



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**FACTORS INFLUENCING SALESPERSON PERFORMANCE OF
REAL ESTATE COMPANIES IN ADDIS ABABA**

BY
NATAN ALEM

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APPROVAL SHEET

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DECLARATION

I, the undersigned, declare that this thesis “**FACTORS INFLUENCING SALESPERSON PERFORMANCE OF REAL ESTATE INDUSTRY IN ADDIS ABABA, ETHIOPIA.**” is my original work, prepared under the guidance of MESFIN W. (Ph.D.). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Name

St, Mary’s University, Addis Ababa

Signature

May 2022

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

St, Mary's University, Addis Ababa

Signature

May 2022

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TABLE OF CONTENTS

DECLARATION.....	i
ENDORSEMENT	ii
ACKNOWLEDGEMENT.....	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vi
LIST OF FIGURES.....	vii
ACRONYMS AND ABBREVIATIONS.....	viii
ABSTRACT	ix
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Objectives of the Study	5
1.3.1. General Objective	5
1.3.2. Specific Objectives	5
1.4. Significance of the Study	5
1.5. Scope of the Study	6
1.6. Limitations of the Study.....	7
1.7. Definition of Key Terms	8
1.8. Organization of the Study	8
CHAPTER TWO.....	9
REVIEW OF THE RELATED LITERATURE.....	9
2.1. Theoretical and Conceptual Review.....	9
2.1.1. Social Cognitive Theory	9
2.1.1.1. Self-Regulation and Self-Reflection.....	9
2.1.1.2. Symbolizing, Modeling, and Self-Esteemed Personality	11
2.1.1.3. Self-Efficacy	13
2.1.1.4. Effort	16
2.1.1.5. Current Performance/ Communication.....	16
2.1.2. Agency Model (Adaptive Selling)	17
2.2. Empirical Literature Review	19
2.3. Conceptual Framework	21
CHAPTER THREE.....	22

RESEARCH METHODOLOGY	22
3.1. Research Approach	22
3.2. Research Design.....	22
3.3. Population, Sample Size, and Sampling Technique	23
3.3.1. Study Population.....	23
3.3.2. Sampling Size	23
3.3.3. Sampling Technique	24
3.4. Source of Data.....	25
3.5. Data Collection Instruments.....	25
3.6. Data Collection Procedure	26
3.7. Data Collection Procedure	Error! Bookmark not defined.
3.8. Data Analysis Techniques and Presentations	26
3.9. Scale Validity.....	27
3.10. Reliability.....	28
3.11. Ethical Considerations	28
CHAPTER FOUR	29
DATA ANALYSIS AND INTERPRETATION.....	29
4.1. General Information about the Respondents	29
4.2. Description of Study Variables	31
4.2.1. Factors affecting the Sales Performance	31
4.3. Inferential Statistics.....	33
4.3.1. Correlation Analysis	33
4.3.2. Assumption for Multiple Linear Regression Tests	34
4.3.3. Regression Analysis.....	37
4.4. Discussion	40
CHAPTER FIVE.....	42
SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	42
5.1. Summary of Major Findings	42
5.2. Conclusions.....	44
5.3. Recommendations	45
References.....	
Appendices	

LIST OF TABLES

Table -1: Population Distribution.....	24
Table -2. The outcome of Reliability Test.....	28
Table -3. Demographic Characteristics of Respondents.....	33
Table -4. Descriptive statistics of variables.....	34
Table -5. Correlation Matrix.....	35
Table -6: Collinearity Diagnosis.....	36
Table -7: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)	38
Table -8: Model Summary.....	39
Table -9: ANOVA Analysis.....	41
Table -10: Estimated Regression Coefficients.....	43
Table -111: Summary of the Research Hypothesis Test Result	44

LIST OF FIGURES

Figure -1. Conceptual Framework of the Study.....	21
Figure 1: Frequency distribution of Standard Residuals.....	34
Figure 2: Scatter Plot for Linearity Test.....	35

ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
ECC	Ethiopian Customs Commission
EIA	Ethiopian Investment Agency
SPSS	Statistical Packages for Social Science

ABSTRACT

This study aimed to investigate factors affecting sales performance of selected real estate companies in Addis Ababa. A quantitative research approach along with explanatory research design was applied. The salesperson and marketing staff of real estate companies were targeted as a study population. A sample of 309 respondents were selected from the sampling frame through convenience non-probability sampling technique, of which a total of 282 valid and responses were collected through self-administered questionnaire. Descriptive and inferential analysis were used to investigate the relationship of sale sales performance with the emotional intelligence, intellectual intelligence, spiritual intelligence, and individual personality factors. The analyses were carried out by adopting SPSS 21.0 application software. The results of the findings revealed that emotional intelligence, intellectual intelligence, spiritual intelligence, and individual personality factors have a positive and statistically significant effect on sales performance. Individual personality traits had relatively the strongest contribution followed by emotional and intellectual intelligence abilities of the salespersons. However, spiritual intelligence was found to be the least contributor to sales performance. It can be concluded that emotional and cognitive knowledge with adaptive sales personality would have the opportunity to enhance the performance of sales staff in real estate companies in Addis Ababa. Therefore, management of real estate companies are advised to take proactive measures in regards to developing and motivating their sales workforce by providing relevant training and motivational scheme accordingly.

Keywords: Emotional Intelligence, Spiritual Intelligence, Intellectual Intelligence, Real Estate Companies, Individual Personality.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Real estate development is progressively overpowering construction businesses in Ethiopia. According to a current report from the Addis Ababa city administration housing project (2019), the real estate industry has become one of the leading issues as residential building persists with 90% unmet demand yet for a couple of decades. Such a huge demand-supply gap attracts new entrants to the market resulting that ends up with the stiff competition. To sustain in such a stiff competitive marketing environment, the real estate companies try in the country strive to adopt marketing strategies. (Bezawit, 2019). However, the industry has been characterized by fluctuating sales volume, difficulty in attaining targeted sales, and inconsistent growth. Failure in sustaining their market share ended up with poor results regarding sales and organizational performance.

Sales performance is defined as the process of overseeing and training employees to advance their sales skills, processes, and results (Boles and James, 2019). Churchill and Ford (2012) state sales performance as the result of carrying out some discreet and specific activities which may vary greatly across different types of selling jobs and situations. Successful sales performance is critical to any profit-oriented business organization. It is crucial for a struggling company to quickly identify factors for poor sales performance and correct them for the fact that a firm that consistently misses its sales targets might be forced to trench operations or quit the business. In a practical sense, the success or failure of an organization is mostly determined by its sales performance (Walker, 2017).

The salesforce often plays a crucial role in the companies' success by creating the linkage between the customer and the organization in most industries. Serving as a bridge between the company and its customers, salesforces are considered as being a factor creating more competitive advantages for a company through its financial, product, and customer information management. The required responsibility of sales management is, thus, to find out what drives a salesperson's performance. In today's contemporary business world, manifested by stiff competition and market challenges, executives need more intelligent information regarding what motivates salespeople and what leads

to good sales performance (Walker, 2017). Alike any other industries, salespersons are very important elements in the sales process of the real estate industry in particular.

The Ethiopian industry (including the construction) sector has experienced substantial growth over the past two decades. Due to changes in the country's economic growth, real estate developers are not immune to its impact. According to the Ethiopian Investment Agency database - EIA (2022), the real estate industry comprises 559 registered real estate developers in the country, of which 505 (90.3%) are local, but the remaining 54 (9.7%) are owned by foreign investors and public organizations. The industry is known for its four basic categories namely land, industrial, commercial, and residential estates. However, despite the currently emerging industrial zones, the industry is dominated by residential and commercial investments.

Real estate companies in Addis Ababa heavily invest in commercial and residential real estate products. The emergence of new entrants to the industry with better capital potential drives the market to the verge of stiff competition. To survive and sustain their businesses, the companies design and implement different marketing strategies to enhance their market share. Amongst them, promotional strategies take the lion's share. According to the study by Bezawit (2019), conducted on the effect of integrated marketing communication on the sales performance of selected real estate companies, direct marketing, and personal selling strategy had relatively the highest positive significant effect on sales performance. In line with this, Farida (2020) also posits personal selling as the primary tool in promoting real estate products. Thus, the role of salespersons plays a very important role in the attainment of sales goals as their performance is one of the factors driving the company's success.

Many real estate companies in the country are increasingly relying on salespeople to generate revenue as they are adopting the push marketing strategy in their dealing with homebuyers (Ermias, 2014). The push marketing strategy of these companies involves convincing salesforces, commission agents, and other intermediaries to "push" the product (through the channel) to the ultimate real estate buyers. Bearden (2001) argues that salespersons have a very important role in the real estate business fact that they are required to meet sales targets, build customer relationships and create a positive corporate image which in turn increases sales of company performance (Arden, 2019). However, many factors affect the performance of sales personnel.

A study on the performance of a salesperson has attracted much attention from various researchers to find out the combination of effective factors but the factors that influence the success of a salesperson's performance are still debated because they are determined by many factors (Udayana, Farida and Arden, 2017). Therefore, this study focuses on internal employees to identify the factors.

1.2. Statement of the Problem

One of the main problems faced by Ethiopian real estate developers is the difficulty to identify factors that enhance salesforce's performance. This is important because salesforce's performance contributes significantly to real estate companies' performance. A survey report by Zelalem (2018) revealed that only 33.8% of the salesforce achieved or exceeded their targets. The finding suggests that real estate companies need to identify the types of characteristics of the performing salesforce. Therefore, further investigation needs to be undertaken to address the problem of handling the 66.2% of the sales force that has not met or exceeded their targets. Solomon (2018) argues that the gap in performance of salespersons has resulted in no systematic identification of factors both at individual and organizational levels. Nonetheless, little research has been undertaken specifically to identify the factors which could enhance the salesforce's performance.

Recent studies revealed that business organizations tend to focus on the intellectual, spiritual, and emotional intelligence of their salesforce. Muhammad (2018) states emotional intelligence is the ability to realize and understand one's own emotions to understand the emotional reactions of others that produce better, deeper, and stronger relationships. It is a strong factor for predicting performance that contributes to 80% of a person's success compared to intellectual intelligence (Rangarajan, 2014; Castillo and Valle, 2017; Goleman, 2010).

Intellectual intelligence is nothing but the expertise possessed by a salesperson in carrying out work activities (Johlke, 2006). Sulistiyani (2017) concluded spirituality in the workplace is work meaningfulness, work based on passion, delighted in the task of responsibility, solidarity, and harmony among employees. It is proven by the significant positive impact on employee innovative behavior. Arti (2018) also summarizes that the higher the emotional, spiritual, and intellectual intelligence, the better the performance of human resources.

However, although existing research recognizes the important aspects of emotional, intellectual, and spiritual intelligence, the role of emotional intelligence is not well-explained in the literature on the

performance of salespeople (Vida and Plank, 2016). The results of several studies state that emotional intelligence has a negative relationship with employee performance (Hayward and Amos, 2018), meanwhile other research concluded that emotional intelligence does not directly influence the salesperson's performance (Wisker and Poulis, 2015). The results of other studies explained emotional intelligence has a direct and positive impact on creativity, but the influence of spiritual intelligence is weak (Rodrigues, Jorge, Pires, and António, 2019).

