



SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MARKETING MANAGEMENT

**FACTORS AFFECTING SALESPERSONS' PERFORMANCE: THE CASE
OF AYAT AND TSEHAY REAL –ESTATE COMPANIES, ADDIS ABABA**

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Approval Sheet

**Factors Affecting Salespersons' Performance in Ayat and Tsehay Real-estate
Companies in Addis Ababa**

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Declaration

I, Hanna **Mitiku**, declare that this thesis is my original work and has never been presented to any university or institutions. I have made it independently with the close advice and guidance of my advisor; and that all sources of materials used for the study have been duly acknowledged.

Confirmed by: **Hanna Mitiku** Signature:_____ Date:_____

Certificate

This is to verify that the thesis entitles “**Factors Affecting Salespersons’ Performance in Ayat and Tsehay Real-estate Companies in Addis Ababa**”, submitted to **St. Mary’s University** for the award of the Masters’ of Science in Marketing Management and research work carried out by **Hana Mitiku**, under my guidance and supervision.

Hence, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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List of Acronym

SMEs: Small and Medium Enterprises

SPSS: Statistical Package for Social Science

Abstract

The aim of this study was to examine the factors affecting salespersons' performance in Ayat and Tsehay real-estate companies of Addis Ababa. To achieve the intended objective of the study, explanatory research design and quantitative research approach were employed. To do this, 300 respondents were selected from target population of 1800 salespersons using simple random sampling technique. To accomplish this study, primary data were gathered from the selected respondents by using questionnaires and also secondary data were reviewed from different pertinent literatures for this study. Descriptive statistical analysis (frequency distribution, mean and standard deviation) and inferential statistics (correlation and regression) were utilized for analyzing survey. This indicated that availability of many facilities for improve the salespersons' work effort leads to rapid growth of salesperson performance. Based on the results of linear regression analysis salesperson work effort had a strong positive and statistically significant effect on salesperson's performance. Moreover, salesperson's competence and salesperson's individual personality also had positive and statistically significant correlation with salesperson performance. Therefore, it is concluded that salesperson work effort factors was the most significant independent variable that had a significant statistical effect on salesperson performance in Ayat and Tsehay real-estate companies. As it is indicated in the findings part under linear regression analysis, salespersons' work effort was the most significant independent variable that has significant statistical contribution to salesperson performance in Ayat and Tsehay real estate companies of Addis Ababa with p-value of less or equal to 0.001. The researcher recommended that the awareness creation training should be delivered to the salespersons to improve their individual personality for making virtuous ethic on them and compatible with in their work environment. Moreover, the real estate companies are recommended to design incentive packages and create good working environment to motivate sales people show high performance.

Keywords: Salesperson, Performance, Real-estate, Ethiopia.

CHAPTER ONE: INTRODUCTION

This part essentially dedicated to confer on the factors affecting salespersons' performance in real-estate companies. More importantly, encompassed background of the study, statement of the problem, objectives of the study, research hypotheses, significances of the study, and scopes/delimitations of the study, operational definition of the study and organization of the thesis.

1.1 Background of the Study

Many companies had figured that they can improve their business performance through the increasing results of sales department, which are the factors that have influence on results in sales department. The tasks of sales manager is to plan, organize, creation, lead, control and evaluation the performance of salespersons. The success of implementation of these activities depends on level of factors which have influence of salesperson performance. Internal or individual factors are motivation, talent, ability level, satisfaction of job, perception of role and personal factors which are characteristics of salespersons. External factors (environmental, social, cultural, legal, political and economic) may have positive or negative influence on salesperson performance and stimulate or decreasing the results (Damnjanovic & Krulj, 2005) .

Today personal selling has become a challenging profession. There has been a significant change in its role from being a simple order taker to that of an order maker or consultant to the buyers. Modern salespersons understand that they are the major link in the total marketing strategy for the company. If a company wants to maximize the effectiveness of its marketing programme, the personal selling effort must be effectively integrated with the other elements of the marketing mix. With the growing complexity of products, importance of personal selling has increased. They now act as introducers, intelligent communicator as well as demand pushers and also add unique utility to product. Their role has changed drastically from being a simple communicator to business manager. In order to be successful a salesperson must possess a set of personal, product related and functional qualities, as variety of analytical and administrative duties are important component of the selling job (Kundu, 2022)

Customer orientation and adaptive selling behavior have an inconsistent influence on their performance through the moderation of major factors such as relationship, salesperson satisfaction, or customer need knowledge. This selling behavior focus on personal factors demonstrated a direct effect of creativity on sales performance, which may vary depending on such factors as the nature of the specific sales activities, the characteristics of the product market enriches theoretical understanding. The application of adaptive selling behavior, thus, has been adopted by advance sales forces since last decades. However, the higher personalization requires employees to be trained carefully to high cost, so adaptive sales strategies can be very costly when applied to retail, and are therefore often used in real estate. This factor, as a result, has been considered imperative for successful salespeople in many researches on sales performance in real estate context, for instance Europe and Asia markets role of adaptive selling and customer orientation on salesperson performance is significant too (Linh, 2019).

