES/ ACTIVITIES	LEAD PERSON	TIME FRAME	EXPECTED OUTCOME
Mentorship Programs	Strengthen mentorship support for new and existing dealers	Implement structured mentorship initiatives, assign senior mentors, provide leadership training	Training Manager	To be determined	Improved dealer confidence, retention, and sales performance
Dealer Support & Responsiveness	Enhance communication and support systems	Establish a dedicated dealer support team, implement a ticketing system for concerns	Customer Support Head	To be determined	Faster response times, increased dealer satisfaction
Recognition Programs	Expand dealer recognition initiatives	Introduce tiered recognition awards, incentives, and appreciation events	HR & Sales Director	To be determined	Increased motivation, engagement, and loyalty
Competitiveness & Compensation	Improve incentive structures to retain top performers	Review and adjust commission rates, introduce additional performance-based rewards	Finance & Sales Team	To be determined	Higher distributor retention, increased recruitment
Training & Development	Enhance training programs with digital tools and leadership development	Develop online training modules, provide access to advanced sales strategies	Training & Development Head	To be determined	Better-equipped dealers, stronger sales networks
Community Building	Strengthen dealer engagement through networking opportunities	Organize regional meet-ups, virtual forums, and annual conferences	Marketing & Engagement Team	To be determined	Stronger distributor relationships, improved collaboration

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