Based on the aforementioned research gap, this study proposed to integrate emotional, spiritual, and intellectual (competency) intelligence as factors that contribute positively to salesforce performance. This study offers this specific study area for the reasons that a salesperson with high emotional intelligence can manage emotions more effectively against the pressure of work targets imposed on him. Competencies of emotional intelligence could affect employee performance in the workplace. Besides, a salesperson that has the capability of intelligence to give meaning or value to the job will have the resilience to face and solve problems (Ahmad and Mahout 2018). Spiritual intelligence trait is also an important component and has a meaningful role in the organization (Hosaini, 2013; Setiawan, and Troena, 2019). Meanwhile, salesperson skills determine the success or failure of a company in achieving its goal. A salesperson who has good competence and interpersonal skill will produce good quality service to customers (Ferdinand, 2017).

Based on the explanation above, thus, this study aims to examine the role of emotional intelligence, spiritual intelligence, intellectual (competency), and personality factors in improving salesperson performance s in the real estate industry of Addis Ababa, Ethiopia. This can be achieved by investigating the perception of the sales and marketing staff of real estate companies in Addis Ababa. The relationship between the identified factors and their influence on sales performance will be examined by adopting a multiple linear regression model analysis. This helps to answer the main question: what are the major factors that influence the sales performance of the real estate companies in Addis Ababa? More specifically:

- How does emotional intelligence influence the sales performance of real estate companies in Addis Ababa?
- What is the effect of spiritual intelligence on the sales performance of real estate companies in Addis Ababa?

- How does emotional intelligence affect the sales performance of real estate companies in Addis Ababa?
- What is the effect of individual personality on the sales performance of real estate companies in Addis Ababa?

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the study is to investigate the factors influencing the sales performance of real estate companies in Addis Ababa.

1.3.2. Specific Objectives

- To examine the effect of emotional intelligence on the sales performance of real estate companies in Addis Ababa.
- To analyze the effect of spiritual intelligence on the sales performance of real estate companies in Addis Ababa.
- To assess the effect of intellectual/ competence/ intelligence on the sales performance of real estate companies in Addis Ababa.
- To examine the effect of individual personality on the sales performance of real estate companies in Addis Ababa.

1.4. Significance of the Study

The factors affecting sales performance are investigated by several researchers. However, of the real estate companies in Addis Ababa. However, there is a lack of empirical study conducted on this issue in the Ethiopian real estate industry in particular. The objective of the study, as mentioned earlier, is specifically designed to explore the factors that influence the sales performance of real estate companies. Accordingly, the study benefits:

- Real estate companies on how to understand the major factors that affect their sales performance. Moreover, the study vividly depicts the execution of intelligence activities from the perspective of a scientific framework i.e., intellectual, spiritually, emotional intelligence, and individual personality of salesforces.

- Besides, the study provides detailed information regarding which factor has the highest effect on sales performance to make an informed decision on marketing strategy by the top-level management, marketing experts, and other concerned bodies of the companies.
- Moreover, the findings in this study benefit especially the marketing communication experts, specialists, and managers of real estate to better utilize their salesforce in any of their marketing programs. On top of that, exploring the factors that affect sales performance gives the company an in-depth understanding of its situation and the gaps in implementing the entire promotional marketing strategy.
- Subsequently, the findings from the study and new perspectives on sales performance metrics may have contributed to the existing body of knowledge. Eventually, the study serves as a benchmark or springboard for other private and government business-oriented companies to aspire and inculcate the philosophy of sales in their marketing promotion practices.
- Marketing and other associated students in social sciences may also find it as important findings to further referral in the examination of literature related to the sales performance issues.

1.5. Scope of the Study

To make the study manageable, it is necessary to define the delimitation of the study. The study will be delimited geographically, conceptually, and methodologically.

Geographically the scope of the study revolves around selected real estate companies (namely Noah, Ayat, Flintstone, Sunshine, Ovid, Alsam, Enyi, Legacy, Pluto, and Gift) located in Addis Ababa. Real estate companies in regional cities are intentionally excluded as Addis Ababa is the only biggest metropolitan city in the country where most (90%) of the real estate projects are established.

Conceptually, the sales performance concept is only measured from internal factors (merely salesperson's quality) perspectives. The factors that are considered independent variables are intellectual, spiritual, intellectual, and personality concepts. Several factors affect the performance

of companies' sales like price, quality, promotion, and places. They are excluded intentionally as out of the scope.

Methodologically the study is delimited to a quantitative research approach. Since the study seeks to investigate the relationship between the determinant factors and sales performance, multiple regression analysis models will be adopted. Such mathematical (econometric) models require quantitative data to test the proposed hypotheses. The qualitative research approach will not be included as the aim or intention of this study is not to describe the phenomenon.

1.6. Limitations of the Study

Several limitations of this study should be addressed. First, this study was conducted in a very specific context of salespeople in real estate companies. Such a context may not be representative of other marketing environments as well as social and economic status of the sales staff. Only a small number of real estate companies has been considered as a study population. This might affect the generalizability of these findings.

The nature of the sample in the study may not be representative of salespeople in general due to unique salesforce characteristics discussed in the study. As a result, the generalizability of the findings is somewhat limited to personal selling in a specific business type. The findings could be different in other personal selling contexts.

The other limitation of the study is the method used to collect respondent data. Only questionnaire is used for primary data collection from the targeted respondents of the real estate companies. However, inclusion of qualitative data by conducting interviews and focus group discussion would have clearer picture regarding the relationship between sales performance and intelligence. As a result, it is possible that the quality of explanation and instructions varied from industry to industry that the study was taken with varying seriousness from companies to companies. Such variation could lead to some variation in the accuracy of responses.

There are several areas of research related to personality and intelligence factors that might offer additional explanation as to salesperson performance. Additional future research is required in replication of the study to validate the revised conceptual model. The proposed model in the study was respecified and should be tested with an additional sample. Additionally, the construct

measures used in the study should be refined. Future research should examine the generalizability of the findings in the study. The revised model should be evaluated in other personal selling contexts with other types of businesses.

1.7. Definition of Key Terms

- **Sales Performance-** Evaluation of activities carried out with the results obtained by marketing personnel based on targets achieved according to the company's goal (Zakaria, 2017)
- **Intellectual/ Competence Intelligence** - The expertise possessed by a salesperson in carrying out work activities (Johlke, 2006)
- **Spiritual Intelligence-** Intelligence to place behavior and life in the context of broader, richer, and more meaningful meanings. (Zohar and Marshall, 2000)
- **Emotional Intelligence-** the ability to understand self-emotions and feelings of yourself and others, and motivated yourself. (Goleman, 2000; Salovey and Mayer, 1990)
- **Personality-** Basic individual characteristics expressed through ways of thinking, behaving, and reacting to an individual's situation (Setia, 2018)

1.8. Organization of the Study

This thesis was organized into five main chapters. The first chapter refers introduction of the study which includes the background, the problem statement, the research objectives, hypotheses, significance, and the scope of the study. The second chapter focuses on the literature review. It contains relevant theories, and conceptual and empirical discussions leading to the identification of research gaps and the conceptual framework. The third chapter presents the research design, target population, sampling methods, sample size, data collection instruments to be used as well as the method of data analysis and presentation. The fourth chapter presents demographic characteristics, descriptive and inferential statistical analysis, findings, and their interpretations. The last chapter consists summary of the major findings, conclusions, and recommendations of the research study.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. Theoretical and Conceptual Review

Three major approaches have been used to explain organizational behavior (Davis and Luthans 1980). According to the first approach, behavior is explained as a function of the individual. Internal psychological constructs such as personal motivation and other personality characteristics are used to explain why people behave as they do. In another theoretical approach, behavior is explained as a function of an individual's environment. Variables external to an individual such as an organization's social structure are predicted to be determinants of behaviors. Personality characteristics that individuals bring to a firm are omitted in this approach. The third theoretical approach is a combination of the first two. Behavior is a function of both the individual (internal variables) and the organizational environment (external contingencies). According to this approach, both internal and external factors must be taken into account in an explanation of behavior. The theoretical foundation for this combined approach is Bandura's social cognitive theory.

2.1.1. Social Cognitive Theory

In the social cognitive model of behavior individuals are neither driven by internal forces nor behaviors automatically formed by external variables. Behavior is explained in terms of a model in which behavior, cognitive and other personal factors, and environmental events all interact as determinants of each other (Bandura 1986). In this social cognitive perspective, an individual is defined in terms of several basic capabilities. These basic capabilities are briefly described below.

2.1.1.1. Self-Regulation and Self-Reflection

The social cognitive theory also posits that individuals are self-regulatory in their actions (Bandura 1986). That is, people do not behave in a manner simply to suit the preferences of others. Much individual behavior is motivated and regulated by one's internal standards and personal reactions to such behavior. Individuals develop personal standards with actions and outcomes measured against these standards. Discrepancies between actual performance and a personal standard result in "evaluative self-reactions," which operate to impact future behavior. Thus, if an individual's actions

do not result in outcomes commensurate with internal standards, future actions are modified so that the probability of successful outcomes, as measured against internal standards, is enhanced.

A characteristic that distinctively identifies humans is the “capability for reflective self-consciousness (Bandura 1986).” People exhibit a capability to analyze life experiences and cognates about their thought processes. Reflecting on life experiences and thinking about what they know, people derive what Bandura refers to as “generic knowledge about themselves and the world around them.” In other words, we develop understanding through reflection. This allows individuals to monitor their ideas and actions, predict outcomes or consequences, evaluate the adequacy of thoughts and actions based on results, and modify thoughts and actions accordingly.

Of the thoughts that can affect one's behaviors, according to social cognitive theory, none is more powerful than people's judgments of their capabilities to effectively cope with different realities (Bandura 1986). Based on self-conceptions of efficacy, individuals decide what to do, how much effort to invest in specific behaviors, how long to persevere when outcomes are somewhat less than expected, and whether tasks are undertaken nervously or with self-confidence (Bandura, 1989). In one's self-appraisal of efficacy, there are several sources of information that must be internally processed through self-reflective thought (e.g., verbal input from others regarding an individual's task performance.)

Central to the outcome of effective performance of a task in social cognitive theory is a person's self-efficacy (Bandura 1986), which is a belief that a person has the capabilities necessary to successfully perform a specific task. The social cognitive theory posits that one's self-efficacy is based on four principal sources of information: vicarious experiences of observing the performances and subsequent outcomes of others (i.e., modeling the successful behaviors of others performing a like task); physiological states from which individuals partly judge their capableness to effectively perform, their strengths, and their vulnerability to task dysfunction; past performance attainments in a Reproduced with permission of the copyright owner. Further reproduction is prohibited without permission. 59 similar tasks; and verbal persuasion by others that one possesses the necessary capabilities to successfully perform a specific task.

2.1.1.2. Symbolizing, Modeling, and Self-Esteemed Personality

- **Symbolizing**

Social cognitive theory suggests that individuals can use symbols that allow people to process and transform life experiences into internal models that serve as guides for future action. Symbolizing capability allows individuals to initiate innovative courses of action, and to test possible actions symbolically, discarding or retaining such actions based on estimated outcomes. Thus, individuals may avoid trial and error actions and avoid the costs of errors in behaviors (Bandura 1986). In other words, humans base many of their actions on rational thought, which can be a source of failure, but also can be a source of successful behaviors.