Salespersons performance is an appraisal of activities carried out with the results obtained by marketing personnel based on targets achieved according to company's goal. Salesperson performance measure by considering salespersons contribute market share, high level of sales and exceeding sales target (Asyhari & Yuwalliatin, 2020).

The rationale behind conducting this study is that the concepts of salespersons performance challenges have occurred in Ayat and Tsehay Real –Estate companies because of different salespersons determinants factors, these factors are affecting the real estate companies and customers in general. Therefore, as far as the researcher is concerned, practically factors that affecting salesperson performance is not an easy task in the real estate industry. Based on aforementioned idea, subsequently, the researcher selected a study area/site because the real estate companies have required professional, hard-worker and humble salespersons to be profitable and competitive in the current real-estate market. Consequently, the study is steered to examine the factors that affecting for salespersons performance in the Ayat and Tsehay Real – Estate in Addis Ababa.

1.2 Statement of the Problem

In today's increasingly complex, ever-changing and fiercely competitive business environments, leaders must constantly enhance the competitiveness of their organization as well as their salespersons performance to survive and succeed. Salespersons performance significantly and positively affects a real estate company's sales, because the sum of the tasks completed by every employee is reflected in the revenue of the company. Employees who are more capable of achieving set organizational goals contribute more to the company's revenue. Therefore, it is crucial for organizations to implement measures that improve their salespersons performance (Lee, Li, Yeh & Yu, 2022)

Several studies have been conducted on factors affecting salespersons' performance both inside and outside of Ethiopia. A study did by Asyhari and Yuwalliatin (2020) entitled as factors that affecting salesperson performance in SMEs creative industry of central Java. Linh (2019) made a study on the factors influencing on salesperson performance in information service industry. Wahlberg (2017) did a study the important factors for salesperson evaluation. Other authors Damnjanovic and Krulj (2005) conducted a study on the topic of the impact of sales performance measurement in day-to-day sales work. As reviewed the studies conducted by Asyhari and Yuwalliatin (2020); Linh (2019); Wahlberg (2017); Damnjanovic and Krulj (2005) mainly focused on salesperson performance evaluation, factors affecting salesperson performance at service industry.

When coming to the studies have been conducted in Ethiopian context, a study conducted by Natan (2022) entitled as factors influencing salesperson performance of real estate companies in Addis Ababa. His study mainly focused on emotional intelligence, spiritual intelligence and intellectual intelligence but he did not address the effect of competency and work effort on salespersons performance in real estate companies.

Furthermore, Kassahun (2020) made a study an assessment and analysis of risk factors affecting construction project performance in residential real estate development projects in Addis Ababa City Administration. His finding has shown that risks that exist in real estate development have impacts and developers need to manage risks and minimize their impact on project objectives and their business as a whole. It is important to know what risks exist in real-estate development

projects and their impact on project objectives (Kassahun, 2020). Kassahun's study did not attempt to stress on the factors that affecting for salespersons performance in real estate companies.

The abovementioned authors did not address the factors affecting salespersons' performance in real-estate companies in Addis Ababa by considering competency, personality and work effort are as independent variables in the study context. Moreover, insufficient studies have been conducted on the factors affecting salespersons' performance in real-estate companies in Ethiopia. There is limitation of empirical evidence that clearly identifies the factors that affecting salespersons' performance in real-estate industry. This implies that there is a gap on factors affecting salespersons' performance in real-estate companies in the practical phase. Therefore, this study will have literature contribution and will be filled the gap on the salesperson performance in Addis Ababa. Mainly, this study was to examine the factors affecting salespersons' performance in real-estate companies in the case of Addis Ababa.

1.3. Objectives of the Study

1.3.1 General Objective

The main objective of this study was to examine the factors that affecting for salespersons performance in **Ayat and Tsehay Real –Estate** companies in Addis Ababa.

1.3.2 Specific Objectives

- To examine the effect of personality on salesperson performance
- To explain the effect of competency on salesperson performance
- To investigate the effect of work effort on salesperson performance

1.4. Significances of the study

The study will have the following important for multiple stakeholders. For real estate firms: Understanding the factors that affecting real estate salesperson performance can help firms optimize their recruitment, training, and retention strategies. By identifying the specific skills, motivations, and support systems required for success in this unique market, firms can enhance

the productivity and satisfaction of their sales teams, ultimately leading to improve business performance.

For salespersons: insights from this study can directly benefit real estate salespersons by shedding light on the challenges and opportunities within their profession. By identifying the key factors that impact their performance, salespersons can gain a deeper understanding of their roles and responsibilities, enabling them to better navigate the demands of their profession and maximize their potential for success.

For policy makers: as Addis Ababa undergoes significant urban development and real estate expansion, policymakers can use the findings of this study to inform regulatory frameworks and initiatives that support the growth and professionalism of the real estate industry. By addressing any identified barriers to salesperson performance, policymakers can contribute to a more vibrant and sustainable real estate market.

For academia purpose: this study will add knowledge in the field of real estate management, particularly within the context of **Ayat and Tsehay Real –Estate** companies in Addis Ababa. The results may inspire further research and academic discourse, providing a foundation for future studies and contributing to the development of best practices in real estate salesperson performance.

1.5 Scopes/delimitations of the study

It is delimited in thematic, geographic, methodological and time based scopes. Thematic/conceptual scope, this study is focused on the factors that affecting for salespersons performance in Ayat and Tsehay Real –Estate companies. Geographical scope of this study, factors that affecting for salespersons performance in Ayat and Tsehay real –estate companies of Addis Ababa. Methodological scope, by the nature of the issue and for getting the accuracy date, this study has applied quantitative research methods only. Time scope, the study is covered between October 2023 and June 2024 which means the beginning of the proposal up to final thesis accomplishment time.

1.6 Operational Definition of the Key Terms

Salesperson performance: salesperson performance defined as the level of achievement and effectiveness of salespersons in meeting their sales targets and goals within a specified time period (Damnjanovic & Krulj, 2005).

Personality: is an individual trait conveyed through ways of thinking, behaving and reacting to an individual's situation (Asyhari & Yuwalliatin, 2020).

Competency: is the expertise possessed by a salesperson in carrying out work activities (Asyhari & Yuwalliatin, 2020).

Work effort: salesperson is invested more effort, commitment, strive hard and energy to achieve specific sales goal successfully (Wahlberg, 2017).

1.7 Organization of the Study

This study had five chapters. The first section consists of introduction and background of the study in which the ideas, concepts and issues related to salespersons performance has discussed. Next to this problem of the statement, objectives of the study, research hypotheses, significances of the study, and scope of study/delimitation of the study were addressed. In second chapter dealt with review of related literature that related to factors that affecting salespersons' performance will discuss in order to clarify the issue in depth. The literature review had a theoretical, an empirical and a conceptual study. Chapter three deals with methodology of the study, which were included mainly; research approach, sampling design, types of data, data collection tools/instruments, sampling, methods of data analysis, and finally ethical considerations. Chapter four also has a findings and discussion of the study. Chapter five dealt with major findings, conclusion and recommendations of the result.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This part has tried to offer appropriate literature, which is linked to the topic under study. The purpose of the portion is to acquaint readers with the topic of the study and also to show how the available literatures under the topic. Moreover, this chapter endeavored to discuss conceptualization of salesperson, salespersons performance, and factors that affecting for salesperson performance, theoretical, empirical and lastly conceptual framework under study.

2.1 Conceptualization of Salespersons' Management and Performance

As Asyhari and Yuwalliatin (2020) indicated that product knowledge, listening ability, convincing skills, handling objections, and interpersonal skills of salespersons are the main competencies that affect salesperson performance in every organization. Evaluation of salespersons is one of the key activities of sales management in the process of leading the employees. Sales managers have a duty to create and organize the sales department, plan the sales strategies and tactics and to evaluate the performance of every salesperson in the sales department.

Performance evaluations used for the purpose of promoting a salesperson into a sales management position should focus on criteria related to successful sales managers and not just current salesperson performance. There are many procedures how we can measure salespersons. Development of system for monitoring and evaluation salespersons work represent well choice of criteria which are the basis for evaluation. The purpose the mix of criteria which need to be analyzed and match with defining strategy, personality, work effort, market position, employees, competence of salesperson and the type of product. Proper performance evaluation begins with the development of the proper criteria. Performance criteria should be measurable, practical, relevant, and stable and should encompass both results and activities of the salespersons (Damnjanovic & Krulj, 2005).

2.2. Theoretical Review Related With Salespersons Performance

The researcher has selected three grand theories which are pertinent and related with salesperson personality, competency, work effort align salespersons performance. These are agency, organizational and social cognitive theories.