- **Modeling**

Modeling is a type of vicarious learning that plays a prominent role in social cognitive theory (Bandura 1989). The critical claim is that individuals are not dependent on direct experience of the consequences of their behavior for learning to take place. Bandura (1977) suggested that the ability to learn by observing others enables individuals to avoid needless and costly errors. Furthermore, observers can often learn faster than actual performers of tasks (especially tasks that depend heavily on conceptual skill) because of the task performer's need to devote at least some attention to performing required responses. Such vicarious learning is not restricted to externally modeled (practiced) behaviors. Positive modeling effects on performance from covert modeling (envisioning modeled behaviors) can result through one's imagination. Kazdin (1976) found that increases in a person's assertive behavior can be achieved through such envisioning of successful behaviors.

Social cognitive theory suggests three antecedents to modeling others' behaviors in a specific task (Bandura 1986). First, in addition to formal performance assessments (e.g., a written performance appraisal by one's manager), people tend to manage their behaviors and personally assess the outcomes of their behavior in terms of success or failure. The more that an individual personally manages task behavior, the more likely an individual is to model the behavior of successful others in a task-centered environment. When such "self-monitoring" individuals realize that their level of performance is not what they would like for it to be, they tend to observe the behaviors of successful others and pattern future task behaviors accordingly. Second, the level of modeling performed by an individual is a function of one's level of self-esteem.

As Bandura (1986) pointed out, the ability of individuals to learn by observing others enables them to avoid needless and costly errors. The basic elements of vicarious learning are well described in the following statement; by observing a model of the desired behavior, an individual forms an idea of how response components must be combined and sequenced to produce the new behavior. In other words, people guide their actions by prior notions than by relying on outcomes to tell them what they must do (Manz and Sims 1981).

Modeling effects can be separated into three types of learning (Manz and Sims 1981). The first type is learning a new behavior by observing a model. In the second type, a model can have either an inhibitory or a disinhibitory effect on behavior caused by observing the consequences of a model's behavior. The third type of learning is referred to as a behavioral facilitation effect. A model acts as a cue to an observer to begin exercising a previously learned behavior. For example, salespeople are taught to attempt trial closes early in the selling cycle to understand how much additional selling effort is required to bring a customer to a positive buying decision. When salespeople observe cohorts attempting early trial closes and customers respond positively by buying, then observers tend to practice previously learned early trial closes in the next selling interactions.

According to Bandura (1977), an individual's self-efficacy expectations (i.e., the conviction that one can successfully execute the behavior required to produce the outcomes) can be influenced by a role model. Bandura suggests that there is a close correspondence between perceived self-efficacy and behavioral change. He contends that personal perceptions of efficacy will impact the effort that an individual will expend on a given task. The stronger the perception of self-efficacy held by an individual, the greater the effort of an individual.

The role of modeling in the development of self-efficacy is supported in organizational socialization research by Weiss (1977). Weiss reported that individuals develop work behavior patterns by observing and modeling the behavior of certain coworkers. Significant correlations were found between employees' perceptions of their level of perceived self-efficacy and the extent to which they were able to model the job behaviors of successful coworkers.

- **Self-Esteemed Personality**

Rosenberg (1965) defines self-esteem as a person's attitude toward oneself. People tend to be concerned with their self-images, especially about comparisons between themselves and others that whom they come into contact. Individuals with a perception of unworthiness are said to have low self-esteem, while individuals who think highly of themselves are said to have high self-esteem. Such self-esteem can emerge from one's evaluation of competence, or one's perceived possession of attributes culturally identified as positive or negative.

Based on self-esteem invested by a feeling of competence, individuals develop a sense of pride from achieving set standards of successful task performance. As a result, individuals with such competency-based self-esteem tend to model the activities of successful others to assure the achievement of goals. The third factor prerequisite to modeling the behavior of others is an individual's similarity to those persons available to be modeled. By observing other similar people perform successfully, individuals can raise self-perceptions of their efficacy that they too possess the capabilities to master comparable activities. An indication of one's similarity to others in a group is the level of acceptance by the group members an individual perceives.

2.1.1.3. Self-Efficacy

Social cognitive theory suggests four variables affect an individual's level of self-efficacy (a belief that a person has the capabilities to successfully perform a specific task): first, vicarious learning through the observation of successful behaviors by others (modeling); second, physiological state, or job tension (physical or somatic arousal due to stress in intense situations; third, enactive attainment (past performance in a specific task; and fourth, feedback (specifically verbal feedback) from coworkers including fellow employees and managers.

- **Forethought and Vicarious Capability**

Bandura (1986) indicates that people do not simply react to their immediate environment. Their behavior is somewhat regulated by forethought or anticipation of outcomes or consequences. People anticipate the likely consequences of their actions, set goals for themselves, and plan courses of action for thought-out futures. In other words, people are purposeful. They motivate themselves and guide their actions by anticipation. Such forethought is the result of symbolizing capability. Possible future events cannot serve as determinants of behavior. Their symbolic representation,

however, can have a strong causal effect on one's current actions. Inner images of desirable future events tend to drive certain behaviors most likely to bring about their realization. According to Bandura's social cognitive theory, people convert future behavioral outcomes into current motivators of foresightful behavior.

Traditionally, psychological theories have posited that learning occurs only by performing responses and experiencing their consequences (direct experience) (Bandura 1986). Social learning theory, however, suggests that almost all learning can occur vicariously by the observation of other peoples' behaviors and their related outcomes. Thus, people can, by observation, acquire norms for individual behavior patterns without having to form such rules gradually by a very tedious trial and error method. Some complex skills can be achieved only through modeling the behaviors and actions of others. For example, as children, we learn the linguistic skills that constitute a language by being exposed to the verbal communications of models.

The effect of vicarious information on self-efficacy is particularly sensitive in several situations. A relatively large amount of uncertainty regarding one's abilities (i.e., low self-efficacy) can lead to a much greater effort to model successful behaviors of successful coworkers and, thus, result in a more significant effect of modeling on one's level of self-efficacy. Self-efficacy can be readily altered by relevant modeling influences when people have had little prior experiences on which to base their self-perceptions of self-efficacy. In the absence of such direct knowledge of their capabilities, people tend to rely more on modeled indicators (Bandura 1986). Experience does not, however, necessarily nullify the overall effect of modeling on self-efficacy. Unsuccessful past experiences can cause feelings of self-doubt. Additionally, members in one's peer group can change over time so that social comparative information continues to provide relevant diagnostic information related to task performance. When experience has served to confirm one's feeling of low self-efficacy, modeling influences can boost an individual's self-efficacy by demonstrating effective coping strategies (Bandura, Reese, and Adams 1982).

The impact of vicarious information on self-efficacy perceptions is particularly important when tasks, in and of themselves, fail to provide relevant information regarding one's task capabilities (Bandura 1986). Salespeople, for example, can evaluate their performances based on their attainment of sales goals. To adequately assess their selling capabilities, however, salespeople judge their performances as good or bad, and their capabilities, relative to the performances of other

salespeople within an organization. Ultimately, most such performances are assessed in terms of social criteria. As a result, self-efficacy perceptions tend to be based on social comparative information.

- **Physiological/ Emotional State**

Social cognitive theory suggests that individuals also rely on internal information from their physiological state in judging their capabilities to perform given tasks (Bandura 1986). Somatic, or physical, arousal due to stress in intense situations is a cue to individuals of vulnerability to dysfunction. A high level of physical arousal and stress tends to be debilitating in terms of task performance. In contrast, individuals tend to expect success when they are physically calm and are not feeling aversive arousal. According to Bandura, individuals can arouse in themselves elevated levels of dysfunctional distress with internal thoughts regarding their lack of task capabilities.

- **Past Performance**

According to social cognitive theory, enactive attainments (past successful performances of specific tasks) provide the most influential source of efficacy information because it is based on “authentic mastery experiences” (Bandura, Adams, and Beyer 1977). Past successes cause individuals to raise self-efficacy appraisals, while repeated task failures cause individuals to lower efficacy appraisals. Such lowered appraisals are especially true if the task failures occur early in the course of events and do not reflect a lack of effort or adverse external circumstances by individuals. The weight given to new task experiences is somewhat dependent on the nature and strength of an individual’s existing self-perception into which the new experiences will be integrated. After a strong sense of personal self-efficacy is developed by repeated successes, occasional failures are unlikely to have much effect on individuals’ judgments of their capabilities to perform specific tasks successfully. Individuals holding high levels of efficacy tend to attribute intermittent failures to situational factors beyond their control, insufficient effort on their part, or poor operational strategies.

In a study of managers in the manufacturing operation of a major forest products company, Porras and Anderson (1981) reported that managers were better able to learn new behavioral skills by observing models successfully using these skills in simulated on-the-job situations. Additionally, the authors found that the managers’ levels of expectancy that the new behaviors would result in the

achievement of desired goals were significantly increased through an increase in the manager's beliefs in their capabilities (self-efficacy).

2.1.1.4. Effort

According to social cognitive theory, individuals with higher levels of self-efficacy will tend to expend more effort on a task given their perceptions that they hold the necessary capabilities to successfully perform the task (Bandura 1986). Additionally, the social cognitive theory posits that self-efficacy has an indirect effect on one's effort level through an individual's level of expectancy that the added effort will pay off in desired results.

In a study of the effect of self-efficacy on task performance, Locke (1984) found that self-efficacy had an impact on performance through a significant relationship with goal commitment. That is, individuals higher in self-efficacy tended to make commitments to attaining specific task-related goals. These individuals then worked harder to accomplish these goals. Gist (1987) has suggested that self-efficacy provides an integrating mechanism between social cognitive theory and goal-setting approaches to performance. According to Gist, self-efficacy is developed through social learning processes. This in turn leads to more productive goal-setting (specifically, successful performance of a given task) and more effort expended to accomplish the goal.

2.1.1.5. Current Performance/ Communication

Personal selling is communication that permits marketing messages to be adapted to the specific needs and beliefs of individual receivers (customers). Weitz (1978) stresses the need for adaptiveness in the selling process. Weitz indicates that the selling process consists of gathering information regarding a specific customer, developing a unique sales strategy based on this information, transmitting messages tailored to implement the strategy, evaluating the outcomes of the strategy, and making appropriate adjustments based on this evaluation. Salespeople have unique opportunities to develop and implement sales presentations tailored to each customer. Additionally, salespeople have opportunities in customer interactions to make rapid adjustments in messages in response to customers' reactions and feedback.

Weitz, Sujan, and Sujan (1986) define adaptive selling as "the altering of sales behaviors across customer interactions based on perceived information about the nature of the selling situation." Salespeople exhibit high levels of adaptive selling when they use different sales presentations

across sales encounters and when they make adjustments in presentations during these sales encounters. By comparison, a low level of adaptive selling is indicated by the use of the same sales presentation during all sales encounters.

As posited by Sprio and Weitz (1990), adaptive selling results in long-term effectiveness. Empirical support for this proposition is provided by Sujan and Weitz (1986) who found a significant relationship between working smarter and performance. Working smarter was operationalized in the study as the practice of adaptive selling. Predmore and Bonnice (1994) also reported a significant relationship between adaptability and performance. They found that salespeople who practiced more adaptive behaviors in customer interactions were more likely to be successful than salespeople who exhibited less adaptability in customer interactions.