2.2.1 Agency Theory

Agency theory describes how goals and objectives are aligned between principals (organization) and agents (salespeople). In the context of sales, agency theory addresses the problem of how the sales manager (the principal) can measure, monitor, and evaluate the salesperson's (the agents) activities to ensure that organizational goals are met. The basis of this is the assumption that both parties have their own objectives and the focus of the theory is to establish a way for both parties to reach their goals and lessen the inherent conflict in order to reach a solution that satisfies both parties. For instance, in a situation where the sales manager is not certain how the sales person fulfills their set targets, Agency theory can be used to define sales goals that help sales managers minimize the difference in opinion on activities the two parties want the sales person to focus their time on (Wahlberg, 2017).

In agency theory, an individual's behavior is not simply the reflex result of environmental impacts. Rather, an individual can exert some influence over outcomes by the application of forethought. That is, an individual can exert some impact 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 (Natan, 2022).

2.2.2 Organizational Theory

Organizational theory describes the best way to maintain cooperation among different individuals who are aiming for the same goals, and how to assign rewards to each member of the sales team. This can become a problem if it is seen as unequal and can lead to team members adjusting their performance in a negative way to match rewards. For instance, a sales person who has done well and has worked hard, but sees that other team members earn the same rewards with less effort, can decide that it is not worth it and decides to no longer make the maximum of effort. At the other end is a sales person who realizes that there is no extra reward in making that extra effort, but instead maintains the lower level of achievement with no effort or desire to improve their performance (Wahlberg, 2017).

2.2.3 Social Cognitive Theory

The social cognitive model of behavior, introduced, presents a nuanced perspective on human behavior. According to this model, behavior is not solely determined by internal forces or external variables, but rather through a complex interplay between behavior itself, cognitive and personal factors, and environmental events. This perspective recognizes that individuals possess several fundamental capabilities that contribute to their behavior. Observational Learning is one such capability, enabling individuals to learn by observing others' behaviors and their subsequent outcomes. Through this process, individuals acquire new knowledge, skills, and behavioral patterns (Natan, 2022).

Self-efficacy of salespersons, another essential capability, refers to an individual's belief in their ability to successfully perform specific tasks and achieve desired outcomes. It influences motivation, goal-setting, and the ability to persist in the face of challenges. Self-regulation is the capacity individuals have to regulate their own behavior, thoughts, and emotions. This process involves setting goals, monitoring progress, and implementing strategies to attain desired outcomes. By considering these capabilities and their interactions, the social cognitive model provides a comprehensive framework for understanding human behavior and its determinants (Natan, 2022).

Symbolic representation is a cognitive capability unique to humans, allowing them to use symbols, such as language and mental imagery, to represent and process information. This ability enables individuals to engage in abstract thinking, future planning, and self-reflection. Forethought and planning involve an individual's ability to engage in future-oriented thinking, anticipating potential outcomes and planning actions accordingly. This cognitive process facilitates the evaluation of alternative courses of action and the selection of the most suitable ones. Outcome expectations play a significant role in behavior. Individuals form expectations about the likely consequences of their actions, which in turn influence their motivation, decision-making, and the likelihood of engaging in specific behaviors (Natan, 2022)..

The social cognitive model also recognizes the impact of environmental factors on behavior. Social norms, physical surroundings, and available resources are external influences that interact with personal factors to shape behavioral outcomes. By considering these fundamental

capabilities within the social cognitive perspective, a more comprehensive understanding of human behavior can be attained. This framework highlights the intricate interactions between individuals, their cognitive processes, and the surrounding environment, shedding light on the complex nature of behavior (Natan, 2022).

The salespersons as the bridge of their company and customers, considered as a feature creating more competitive advantages for each company over financial, product and customer information they manage. Essentially, the success or miscarriage of the organization is mostly determined by performance. Therefore, measuring of performance for salesperson should be among the highest priorities of sales managers (Linh, 2019).

2.3 Empirical Literature Review

Factors like salespersons' personality, competency and work effort as use for measuring salesperson performance for this study. The researcher has reviewed different empirical literatures to make strong and sound of the study and discussed in the following manner.

2.3.1 Personality and Salesperson Performance

The performance of salespeople as various measures of success based on what the company decides. One of the important factors that affect the performance of an employee is personality. Personality has a significant positive effect on employee performance. Study showed two dimensions of personality, namely high self-efficacy and self-monitoring attributes, related to the salesperson performance of insurance agents. The nature of Muslim personality which consists of piety, forgiveness and truth has a significant positive effect on sales performance there was an influence of personality on Bank employee's performance in Bali. Personality is an individual features articulated through ways of thinking, behaving and reacting to a person's situation. It comprised agreeableness and honesty to experience (Asyhari & Yuwalliatin, 2020).

Personality traits also play a crucial role in determining a salesperson's effectiveness. Traits such as self-efficacy, which refers to one's belief in their own abilities, can enhance a salesperson's confidence and motivation. Self-monitoring, another personality trait, allows salespeople to adapt their behavior according to different customer preferences and situations. Additionally, specific characteristics like piety, forgiveness, and truthfulness can contribute to building trust and rapport with customers (Natan, 2022).

Natan (2022) study shown that individual personality behaviors have positive significant on sales performance of the real estate companies. Personality of the sales force in terms of their openness, creativity, agreeableness, and adaptability significantly impacts the potential customers to buy the offered products. It shows that personality variables that appear to be strong predictors of sales performance tend to reflect the salespersons motivational and skill levels.

2.3.2 Competency and Salesperson Performance

There are many factors that contribute to the performance of salespeople; however, the skills of salespeople play an important role in seller performance. The salesperson's performance revealed that the influence of interpersonal skills positively affecting the performance. 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. Product and customer knowledge, also competitive knowledge plays an important role in increasing sales force in the Indian Pharmaceutical Industry. For 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. Interpersonal skills, salesmanship skills, and technical skills have a positive and significant effect on salesperson performance (Asyhari & Yuwalliatin, 2020).

The skills and competencies of salespeople are vital for their performance. Interpersonal skills, product knowledge, customer understanding, and competitive knowledge have been identified as crucial factors affecting sales performance. Salespeople who possess technical expertise and competence are more likely to achieve higher sales performance (Natan, 2022).

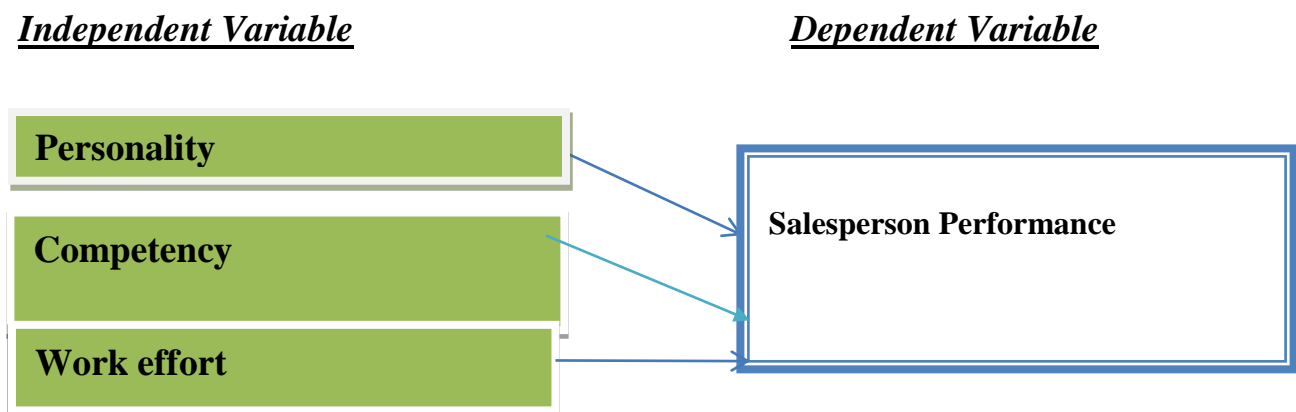
2.3.3 Work Effort and Salespersons Performance

Self-efficacy plays a crucial role in influencing individuals' behavior and effort expenditure in task performance. When individuals have higher levels of self-efficacy, they possess a strong belief in their capabilities to successfully complete a task. This belief empowers them to invest more effort and energy into the task at hand. They are motivated by their confidence in their ability to achieve desired outcomes. Locke's (1984) study investigating the influence of self-efficacy on task performance revealed that self-efficacy affects performance by influencing goal

commitment. Individuals with elevated self-efficacy tend to demonstrate a strong commitment to achieving specific goals related to the task. This commitment leads them to channel their efforts and strive harder in order to accomplish these goals successfully. As self-efficacy strengthens, it enhances the effectiveness of goal-setting by providing individuals with the confidence and belief that they can perform well in the given task. Consequently, individuals with high self-efficacy are more likely to set challenging and specific goals, and they invest the necessary effort to achieve those goals (Natan, 2022).

2.4 Conceptual Framework

The next figure has drew by bearing in mind the factors that affecting salespersons' performance in real-estate companies align with the independent variables(personality, competency, work effort, and selling experience) and dependent (salespersons' performance) variables.



Source: Adapted by Researcher (2024).

Figure 2.1 Conceptual framework

The study has reflected the following research hypotheses.

H1: Personality has a positive effect on salesperson performance.

H2: Competency has a positive effect on salesperson performance.

H3: Work effort has positive effect on salesperson performance.