It is intuitively logical that the harder individuals work at performing a specific task the better they should perform and achieve desired performance outcomes. There is little research, however, that examines the relationship between effort and sales performance. While both salesforce and organizational behavior researchers have uniformly recognized the importance of effort in conceptual models of performance (Naylor, Pritchard and Dgen 1980; Walker, Churchill and Ford 1977), these models have treated effort as a mediator in the relationship between motivation and performance. The effort is the mechanism by which motivation is translated into accomplished work (Brown and Peterson 1994). Naylor, Pritchard, and Ilgen (1980, p. 6) define effect as “the amount of energy spent on an act per unit of time.” In a study consisting of 380 direct salespeople who worked for a national company selling a durable product line door-to-door. Brown and Peterson reported that the effect had a strong positive effect on sales performance.

2.1.2. Agency Model (Adaptive Selling)

An agent is a person who acts on behalf of another person, the principal, in dealing with other people. For example, a selling agent acts on behalf of a principal, a manufacturer of goods, to sell goods on the manufacturer’s behalf. Similarly, a stockbroker is an agent who acts on behalf of a client (the principal) to buy or sell shares on the client’s behalf. The agent acts in the name of the principal and commits the principal to agreements and transactions. In company law, the directors act as agents of the company. The board of directors as a whole, and individual directors, have the authority to bind the company to contractual agreements with other parties. Since most of the

powers to act on behalf of the company are given to the board of directors, the directors (and the management of a company) have extensive powers in deciding what the company should do, what its objectives should be, what its business strategies should be, how it should invest and what its targets for performance should be.

Social cognitive theory suggests that a distinctive human characteristic is personal agency (Bandura 1989), and posits a model of interactive agency (Bandura 1986). In this agency model, an individual's behavior is not simply the automatic result of environmental influences. Rather, an individual can exert some influence over outcomes by the application of forethought. That is, an individual can exert some influence over outcomes by a selection of environments and construction of environments. A person high in perceived self-efficacy attempts to anticipate likely consequences of prospective actions in a specific situation, set goals for specific and desired outcomes, and plan courses of action that are likely to produce desirable outcomes such as successful performance. In other words, a person will give some forethought to a situation about hoped-for outcomes and will develop a plan of action tailored specifically for the situation to successfully achieve the desired outcomes. Individuals high in self-efficacy adapt their behaviors to individual situations to produce desired outcomes.

In developing a measure of the degree to which salespeople are predisposed to practice adaptiveness in customer relationships (adaptive selling), Spiro and Weitz (1990) suggested that there are six facets of adaptive selling. Two of the aspects are related directly to a salesperson's level of self-confidence or self-efficacy. Salespeople must have confidence in their ability to use a variety of different sales approaches and to alter sales presentations during customer interactions.

Bandura (1982) indicated that self-efficacy affects a person's choice of settings and activities, skill acquisition, effort expenditure, and the initiation and persistence of coping efforts in the face of obstacles. Those with higher levels of self-efficacy tend to engage more frequently in task-related activities and persist longer in coping efforts. In contrast, individuals with lower levels of self-efficacy tend to engage in fewer coping efforts and give up more easily under adversity. Gist (1987) defines this relationship between self-efficacy and these choices as adaptiveness. According to Gist, this situational adaptiveness resulting from self-efficacy leads to more task mastery experiences and thus, to better performances in specific tasks calling for a level of adaptiveness.

2.2. Empirical Literature Review

Emotional Intelligence and Salesperson Performance

Schwepker & Schultz, (2015) conducted in-depth interviews with salespersons revealed that they unknowingly use emotional intelligence to be effective. Those sales persons who kept themselves in the customer's shoes and knew their problems reportedly say that they use this ability. They know the importance of other emotions which influenced how they reached certain customers. The impression they build in front of their customer's self-awareness is also seen as an important factor. To resolve their customer's problems, self-regulation is also seen as important to keep an eye on important issues.

The concept of emotional intelligence has received great attention in organizational behavior and human resource management, especially in predicting employee performance. The research literature has recognized the relationship between emotional intelligence and human resources performance (Anderson, 2016; Mukti Ali, 2018; Haryono, Rosady, and MdSaad, 2018). Emotional intelligence will produce better, deeper, and stronger relationships with customers in a business environment it is very beneficial for the company's marketing efforts.

Where emotional skills and social skills are given high importance sales people love to work there. They give better performance if their social and emotional skills are managed fully and keep motivation level high in the face of problems and overcome negative feedback and failures (Wang and Miao, (2015). Emotional threatening consequences and failures are common in the life of salespersons, a person high in emotionally intelligent salespersons is very resilient to handle these situations. Thus, sales department employees are generally responsible for maintaining direct contact with customers, and employee emotional intelligence has an impact on sales that can improve business (Muhammad Ali, 2018). Based on those arguments, the hypothesis is as follows:

H1. Emotional intelligence has a positive and significant effect on salesperson performance.

Spiritual Intelligence and Salesperson Performance

In recent decades, spirituality in the workplace has gradually been appreciated, because many leaders consider spirituality as a solution (Sheng and Chen, 2012). The work environment is filled with a meaningful work atmosphere, that will explore brilliant ideas to enhance innovative behavior

(Sulistiyani, 2017). Many studies show that applying a spiritual mindset in the workplace encourages creativity and innovation in workers and increases employee productivity, and leads to better overall organizational performance (Mahmood, Arshad, and Khan, 2018; Wibowo, 2015). Afsar and Badir (2017) explained spirituality in the workplace is encouraged by the willingness of an employee to find the meanings and objectives in his work and strengthen their relevance to work and organization. Spiritual intelligence has a positive impact on the workplace as the result of creativity, skills, abilities, values, and personality according to the demands of the organization. Based on the description above, the hypothesis can be proposed as follows:

H2. Spiritual intelligence has a positive effect on salesperson performance.

Personality and Salesperson Performance

Retnawati and Nuryakin (2016) define the performance of salespeople as various measures of success based on what the company decides. Abidin (2016) stated one of the important factors that affect the performance of an employee is personality. Many researchers such as Yang and Hwang (2014), Santosa (2017), and Trang (2018) explained that personality has a significant positive effect on employee performance.

A study by Salleh and Kamaruddin (2011) showed two dimensions of personality, namely high self-efficacy and self-monitoring attributes, related to the salesperson performance of insurance agents. Saeed and Siddiqui (2018) concluded the nature of Muslim personality which consists of piety, forgiveness, and truth has a significant positive effect on sales performance.

Kawiana, Dewi, Martini, and Suardana (2018) also suggested that there was an influence of personality on Bank employees' performance in Bali. Based on the literature review, the third hypothesis proposed for this study is as follows:

H3. Personality has a positive effect on salesperson performance.

Intellectual/ Competency/ Intelligence and Salesperson Performance

Kitchen (2010) stated that many factors contribute to the performance of salespeople; however, the skills of salespeople play an important role in seller performance. The resulting study of Basir (2010) on the salesperson's performance revealed that the influence of interpersonal skills positively affects performance. Punwatkar and Varghese (2014) stated that competence, namely

skills and abilities, plays a vital role in job responsibilities by an individual in a particular professional field that leads to job performance.

Rajan and Srinivasan (2015) found that product and customer knowledge, also competitive knowledge plays an important role in increasing the sales force in the Indian Pharmaceutical Industry. Zakaria (2017), based on his study stated that achieving higher sales performance can be done by a process where the salesperson's technical competencies which consist of product knowledge, competitor products, unique product selling points, and their benefits, have a positive effect on the salesperson performance. These results are reinforced by the study of Amalia (2018) which showed interpersonal skills, salesmanship skills, and technical skills have a significant effect on salesperson performance. Based on this description, the hypothesis can be proposed:

H4. Intellectual Intelligence/ Competency has a positive effect on salesperson performance.

2.3. Conceptual Framework

A conceptual framework shows or illustrates the relationship among variables used in the research study. In this research, the general objective is to investigate the factors affecting the salesperson performance of selected real estate companies in Addis Ababa. Referring to Figure-1., based on Asyhari and Yuwalliatin (2020), the current study considered factors namely emotional intelligence, spiritual intelligence, intellectual intelligence, and personality as independent variables; while salesperson performance as the dependent variable. The figure depicts the direct relationship between emotional, spiritual, intellectual intelligence, personality, and salesperson performance.

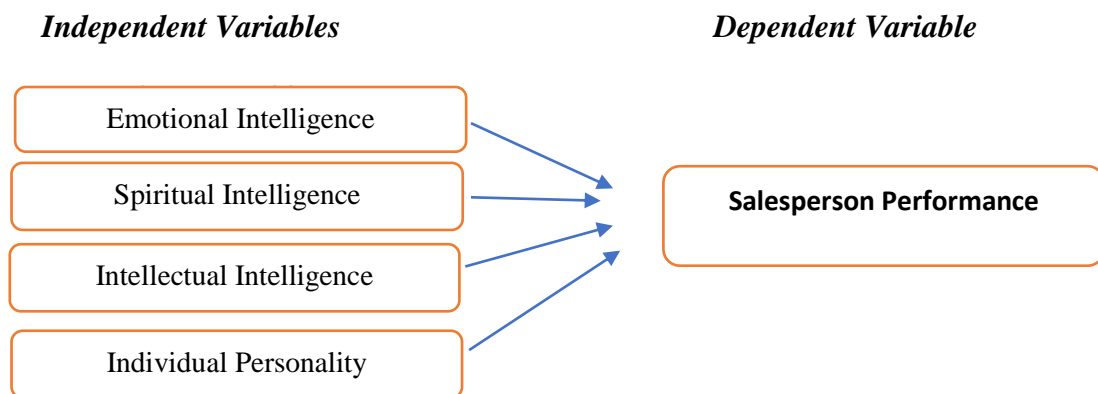


Figure -1. Conceptual Framework of the Study (Source: Asyhari and Yuwalliatin, 2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

There are three research approaches namely qualitative, quantitative, and mixed (Hair, 2010). Qualitative research involves studies that do not attempt to quantify their results through statistical summary or analysis while quantitative research engages in the systematic and scientific investigation of quantitative properties, phenomena, and other relationships. The objective of quantitative research is to develop and employ mathematical models, theories, and hypotheses that pertain the natural phenomena. Quantitative research approaches was adopted in this study fact that it involves the generation of data in a quantitative form for the analysis. Data should be quantified and statistical methods were used for the analysis to seek evidence about characteristics or a relationship between the stated variables.

3.2. Research Design

There are three types of research design namely exploratory, descriptive, and explanatory research. The goal of exploratory research is to discover ideas and insights while descriptive research is usually concerned with describing a population concerning important variables. Explanatory research is used to establish cause-and-effect relationships between variables and causal analysis is concerned with the study of how one or more variables affect changes in another variable. It is thus a study of functional relationships existing between two or more variables (Kothari, 2004). This study adopts both descriptive and explanatory research designs as it analyzes the opinions/ qualitative data/ and examines the variables of interest (Factors affecting sales performance and sales performance measurement) to determine the relationship between the constructs.