CHAPTER THREE: RESEARCH METHODOLOGY

Research methodology is a discipline of research that has supervised to achieve preset objective. Henceforward, all specific methods that have used in the course of accomplishing this thesis were presented in this portion. It is enclosed the following topics: research design, research approach, sample design, target population, sample procedures, data sources, data collection tools/ instruments, methods of data analysis and presentation, model formulation, and ethical considerations.

3.1 Research Design

The research design employed under this study is explanatory research design. The main explanatory research is to determine the cause and effect of dependent and independent variables. Therefore, explanatory research design is used to estimate the effects of those factors (personality, competency, work effort) on the dependent variable (salespersons performance).

3.2. Research Approach

This study has employed quantitative research approach. The quantitative research data were collected by using questionnaire within close-ended questions from target respondents. For the purpose of this study, quantitative approach has employed to get strong data and to show the relationship between the dependent and independent variables on the selected factors that affecting for the salespersons performance.

3.3 Target Population, Sampling Design and Sample Size

Target respondent for the study were salespersons who were working at real estate's companies in Ayat and Tsehay realestate in Addis Ababa. The study has utilized probability sampling design. From probability sampling design that the researcher has employed simple random sampling technique for selected target respondents by giving equal chance for them.

Sample size determination, it is determined the number of the respondents by using Yamane (1967) sample size calculation formula which is, $n = \frac{N}{1 + N(e)^2}$. The list of the salespersons in the Ayat and Tsehay human resources management office of real estate companies from which

the actual target population is 1800, out of them 900 from Ayat and 900 from Tsehay Real estate (Ayat and Tsehay real estate HRM Employees' profile , 2024).

3.3.1 Sample Size Determination

The sample size determined by using Yamane (1967) formula below by considering the level of acceptable margins of error at 5% (or 95% confidence interval):-

$$n = \frac{N}{1 + N(e)^2}$$

n = Sample size,

N = target population

e = the degree of accuracy expressed as a proportion (0.05).

N=1800 , e= 0.05

$$n = \frac{1800}{1 + 1800(0.05)^2} = \frac{1800}{5.5} = 328$$

n=328

3.4. Types and Sources of data

This study has employed used both primary and secondary data. Primary data were gathered through, copies of a questionnaire send to each respondents of target sample in the study area. Additionally, secondary data were reviewed from documents like books, research paper, thesis, and dissertations.

3.4.1. Primary Data Sources

Primary sources of data were obtained by quantitative survey or questionnaires were used to obtain firsthand information from selected respondents in the real estate companies. Data were collected by preparing structured questions.

3.4.2. Secondary Data Sources

The secondary data information obtained mainly from different reports, website and literatures, which are relevant to the study on the factors affecting that affecting for salespersons performance in real estate companies.

3.5. Methods of Data Collection Tools/Instruments

This study has employed questionnaire for data gathering system at field survey and work. Therefore, the methods of data collections instrument that was used for this study is questionnaire that described in the latter portion.

3.5.1. Questionnaire

This instrument use because it gives the advantage of collecting data from large participants in a short time. It also give freedom to salespersons regarding the factors that affecting for salespersons performance by being preferred to other methods of data collection hoping that it may provide an opportunity for obtaining reliable and valid information from large number of respondents. The questionnaires prepared in English language, based on the sample drawn, the questionnaire was distributed to the selected respondents to gather primary data.

3.6 Methods of Data Analysis and Presentation

The data were analyzed by using statistics analysis system in the form of descriptive or inferential statistics, from descriptive statistics percentage, frequencies, mean and standard deviation analysis system were applied, whereas inferential statistics where Karl Pearson product-moment correlation coefficients and regression analysis technique were utilized . Pearson correlation has applied to examine the relationship between independent variables and dependent variables while linear regression has applied to show the effects of the independent variable on the dependent variable. The researcher has utilized the SPSS (Version, 25) computer statistical package social science for the intended data analysis.

3.7 Model Specification

Model specification can be defined as the exercise of formally stating a model the explicit translation of theory into mathematical equations and involves using all the available relevant research theory and information then developing into theoretical model. The following model proposed for the purpose of running multiple linear regressions that is necessarily to test the effects and statistical significance of factors affecting for salesperson performance in Ayat and Tsehay real estate companies of Addis Ababa

Linear model

$$Y = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \epsilon_i$$

Where,

Y = Dependent variable (salespersons performance)

α = constant

β = (Beta value) coefficient of regression

X1= Salesperson personality

X2= Salesperson competency

X3= Salesperson work effort

ϵ_i = error terms

3.8. Reliability of the Study

Leavy (2017) stated that reliability refers to the consistency of the results. A good measure should be both valid (measure what it's supposed to measure) and reliable (the results are dependable). Reliability tests commonly used to check the internal consistency of scales in survey research are Cronbach's alpha analysis. Cronbach's alpha is the coefficient of reliability. For testing the reliability of the data instrument, Cronbach's alpha has used. It is commonly used as a measure of the internal consistency or reliability.