In light of the explanatory research is undertaken, descriptive and inferential analysis was employed. The former is about to describe respondents' demographic characteristics and their perceptions of the factors affecting sales performance in terms of emotional, spiritual, intellectual intelligence/ competence, and personality; while the latter is used to analyze the relationship between the aforementioned independent variables with the level of sales performances.

3.3. Population, Sample Size, and Sampling Technique

3.3.1. Study Population

A target population is the entire group of people or entities that the researcher is interested in and for which the researcher wishes to conclude (Kothari, 2004). According to Ethiopian Investment Agency, EIA (2020), the industry constitutes a total of 559 registered real estate developers in the country of which the majority 505 (90.3%) are domestic but the rest 54 (9.7%) are owned by foreign direct investors ventured jointly with some domestic developers. In terms of their geographical orientation, 413 (73.9%) registered domestic developers are located in Addis Ababa while the remaining are in different regional states (Addis Ababa City Council Land Development Authority (AACLDA), 2020). Among 413 (73.9%) registered domestic developers in Addis Ababa, 357 (86.4%) are under the implementation phase but the rest 56 (13.6%) are actively in operation.

Among them, the top ten renowned real estate companies namely Noah, Ayat, Flintstone, Sunshine, Ovid, Alsam, Enyi, Legacy, Pluto, and Gift with credible reputations will be taken as a population in which the target respondents are selected (EIA, 2020). The targeted companies will be selected based on their annual revenue (ranges from Birr 200 million to Birr 500 million). According to Ethiopian Customs Commission (2021), a total of 2,716 employees are currently enrolled in the aforementioned ten companies (Respective HR Databases, 2022). Of which, there are a total of 1,355 sales and marketing personnel, which are considered a target population of the study.

3.3.2. Sampling Size

Determining sample size is a very important issue because samples that are too large are uneconomical while too small samples may lead to inaccurate results. There are several approaches to determine the sample size. These include using census for the small population, imitating a sampling size of a similar study, using published tables, and applying formulas (Hair, 2010). When the size of the population is known and relatively larger to handle census, taking representative sample size is advisable to be economical. The sample size for known population is calculated based on Yemane's (1967) formula for proportionality of sample for the known population. Since the exact total population is known, the sample size determination formula is used to estimate the sample size. The formula is:

$$n = \frac{N}{1 + Ne^2} = \frac{1,355}{1 + (1,355 * 0.05^2)} = 309$$

Where:

n = required sample size; N = Total Population; e = Tolerable error (0.05)

Since the targeted population size is found to be larger to manage to collect the intended data, a sample of 231 sample respondents were selected from the sampling frame as depicted below (Ref. Table -1. Population and sample size distribution).

Table 1: Population Distribution

Industry	Company	No. of Employees	Proportion	Sample Proportion
Real Estate Companies	Noah	216	0.159	42
	Ovid	88	0.065	23
	Alsam	115	0.085	27
	Enyi	209	0.154	41
	Legacy,	67	0.050	20
	Pluto	101	0.075	25
	Ayat	128	0.095	29
	Flintstone	148	0.109	32
	Sunshine	162	0.119	34
	Gift	175	0.129	36
Total		1,355		309

(Source: HRs Database, 2022)

3.3.3. Sampling Technique

There are three sampling techniques namely probability, non-probability, and mixed sampling techniques. Probability sampling technique is preferable to select the respondents randomly from the targeted study population as it enables the researcher to generalize the results of the findings to the entire population parameters based on sample statistics (Saunders, 2004). However, in this study, since it was difficult to get the entire list of the salespersons from the targeted real estate companies due to case sensitivity, convenience non-probability sampling was applied. The student researcher tried to conduct the selection process of the targeted sales representative as convenient

with less biasing as much as possible. Therefore, Convenience non-probability sampling method was more effective to contact each respondent until the calculated sample size was attained.

3.4. Source of Data

Data collection involves the gathering of relevant and important data used for conducting a particular research work (Arbnor, 2014). It is the basis for acquiring data and can be collected in two ways which are; primary data and secondary data. Primary data consists of all the data collected throughout the study that can be directly related to the study purpose. While secondary data contains relevant data that has been collected for a different purpose, but from which the conclusion is valuable for the purpose. But in this case, only primary data was used for analysis.

3.5. Data Collection Instruments

The survey method that is used to obtain primary data is chosen due to its appropriateness and practicality in terms of being a well-accepted diagnostic tool for respondents' perceptions. This survey uses a questionnaire (staff of the selected companies) to collect the required primary data.

The questionnaire is intended to be a structured self-administered five-point Likert scale was developed based on existing instruments that have been used in previous studies (Neema, 2017). The questionnaire was designed in such a way that it would have two parts. The first part refers to personal demographic characteristics to obtain general demographical information of sampled respondents. It contains five items regarding sex, age, education, department, position, and salary. And the second comprises both the study variables- independent (the factors that affect sales performance) and the dependent (sales performance) variables. The factors are emotional intelligence (5 statements), spiritual intelligence (5), intellectual intelligence (5), and personality (5). The variables, used to measure the respondent's perception of the factors that affect the salesperson's performance, are adapted from Asyhari and Yuwalliatin. (2020).

- The scale of emotional intelligence in this study is measured with three indicators: self-evaluation/self-regulation, motivation, empathy/social relationship.
- The spiritual intelligence is measured using the concept of spiritual intelligence related to the work are described in three indicator items namely a spiritual intelligence as the value of life from inside, as work that has meaning and community.

- Salesperson's personality instruments are measured using three scales, namely extraversion, openness to experience, and agreeableness.
- Intellectual Intelligence/ Competency/ is measured using three scales that include salesmanship skills, technical skills, and interpersonal skills.
- The salesperson's performance is measured using three scales: contributing to the company's generating sales revenue, exceeding annual sales targets, and annual sales growth.

Regarding the attributes of the study variables, the respondents was asked to describe on a 5-point Likert scale with 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Moderately Agree, and 5 = Strongly Agree.

3.6. Data Collection Procedure

The research was conducted in person for the fulfillment of the academic requirement. A total of 30 questionnaires were distributed to the employees (sales and marketing staff) of Nova real estate company to pretest the validity and reliability of the scaling instrument. Nova real estate company is selected for pretest purpose for the fact that the company is almost similar in organizational structure and size as well as it operates within the same industry. Besides, it was not included in main survey.

Once confirmed its validity and reliability, the questionnaire was then be distributed to the targeted respondents at selected ten real estate companies under study as per the convenience of the student researcher. The respondents were expected to fill the questionnaires accordingly after having their full consent and being briefed on its purpose. A sum of 309 responses were expected from respective employees of the ten real estates in Addis Ababa.

3.7. Data Analysis Techniques and Presentations

Both descriptive and inferential statistics were used to analyze the quantitative data gained through a structured questionnaire. Regarding the inferential statistics, multiple regression analysis is performed using the four factors (emotional, spiritual, intellectual, and personality) dimensions as the independent variable and salesperson performance as the dependent variable. It comprised a correlation test, assumption tests, and final multiple linear regression results.

Correlation coefficients is checked to quantitatively describe the strength of the association between the variables. According to Hair (2016), the Pearson correlation coefficient measures the degree of linear association between two variables. It varies between -1.00 to +1.00, with 0.0 representing absolutely no association between the two variables. While the assumption tests namely linearity, multicollinearity, normality, homoscedasticity, and no autocorrelation were tested to check whether the data fit the multiple linear regression model. The model looked to the extent to which the four factors would affect the overall sales performance (R^2 value), the linear regression coefficient (Beta coefficient), and the P-values for the significance of each relationship.

Multiple linear regression was conducted to identify the relationship and to determine the most dominant variables that influence the sales performances of the real estate companies. To evaluate the relation between the aforementioned factors and Sales Performance, the multi-regression analysis model was set as depicted below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: Y = Overall Sales Performances; X_1 = Emotional Intelligence; X_2 = Spiritual Intelligence; X_3 = Intellectual Intelligence; X_4 = Personality; e = error term; β_0 = constant term; $\beta_1, 2, 3, 4$ = coefficient terms.

3.8. Scale Validity

The validity of the test reveals the degree to which a measuring instrument measures what it is intended to measure (Saunders, 2004). Content validity is the extent to which a measuring instrument provides suitable coverage for the current study that is research items measure the variables of the study while face validity is face to face check. The copies of the survey was managed to be accessible to experts in this study such as advisors for comments and opinions to create validity in terms of construct, content, criterion, and face validity to make it suitable for the objectives of the study. The validity of the research instrument has also been gotten from the various questions posed to the respondents. The student researcher ensured the validity of the study by pre-testing with a scale to correct any missing data in the questions when detected and also by asking clearly stated questions to the respondents.

3.9. Reliability

According to Mugenda (2003), reliability is the ability of a research instrument to produce consistent results after repeated trials. As far as the reliability of the scale measurement, Cronbach's Alpha test was conducted to determine the internal consistency of the scale. The Cronbach's coefficient is calculated or determined based on the data that were collected through distributing 30 questionnaires for pretest. According to Zikmund (2010), scale with coefficient alpha between 0.6 and 0.7 indicate fair reliability so for this study a Cronbach's alpha score of 0.70 or higher is consider adequate to determine reliability.

Table -2. The outcome of Reliability Test

Dimension Name	No of items	Cronbach's alpha
Emotional Intelligence	5	.822
Spiritual Intelligence	5	.715
Intellectual Intelligence	5	.796
Personality	5	.803
Sales Performance	5	.711
Overall Reliability	25	.829

Source: SPSS data output, 2022

As indicated in Table -2 below, the Cronbach's Alpha value for all predictors and construct variable are more than 0.7 that is the threshold value according to (Cronbach, 1951). The overall reliability of the scale was found to be .829 that indicates the scale measurement satisfactorily measured the variables. Hence, reliability for all dimensions is accomplished.

3.10. Ethical Considerations

Ethical issues are categorized into four different types: harm to participants, lack of informed consent, invasion of privacy, and deception (Bryman, 2011). It is important to consider ethical principles when conducting business research. In this study, there are descriptive questions about the respondent's age and gender but this information is not enough to identify the person. Besides, in order to keep the confidentiality of the data given by respondents, they were not required to write their name and assured that their responses were treated in strict confidentiality. The purpose of the study was disclosed in the introductory part of the questionnaire. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The study is sought to investigate factors affecting the sales performance of real estate companies in Addis Ababa. The data collected by self-administered questionnaire featured personal information about the respondents, four predictor variables (emotional, intellectual, spiritual intelligence, and personality), and sales performance attributes of the ten selected real estate companies.

After distributing 309 questionnaires to the targeted sales and marketing staff of the companies, 293 questionnaires were collected which accounted for 94.5% response rate. Then, screened for the collected questionnaires for missing data and other inconsistency, it was found 282 valid and usable questionnaires for statistical analysis. After carried out all the required data preparation and transposition, then carried out the analysis and the findings are presented as follows.

4.1. General Information about the Respondents

Referring Table -3, female respondents constituted the highest percentage 188(66.7%) while their Male counterparts shared the rest 94 (33.3%). This merely indicates the sampling diversity of more female employees compared to males but it would be irrational to make conclusive remarks as to what this gender variation means. Perhaps, further investigation with specific focus to gender might explore this venue from a gender-related perspective.