A reliability analysis checks the stability and reliability of a data set, and is frequently measured by using the Cronbach's α . They measure between 0.8 and 0.95 are considered to have very well, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability and coefficient alpha between 0.6 and 0.7 indicates fair reliability (Leavy,2017). This study has

applied reliability test by using Cronbach's alpha coefficient and accepted more than or equal to 0.7 for measuring the consistency of the research instruments or the questionnaire.

Table 3.1. Reliability Measurement

Variables	Number of items	Cronbach's Alpha coefficients
Salesperson personality	10	.788
Salesperson competency	10	.804
Salesperson work effort	10	.874
Salesperson performance	10	.804

Source: Filed survey, 2024

3.9. Ethical Considerations

The researcher has considered the right of respondents and organization as well as the ethical principles that have to be followed in conducting research. Generally, the researcher gives a great attention and respects to the dignity of respondents and organization without any prerequisites.

Hence, the study was carried out in line with research ethics that mainly providing information and explanation to all participants about the research objectives and possible benefit to various bodies; to ensure their rights and promises to all participants in order to keep their privacy and confidentiality; Personal information was safe guarded during questionnaire and interview by using a code system to refer to the data of specific participants, and not write personal names. Finally the researchers will be expected to aware that participants have the right to be informed of the research findings. Also, the researcher acknowledges the scholarly works that were referred to in development of the study to avoid plagiarism.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

This section deal with data analysis and discussions of the study intended to achieve the listed objectives. In this regard, the portion has discussed the result of tests of assumptions; descriptive analysis on both independent and dependent variables; inferential analysis which is performed to examine relationship between variables, impact of independent variables over dependent variable have examined and tested. A total of 328 questionnaires were disseminated out of which 300 (91.5%) questions were returned, while 28(8.5%) questions were not returned from respondents. All listed respondents worked as a source of data for analysis besides drawing a conclusion and recommendations.

4.1 Demographic Profile of the Respondents

Under this portion the researcher has applied descriptive to summarize, describe and present data based on its objectives. Take this into account; this part presents a descriptive analysis of the personal profile of the respondents. The respondents' profile includes the sex, age, education qualification, and position, department, selling experience in year/s and working hours per week. The respondents' personal profiles are précised in the latter table.

Table 4.1. Personal profile of the respondents

	Item	Frequency	Percent
Sex	Female	171	57
	Male	129	43
	Total	300	100
	Item	Frequency	Percent
Age	18-30	117	39
	31-50	151	50.3
	>50	32	10.7
	Total	300	100
	Item	Frequency	Percent
Education	Diploma	62	20.7
	Degree	196	65.3
	Master's	42	14
	Total	300	100
	Item	Frequency	Percent

Position	Manager	18	6
	Supervisor	78	26
	Team leader	120	40
	Customer representative	84	28
	Total	300	100
	Item	Frequency	Percent
Department	Sales	189	63
	Marketing	111	37
	Total	300	100
	Item	Frequency	Percent
Selling	1-5 year/s	188	62.7
	6-10	88	29.3
	>10	24	8
	Total	300	100
Real estate Companies	Ayat	150	50
	Tsehay	150	50
	Total	300	100
	Item	Frequency	Percent
Hours Per Week	<10	14	4.7
	10-20	46	15.3
	21-30	127	42.3
	31-40	113	37.7
	Total	300	100

Source: Field Survey, 2024

As depicted above, table 2 presents the demographic information of the respondents. Accordingly, with the regards to the sex of the respondents, 171 (57%) of the respondents are females while the rest 129 (43%) are males. This indicates that more than half of the respondents in the study were females which also could reveal that there was the factor that affecting salespersons performance in real-estate companies.

As disclosed in the same table above, 151(50.3%) respondents fall under the age group of 31-50 years, while respondents whose age found in the age group of 18-30 years were 127 (39%),

and whose age found in the age range of more than 50 years were 32(10.7%) filled their age in the questionnaire. This could reveal that the largest proportions (51.0%) of the salespersons in the real-estate were relatively middle age that may be an advantage in realizing salespersons work by developing other salesperson performance improvement system.

With regard to educational background of the respondents, the huge number 196 (65.3%) were graduates with degree, 62 (20.7%) of them were graduates with diploma, and the remaining 42(14%) respondents had master's degree. This showed that the vast majority of the respondents were first degree holders.