The age distribution of the respondents who participated in the study, their age distribution showed that 114(40.4%) was found to be within the age range of 31-45 years followed by 75(26.1%) within 18-30 years. Whereas those respondents whose age fall within 46-60 years and above 60 years old belonged to 20.2% and 2.5% respectively. This indicates that the respondents were from different age groups, younger up to elderlies, that could be taken as positive implication as responses from diversified age groups would have the probability to get clear picture of sales person performance.

Regarding the educational background of the respondents, the majority 149(52.8%) has first degree but the rest 78(27.7%) has master's (2nd degree) holders and 55(19.5%) were high school. This implies that since majority of the respondents were first- and second-degree holders thus they can easily understand and fill the questionnaire appropriately.

Table -3. Demographic Characteristics of Respondents

Category		Frequency	Percent
Gender	Female	188	66.7
	Male	94	33.3
	Total	282	100
Age	18-30	114	40.4
	31-45	75	26.6
	46-60	57	20.2
	>60	36	12.8
	Total	282	100
Education	High school & below	0	0.0
	Certificate (TVET)	55	19.5
	First Degree	149	52.8
	Masters & above	78	27.7
	Total	282	100
Income	<5000	90	31.9
	5000-10,000	133	47.2
	>10,000	59	20.9
	Total	282	100
Experience	1-5 years	86	30.5
	6-10 years	137	48.6
	>10 years	59	20.9
	Total	282	100

Source: Own Survey, 2022

Similarly, those who earned monthly income 5,000-10,000 birr represents relatively the highest share 133(47.2%) followed by 90(31.9%) from less than 5,000 birr and the rest 59(20.9%) represents who earned above 10,000 Birr. This indicates that majority of the respondents were employees with highest income and it has an implication of relatively middle-income respondents were more in number. That means the company pays relatively higher compensation compared to the labor market price offer that could motivate the employees to stay longer.

It was also found that more than half, 137(48.6%), of the respondents have 6 -10 years of experience as a sales person while 86(30.5%) from 1-5 years of experience as sales person. The rest of the respondents had more than 10 years and above represented 59(20.9%) of the total respondents. It implies that the study participants were from novice to experienced employees which could be taken as an advantage in inclusion of different perspective in this study.

4.2. Description of Study Variables

The study investigated the factors influencing salesperson performance in the Real Estate sector in Addis Ababa. To compare the respondents' perception towards the variables, descriptive statistics of mean and standard deviation were used. The mean value indicates to what extent the sample group averagely agrees or disagrees with the different statements. According to Best (1987), the scale is set in such a way that respondents strongly disagreed if the mean scored value is in the range of 1.00 – 1.80; disagreed within 1.81 – 2.60; neither agreed nor disagreed within 2.61 - 3.40; agreed if it is in the range of 3.41 – 4.20; while strongly agreed when it falls within 4.21 – 5.00. Besides standard deviation below 1.0 shows relatively less variability of an observed response whereas, greater than 1.0 often considered as high variability (Field, 2009). Below, the results are discussed one by one.

4.2.1. Factors affecting the Sales Performance

Table -4. Descriptive statistics of variables

Study Variable	N	Grand Mean	SD.
Personality Trait	282	3.55	1.212
Intellectual Intelligence	282	3.56	1.294
Emotional Intelligence	282	3.49	1.026
Spiritual Intelligence	282	3.50	1.216
Sales Performance	282	3.62	.812

Source: Own Survey, 2022

Referring the results on Table -4, the grand mean of Emotional intelligence was found to be 3.49. The majority of the respondents slightly agree on the emotional intelligence ability of the salespersons of the real estate companies but they have different stand regarding the level of staff's emotional intelligence as the standard deviation is greater than 1.000 (SD = 1.026). According to

their responses, the sales persons gave due consideration for customer's preference as they had it in mind but they still had neutral stand (neither agreed nor disagreed) with the company's provision of staff freedom to adopt different problem-solving approaches. That means a salesperson's flexibility, problem-solving approaches, and various selling techniques influence their perception of their emotional intelligence abilities. Overall, it has an implication that emotional intelligence abilities of the sales representatives of the real estate companies affect the sales performance of the staff.

Regarding spiritual intelligence (Grand Mean = 3.50, SD = 1.216) showed that majority of the respondents also gave a slightly positive responses on the spiritual intelligence ability of the staff. The respondents believed the staff are truthful/ honest and easily deal with colleagues and customers. But they strongly agreed on giving others rights or priority over themselves. The findings illustrate that majority of the respondents had a positive response towards on the spiritual intelligence in the real estate.

The grand mean **3.56 with SD = 1.294** of intellectual intelligence indicate that respondents agreed on intellectual intelligence ability of the sales staff. Ability to demonstrate what they have already known about the products and learning skills from other colleagues were highly acknowledged. But they have doubts on company's support in providing them with the required knowledge, encourages them to follow best performing fellow, and granted freedom to resolve conflicts or problems. This implies that the staff develops their intellectual capabilities by themselves that would have been supported by the management.

Similarly referring personality, the grand mean 3.55 and SD = 1.212 indicate that majority of the respondents also agreed with sales staff's personality instilled confidence on customers, they are open to see customer problems from different angles, and used the existing information in a creative manner to sell products. But they slightly agreed with company's commitment to motivate sales persons to be precise in their performance and make them feel more comfortable. In this regard, openness, competence, and creative personality influences perception of the respondents.

Finally, Sales performance was perceived positively (grand mean 3.62 with SD = .812) they believed that selling capacity increased, sales target accomplished with the time schedule, sales growth was observed compared with the previous, and overall company gained profit due to

salespersons performance. Overall, they agreed sales performance got improved. It showed that sales performance was perceived positively.

4.3. Inferential Statistics

Inferential statistics uses sample measurements of the subject and makes a generalization about the larger population. It comprises different tests such as correlation analysis among variables and assumption of data test for their suitability or fitness to the intended regression analysis model namely normality, collinearity, linearity and homoscedasticity. Finally, the multiple regression analysis in terms of model summary, ANOVA test and determination of beta coefficients are conducted to address the objectives of this study.

4.3.1. Correlation Analysis

This study employs correlation analysis, which investigates the strength of the relationships between the studied variables. Karl Pearson’s coefficient of correlation or simple correlation is the most widely used method of measuring the degree of relationship between two variables (Kothari, 2004). The calculated value of the correlation coefficient ranges from -1 to 1, where -1 indicates a perfect negative relation (the relationship is perfectly linear) and 1 indicates a perfectly positive relationship. A correlation coefficient of 0 indicates that there is no correlation (Akroush, 2003). To interpret the direction and strengths of relationships between variables, the guidelines suggested by Field (2005) were followed. His classification of the correlation coefficient (r) refers to 0.01– 0.29 is weak; 0.30 – 0.49 is moderate; and ≥ 0.5 is strong. Based on this scale, the responses of the respondents are summarized as below.

Table -5. Correlation Matrix

	PERS	INTI	EINT	SINT	SPER
Personality (PERS)	1				
Intellectual Intelligence (INTI)	.212 ^{**}	1			
Emotional Intelligence (EINT)	.458 ^{**}	.220 ^{**}	1		
Spiritual Intelligence (SINT)	.248 ^{**}	.127 [*]	.264 ^{**}	1	
Overall Sales Performance (SPER)	.622 ^{**}	.476 ^{**}	.593 ^{**}	.385 ^{**}	1

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

Source, Own Survey, 2022

Table -5 below shows the correlation between the four variables affecting sales performance. The results indicate that sales performance has a positive and strong relationship with personality trait ($r= 0.622, P<0.01$) and Emotional Intelligence ($r = 0.593, < 0.01$). It has an implication that the variation in personality and emotional intelligence might bring a higher variation in sales performance of the real estate companies. Whereas, sales performance shows a positive and moderate correlation with Intellectual Intelligence ($r= 0.476, P < 0.01$) and spiritual intelligence ($r= 0.385, P < 0.01$). In summary, all the four factors have a positive and statistically significant relationship with sales performance, i.e., the variation in staff personality traits and intelligence ability influenced the variation in sales performance.

4.3.2. Assumption for Multiple Linear Regression Tests

Multiple regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions are multicollinearity, multivariate normality, linearity and homoscedasticity.

Multicollinearity

A test of multicollinearity was also conducted to determine the correlation of the independent variables i.e., factors affecting sales performance and sales performance. Multicollinearity occurs when one independent variable is a linear function of other independent variables. In other words, one independent variable can be explained by another independent variable. The diagnostics Variance Inflation Factor (VIF) and tolerance were used to test the multicollinearity of the independent variables. Multicollinearity occurs when the VIF for the independent variables is greater than 10 (rule of thumb) or tolerance of 0.1 or less. Tolerance value below 0.1 and VIF value above 10% indicate a Multicollinearity problem, (Robert, 2006).

Table -6: Collinearity Diagnosis

Model	Collinearity Statistics		
	Tolerance	VIF	
1			
	Emotional Intelligence	.762	1.312
	Spiritual Intelligence	.933	1.071
	Intellectual Intelligence	.753	1.327
	Personality	.907	1.102

a. Dependent Variable: SP

As can be seen from Table -5 above, regarding this study the tolerance level of all independent variables are greater than 0.1 and the VIF value of all the independent variables are also less than 10. This confirms the absence of multicollinearity and one could conclude that no multicollinearity issue or highly related variables that couldn't lead to misleading and/or inaccurate results. It occurs when there are high intercorrelations among some set of the predictor variables. In other words, multicollinearity happens when two or more predictors contain much of the same information.

Homoscedasticity

Homoscedasticity refers to the assumption that that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable. The normal Q-Q chart plots the values one would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. If the data are normally distributed, then the observed values (the dots on the chart) should fall exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Any deviation of the dots from the line represents a deviation from normality. This means that the residuals (the differences b/n the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance

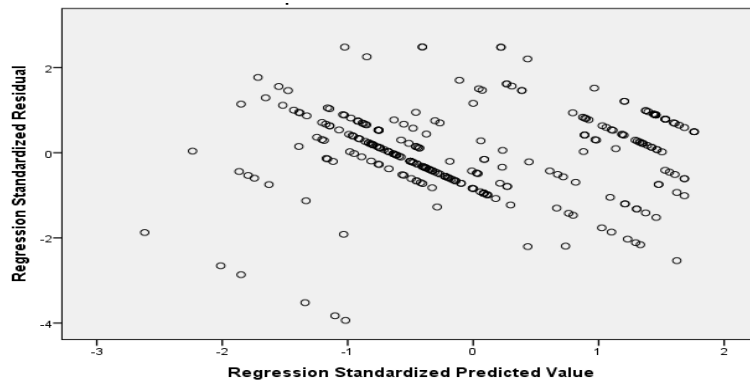


Figure 3: Frequency distribution of Standard Residuals

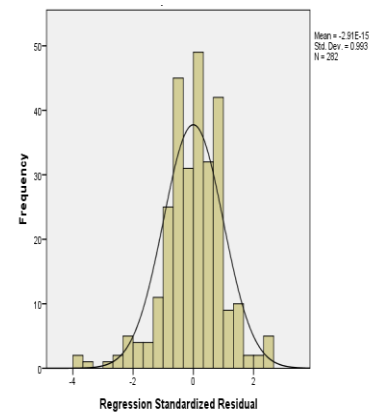
Multivariate Normality

To check that a distribution of scores is normal, it needs to look at the values of Kurtosis and Skewness. Both of which have an associated standard error. The values of Skewness and kurtosis should be zero in a normal distribution. Positive values of Skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. Both of which have an associated standard error. However, the actual value of Skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0.0 and standard deviation of 1.0.

To check for meeting the assumption that the residuals or error term are normally distributed, the Normal p-p plot of regression standardized residual

Table -7: Normality of Distribution Using Descriptive Statistics (Skewness and Kurtosis)

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Stat.	Stat.	Std. Error	Stat.	Std. Error
Personality Trait	282	-.344	.145	-1.082	.289
Intellectual Intelligence	282	-.444	.145	-1.045	.289
Emotional Intelligence	282	-.312	.145	-1.218	.289
Spiritual Intelligence	282	-.444	.145	-.847	.289
Sales Performance	282	-.185	.145	.867	.289
Valid N (listwise)	282				



(Source: Own Survey, 2021)

Linearity

The linearity of the relationship between the dependent and independent variable represented the degree to which the change in the dependent variable is associated with the independent variable (Hair, 2010). In a simple sense, linear models predict values falling in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable. Conventional regression analysis will underestimate the relationship when nonlinear relationships are present, i.e., R^2 underestimates the variance explained overall and the betas underestimate the importance of the variables involved in the non-linear relationship. Substantial violation of linearity implies that regression results may be more or less unusable (Malhotra, 2007).

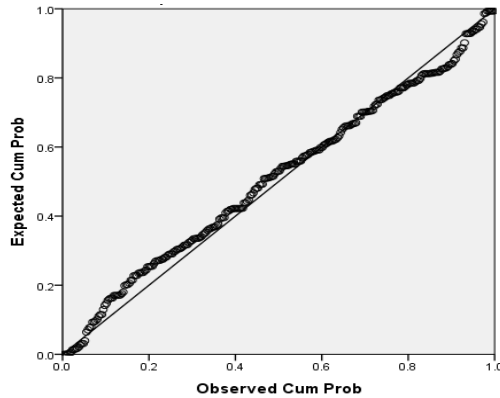


Figure 4: Scatter Plot for Linearity Test

The scatter plot of standardized residuals versus the fitted values (Figure -4) for the regression models were visually inspected. That means, there is a linear relationship between the intelligence and personality factors and sales performance. The plots did not reveal any systematic pattern, thus providing support for the specified linear relationship, as suggested by (Malhotra, 2007).

4.3.3. Regression Analysis

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for prediction of the values of dependent variable, given the values of the independent (Kothari, 2004). Multiple linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predicts the value of the dependent variable. Multiple regression analysis in this research was used to model the value of the construct (sales performance) variable based on its linear relationship to the four predictors (Emotional, Intellectual, Spiritual Intelligence, and Personality).

Table -7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.628	.622	.499

a. Predictors: (Constant), PERS, INTI, EINT, SINT

Source: Own Survey, 2022

As indicated in the model summary of the analysis on Table -7 above, the value of R (.792) indicated overall effect of the four independent variables with the dependent one which accounts for approximately 62.8 % (R^2) of the variation in sales performance. However, the remaining

percent (37.2%) was explained by other variables not included in this study. Thus, further investigation is required to have a clear picture of the factors that could affect the sales performance of sales staff.

Table -8: ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	116.433	4	29.108	116.841	.000 ^b
Residual	69.008	277	.249		
Total	185.441	281			

a. Dependent Variable: SPER

b. Predictors: (Constant), PERS, INTI, EINT, SINT

Source: Own Survey, 2022

Table -9: Estimated Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.838	.136		6.176	.000
1 Personality	.250	.028	.373	8.874	.000
Intellectual Intelligence	.193	.024	.307	8.098	.000
Emotional Intelligence	.245	.033	.310	7.330	.000
Spiritual Intelligence	.115	.026	.172	4.472	.000

a. Dependent Variable: SPER

Source: Own Survey, 2022

To examine the factors affecting sales performance and test the proposed hypotheses, a multiple linear regression analysis was applied. Referring Table -9, the regression model predicts overall sales performance and significantly explained by the four independent variables (Emotional, Intellectual, Spiritual Intelligence, and Personality), identified as the factors affecting sales performance. The analysis of the multiple regression models represents the output for the beta coefficients of each factor's relative effect on sales performance. The regression equation for this research is presented below.

$$SPER = .838 + .373 PERS + .307 INTI + .310 EINT + .172 SINT$$

The regression analysis revealed that each factor has a positive and significant effect on overall sales performance. Personality of the sales persons has the highest effect on sales performance as beta (B = .373, p< .05) value that shows contribution of 37.3% toward sales performance. Similarly, following personality traits, emotional (B= .310, p< .05) and intellectual (B= .307, p< .05) intelligence have also strong effect that contributing 31.0% and 30.7% to sales performance. These illustrate the personality, as well as emotional and cognitive abilities of the salespersons, are good predictors of the sales performance of the company rather than spiritual intelligence. That means, that salespersons who use their personalities (adaptive, openness, charming, agreeableness, etc.) and emotional intelligence (emotional attachment) as their tools to deal with their customers are found more effective and have more control over the emotions of the customer to convince them of the desired decision. However, spiritual intelligence (B=. 172, p< .05) also had positive and significant effect on sales performance but it has relatively lower contribution (17.2%) to the prediction model.

This predicted change in the sales performance for every unit change in that specific predictor is illustrated by the unstandardized beta coefficients. For instance, the beta coefficient signifies that for every additional point or investment on personality of the salesforce, one could predict a gain of 0.373 points on the overall sales performance of the companies, assuming that other variables are being held constant; and the same holds true for the other independent/ predictor/ variables. The results imply that all the four dimensions had significant influences on overall sales performance at a 95% confidence level (p<0.05), implying that for real estate companies' salespersons, these factors are important in predicting the overall sales performance of their respective companies.

Table -102: Summary of the Research Hypothesis Test Result

	Hypothesis	Results
H1	Emotional Intelligence has a positive and significant effect on consumer	Supported
H2	Spiritual Intelligence has a positive and significant effect on consumer	Supported
H3	Intellectual Intelligence has a positive and significant effect on consumer	Supported
H4	Personality Trait has a positive and significant effect on consumer	Supported

Source: SPSS output, 2022

4.4. Discussion

This study aimed to investigate factors affecting sales performance of sales of selected real estate companies' sales workforces in Addis Ababa. Intelligence (emotional, intellectual, and spiritual) ability and Personality trait factors were considered as the predictor of sales performance. Thus, primary data were collected from sales and marketing staff of the targeted real estate companies by adopting self-administered questionnaires to examine and understand the relationship between emotional intelligence, intellectual intelligence, spiritual intelligence and personality traits of the sales force. The collected data were analyzed by using multiple linear regression analysis to address the objectives as well as to test the proposed hypotheses based on the reviewed theoretical and empirical related literature. The findings are discussed as follows:

The results of the findings revealed that personality traits have a positive and significant effect ($B = .373, p < .05$) on sales performance of the real estate companies. Personality of the sales force in terms of their openness, creativity, agreeableness, and adaptability significantly influences the potential customers to buy the offered products. Thus, the proposed hypothesis which states personality trait has a positive and significant effect on sales performance is supported. Consistent a study conducted by Vinchur (2018) indicates that personality variables that appear to be strong predictors of sales performance tend to reflect the salesperson's motivational and skill levels. Potency leads to achievement and seems to be related to motivation.

Similarly, the sales staff's Intelligence abilities have a positive and significant effect on the sales performance of the real estate salesforce. Among these abilities, emotional intelligence ($B = .310, p < .05$) shows the strongest effect on sales performance. The association between job performance and emotional intelligence is significant and positive. In this regard, the result is different from Rakesh (2015) as he argues the influence of emotional intelligence on job performance is higher than cognitive ability and the influence of personality. However, it is in line with other studies (Wang and Miao, 2015; Schwepker, 2015), it has been concluded that the emotional intelligence ability of the salesperson is a predator of sales performance. Salespersons who use emotional intelligence as their tool to deal with their customers are found more effective and have more control over the emotions of the customer to convince them of the desired decision (Rakesh, 2015).

Compared to emotional intelligence, Intellectual intelligence has also nearly equal contribution to sales performance ($B = .307, p < .05$). Staff's ability to demonstrate what they have already known about the products and learning skills from other colleagues were highly acknowledged. However, real estate company's support in providing them with the required knowledge, encourages them to follow best performing fellow, and granted freedom to resolve conflicts or problems would improve their skill more. This is also consistent with Snyder's (2011) argument that states the intellectual/cognitive processes of resourcefulness in goal attainment and motivation are believed to hold answers as to why some salespeople excel when others do not. Lazarus (2015) proposed that the ability to accomplish goals hinges on the level of motivation as well as a person's ability and resourcefulness to overcome obstacles that may impede goal attainment.

Finally, the spiritual intelligence has a positive but relatively the least significant effect on sales performance ($B = .172, p < .05$). Applying a spiritual mindset in the marketing and sales process of the real estate companies encourages creativity and innovation in workers and increases employee productivity, and leads to better sales performance and overall organizational performance at large. Although existing research recognizes the importance of aspects of spiritual intelligence (Malik, 2016; Upadhyaya, 2018), the role of emotional intelligence is not well-explained in the literature on the performance of salespeople (Plank, 2016).

It can thus be concluded that the intelligence and personality traits have a significant contribution to the betterment of sales performance of the real estate companies. The results of the findings provide evidence that the personality of the salesforces and their emotional, intellectual, and spiritual intelligence has a positive influence on salesperson performance. Therefore, this study concludes that internal employee factors are very important to enhancing employee performance.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Major Findings

The effect of Emotional Intelligence on sales performance

- The grand mean of Emotional intelligence was found to be 3.49. The majority of the respondents slightly agree on the emotional intelligence ability of the salespersons of the real estate companies. But they have different stand regarding the level of staff's emotional intelligence as the standard deviation is greater than 1.000 (SD = 1.026).
- According to their responses, the sales persons gave due consideration for customer's preference as they had it mind but they still had neutral stand (neither agreed nor disagreed) with company's provision of staff freedom to adopt different problem-solving approaches.
- Emotional Intelligence of the salespersons has a positive and statistically strong significant relationship with sales performance ($r = .593, p < .05$).
- Similarly, next to personality traits, it exhibited relatively the strongest effect on sales performance as beta coefficient was found to be .310 at $p < .05$.

The effect of Spiritual Intelligence on sales performance

- Regarding spiritual intelligence, the majority of the respondents also gave a positive response on the spiritual intelligence of the real estate companies' staff. The respondents slightly agreed (Mean = 3.50, SD = 1.216) with the sales staff are honest, and easily deal with their colleagues as well as their customers. But they strongly believed that they give rights/ priority to others than themselves.
- Spiritual intelligence of the salespersons has a positive, moderate, and statistically significant relationship with sales performance ($r = .385, p < .05$).
- Spiritual intelligence shows the least effect on sales performance ($B = .172$ at $p < .05$).

The effect of intellectual intelligence on sales performance

- The grand mean 3.56 with SD = 1.294 of intellectual intelligence indicate that respondents agreed on intellectual intelligence ability of the sales staff.
- Ability to demonstrate what they have already known about the products and learning skills from other colleagues were highly acknowledged. But they have doubts on company's support in providing them with the required knowledge, encourages them to follow best performing fellow, and granted freedom to resolve conflicts or problems.
- Intellectual intellectual of the salespersons has a positive and statistically significant relationship with sales performance ($r = .476, p < .05$).
- Similarly, intellectual intelligence exhibited relatively the strongest effect on sales performance as beta coefficient was found to be .307 at $p < .05$.

The effect of personality traits on sales performance

- Referring personality, the grand mean 3.55 and SD = 1.212 indicate that majority of the respondents agreed with the sales staff's personality instilled confidence in customers, they are open to seeing customer problems from different angles and used the existing information in a creative manner to sell products.
- But they slightly agreed with the company's commitment to motivating salespersons to be precise in their performance and make them feel more comfortable
- Personality traits of the salespersons have a positive and statistically significant relationship with sales performance ($r = .622, p < .05$).
- Similarly, personality traits exhibited relatively the strongest effect on sales performance as the beta coefficient was found to be .373 at $p < .05$.

5.2. Conclusions

Enhancing sales team performance is one of the main objectives for any organization as sales team always remain back bone of any organization. So, it is always critical for any organization to have checked all those factors which plays an important role to drive the salespersons performance in their organization. This study aimed to investigate factors affecting the sales performance of selected real estate companies in Addis Ababa. Intelligence (emotional, intellectual, and spiritual) ability of the sales representative and their individual personality trait factors were considered as the independent (predictors) of sales performance (outcome). The general objective of the study was, thus, to investigate the nature of the relationship between these variables.

Based on the results of the findings the emotional intelligence exhibited relatively the strongest effect on sales performance. Staff's learning skills and competency highly influenced the salespersons performance. Management support in this regard may enhance their emotional intelligence to a better level. However, spiritual intelligence shows the least effect on sales performance. The fact that honesty and integrity of salespersons are shaped by the organizational culture but those companies like the real estates, have a number of unethical practices to keep their promises as well as charging exaggerated prices. Working in the real estate companies, thus, drives employees against their integrity. Whereas, cognitive/ intellectual intelligence exhibited relatively the strongest effect on sales performance. Knowing more about the products improves their ability to sell their offers by instilling confidence on buyers. Similarly, personality traits also exhibited the highest contribution to sales performance. The personality of a salesperson is one of the critical determinants of pursuing potential buyers to make even spontaneous decisions.

In this research, it can be concluded that the Sales workforces are capable of using their intelligence and adapting their personality as a marketing tool to enhance their sales volume to achieve their sales target and growth. Companies support their staff by providing training to develop the required knowledge and skill along with their individual commitment to adapt their individual personality to the sales environment will give confidence to the salespersons. Hence, they can demonstrate their emotional, intellectual and spiritual intelligence to understand their customers for better future relations for business. In this preliminary study, it can be concluded that intelligence and personality have a significant and positive relationship with Sales Performance.

5.3. Recommendations

Based on the findings and the conclusion of this study, the following possible suggestions are forwarded as follows:

- The emotional intelligence has a positive and significant contribution to the sales performance. But the companies' effort in motivating the salesperson's flexibility, problem solving approaches, and various selling techniques were perceived slightly positive. Failure in motivating the sales persons adversely affect the overall performance of the organization. Thus, management of the real estate companies are advised to implement effective employee motivational schemes to demonstrate their talents through training, career development as well as creating awareness session to have homogeneous understanding.
- Ability to demonstrate what they have already known about the products and learning skills from other colleagues were highly acknowledged. But they have doubts on company's support in providing them with the required knowledge, encouraging them to follow best performing fellow, and granting freedom to resolve conflicts or problems. The sales performance of the real estate companies would be attractive and lucrative if the management of the companies provide managerial support to their staff by encouraging them to have the autonomy to take the certain acceptable risk.
- Regarding spiritual intelligence, it has the least contribution to sales performance. The sales staff gave a slightly positive response on the spiritual intelligence's ability to influence their performance. The results illustrated that personally, the sales staff had integrity and give priority to others. Such integrity needs to be recognized and promoted by the management of the real estate companies. In doing so, the companies might enhance the contribution of spiritual intelligence of their sales staff so as to increase their sales performance.
- Finally, the personality trait of individual sales staff has significant effect on sales performance of the real estate companies. Salesperson's openness, creativity, agreeableness, and adaptability significantly influences the potential customers to buy the offered products. The management of the real estate companies need to invest more on the personality traits of their staff to adapt the sales environment of the market.

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Appendices

Appendix – I



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Survey Questionnaire to be Filled by Employees

Dear Respondent,

My name is Natan Alem, a graduating class of St. Mary's University, School of Graduates, and Department of Marketing Management. I am conducting my research entitled "Factors Affecting Sales Performance: The Case of Real Estate Companies in Addis Ababa, Ethiopia" for partial fulfillment of the requirements for the master's degree in marketing management. This study is done to identify the 'factors that affect the sales performance of a business organization in the context of the Ethiopian real estate companies.

Please, you are kindly requested to be honest in filling out this questionnaire as the results of this study can be used as a basis for further study. Your confidentiality will be protected and any information collected in this study will be granted full confidentiality.

Please don't hesitate to contact me if you have any doubts, comments, or suggestions regarding the content and the subject matter as well.

My good contact no. is:

Name- Natan Alem

Thank you for your valuable time in advance!

Part I. General Information

- 1. Sex Female Male
- 2. Age (years old) 21 - 30 31 – 40 41 - 50 51 - 60
- 3. Education Diploma Degree Masters
 Other, please specify _____
- 4. Service Year 1 - 5 6 – 10 Above 10
- 5. Position Manager Team Leader Supervisor
 Customer Representative Others, please specify
- 6. Department Sales Marketing

Part II. Study Questions Related to Determinants of Sales Performance

Please read each statement carefully and show your level of agreement on the statements by putting the “X” mark in the boxes using the following 5-scale Likert scales: Strongly agreed (SA) = 5, Agreed (A)=4, Neutral (N)=3, Disagreed (DA)=2, and Strongly disagreed (SDA)=1.

Description	Scale				
	1	2	3	4	5
Emotional Intelligence					
The company encourages me to take a problem-solving approach in selling real estate products to the customers					
I give due consideration to customer preferences as a key factor to the success of my career development.					
I have the customer’s best interest in mind					
The company gives me the freedom to be flexible in using different selling approaches					
The company encourages me to be willing to accept criticism with an open mind					

when dealing with customers					
Spiritual Intelligence	1	2	3	4	5
I believe I am frank in dealing with customers					
As a sales/marketing person, I have the integrity to commit my tasks with truth/honesty					
The company encourages me to be often in favor of the buyers' needs and wants					
I am open to dealing with coworkers					
I am a person more like to give rights to others rather than myself					
Intellectual Intelligence	1	2	3	4	5
I do present myself (product features presentation) confidently					
I have learned to be a better salesperson by watching the techniques of others					
The company makes me feel confident by providing me a good knowledge about the product/service/company					
<i>I resolve conflicts professionally without compromising the company's benefit</i>					
When coworkers perform the job well, the company makes me envision myself doing it as well					
Personality	1	2	3	4	5
I believe my personality helps me instill confidence in buyers					
The company motivates me to be accurate/disciplined/ at work					
I am open to seeing customer's problems from different angles					
The company makes me feel more comfortable with the outside environment/other people					
I use the existing information in a creative manner to sell products					
Sales Performance	1	2	3	4	5
Increasing selling effort/ working harder resulted in an increase in unit sales volume /number of customers/ of the company					
For the last three/four quarters, sales target accomplishment within the set deadline					
The company has shown sales growth compared to previous years					
The profitability of the company has shown improvement					
I believe that the overall performance of the company has been enhanced.					

Many Thanks for Your Valued Time!!!

Appendix – II

Table 4A. Descriptive Statistics of **Personality**

Descriptive Statistics

	N	Mean	Std. Deviation
I believe my personality helps me instill confidence in buyers	282	3.64	1.545
The company motivates me to be accurate/disciplined/ at work	282	3.44	1.871
I am open to seeing customer’s problems from different angles	282	3.64	1.545
The company makes me feel more comfortable with the outside environment/other people	282	3.48	1.625
I use the existing information in a creative manner to sell products	282	3.54	1.683
PERS	282	3.55	1.212
Valid N (list wise)	282		

(Source: Own Survey, 2021)

Table 4B .Descriptive Statistics of **Intellectual Intelligence**

Descriptive Statistics

	N	Mean	Std. Deviation
I do present myself (product features presentation) confidently	282	4.21	1.434
I have learned to be a better salesperson by watching the techniques of others	282	3.78	1.704
The company makes me feel confident by providing me a good knowledge about the product/service/company	282	3.26	1.793
<i>I resolve conflicts professionally without compromising the company’s benefit</i>	282	3.42	1.802
When coworkers perform the job well, the company makes me envision myself doing it as well	282	3.16	1.769
INTI	282	3.56	1.294
Valid N (list wise)	282		

(Source: Own Survey, 2021)

Table 4C. Descriptive Statistics of **Emotional Intelligence**

Descriptive Statistics

	N	Mean	Std. Deviation
The company encourages me to take a problem-solving approach in selling real estate products to the customers	282	2.99	1.495
I give due consideration to customer preferences as a key factor to the success of my career development.	282	3.80	1.536
I have the customer's best interest in mind	282	3.66	1.591
The company gives me the freedom to be flexible in using different selling approaches	282	2.61	1.088
The company encourages me to be willing to accept criticism with an open mind when dealing with customers	282	3.38	1.800
EINT	282	3.49	1.026
Valid N (list wise)	282		

(Source: Own Survey, 2021)

Table 4D. Descriptive Statistics of **Spiritual Intelligence**

Descriptive Statistics

	N	Mean	Std. Deviation
I believe I am frank in dealing with customers	282	2.86	1.953
As a sales/marketing person, I have the integrity to commit my tasks with truth/ honesty	282	3.47	1.845
The company encourages me to be often in favor of the buyers' needs and wants	282	3.41	1.877
I am open to dealing with coworkers	282	3.54	1.735
I am a person more like to give rights to others rather than myself	282	4.22	1.518
SINT	282	3.50	1.216
Valid N (list wise)	282		

Table 4E. Descriptive Statistics of Respondent’s Sales Performance

Descriptive Statistics

	N	Mean	Std. Deviation
Increasing selling effort/ working harder resulted in an increase in unit sales volume /number of customers/ of the company	282	3.52	1.369
For the last three/four quarters, sales target accomplishment within the set deadline	282	4.12	1.289
The company has shown sales growth compared to previous years	282	3.48	.853
The profitability of the company has shown improvement	282	3.43	.820
I believe that the overall performance of the company has been enhanced.	282	3.56	.942
SPER	282	3.62	.813
Valid N (list wise)	282		

(Source: Own Survey, 2021)