Looking at the department of the respondents, the huge number 189 (63%) have done in sales position, and 111(37%) of respondents have done in marketing position. This designated that the vast majority of the respondents have done in sales position in the real-estate companies.

With regard to salesperson selling experience in years, the huge number 188(62.7%) worked from 1-5 year/s, 88 (29.3%) of respondents worked from 6 up to 10 years, and the rest of 24(8%) respondents worked more than 10 years. This showed that the vast majority of the respondents have worked from 1-5 year/s.

As mentioned in the above table, regarding to real estate companies of the respondents, 150(50%) of respondents are worked in Ayat real estate and the rest 150(50%) of respondents also are worked in Tsehay real estate company in the selected sample respondents for this study.

As disclosed in the same table above, 113(37.7%)) respondents worked from 31-40 hours per week, while respondents worked 21-30 hours per week were 127 (42.3%), 46(15.3%) of respondents worked 10-20 hours per week and the rest 14(4.7%) of respondents worked less than 10 hours per week under selling in the real-estates companies. This is indicated that the largest proportions (42.3%) of the salespersons worked in the real-estate companies from 21-30 hours per week accordingly.

4.2. Descriptive Statistics on the Factors Affecting Salespersons' Performance

In the below portion, the researcher tried to describe the respondents' thinking on factors that affecting on salesperson performance in real-estates companies (salesperson individual

personality, salesperson competency, and salesperson work effort) so that it is summarizes by using frequency, percentage, mean and standard deviation by using five- point Likert scale. The five- point Likert with numeric value was 1: Strongly Disagree; 2: Disagree; 3: Neutral, 4: Agree and 5: Strongly Agree. Likewise, in a frequency distribution table F=frequency and P=percentage.

Accordingly, the calculated arithmetical mean value Zaidatol et al(2012) indicates that the measurement for the descriptive analysis of this study was a mean score between 1 and 2.33 indicates low agreement, a mean score between 2.34 and 3.67 indicates moderate (medium) agreement and a mean score of 3.68 or above indicates strong agreement.

4.2.1 Descriptive statistics for Salespersons' Individual personality factor

In this section, the researcher has tried to include questions on the salesperson individual personality affecting their own selling performance.

Table 4.2. Descriptive statistics summary of individual personality

Items		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
I am more comfortable with the outside environment and other people.	F	0	0	8	175	117	4.36	0.534
	P	0%	0%	2.7%	58.3%	39%		
I have accuracy and discipline at work.	F	0	0	42	140	118	4.25	0.686
	P	0%	0%	14%	46.7%	39.3%		
I have an attitude of openness to experience.	F	7	0	29	169	95	4.15	0.776
	P	2.3%	0%	9.7%	56.3%	31.7%		
I believe my personality helps me instill confidence in buyers.	F	0	7	37	146	110	4.20	0.739
	P	0%	2.3%	12.3%	48.7%	36.7%		
The company motivates me to be effective at work.	F	7	7	23	153	110	4.17	0.848
	P	2.3%	2.3%	7.7%	51%	36.7%		
I am open to seeing customer's problems from different angles	F	0	8	14	132	146	4.39	0.702
	P	0%	2.7%	4.7%	44%	48.7%		

The company makes me feel more comfortable with the outside environment/other people.	F	0	0	43	125	132	4.30	0.705
	P	0%	0%	14.3%	41.7%	44%		
I use the existing information in a creative manner to sell products	F	0	7	21	110	162	4.42	0.725
	P	0%	2.3%	7%	36.7%	54%		
This job allows me to use personal initiative or judgment in carrying out this work.	F	0	14	21	140	125	4.25	0.782
	P	0%	4.7%	7%	46.7%	41.7%		
I belief in my own personal abilities to achieve my goal	F	0	0	0	167	133	4.44	0.498
	P	0%	0%	0%	55.7%	44.3%		
Grand Value							4.30	0.700

Source: Field Survey, 2024

As indicted in the table above, a total grand mean value 4.30 and standard deviation 0.700 indicated that salesperson individual personality in sales work is relatively highly influence on their salesperson performance. Therefore, it is possible to conclude that individual personality had a strong contribution in their salesperson performance in the selected real estate companies.

As it is summarized in table 3, salesperson's individual personality factor related salesperson performance, the mean score of responses to the statement 'I am more comfortable with the outside environment and other people is 4.36; which implies the respondents have a very strongly agreement. For the statement, 175(58.3%) of the respondents pointed out agree, 117(39%) of respondents strongly agree, and 8(2.7%) of respondents disclosed neutral.

With respect to the statement, the calculated mean score is 4.25 for the statement 'I have accuracy and discipline at work' implies that the respondents have a very strong agreement. For the same statement, 140(46.7%) of respondents agree, 118(39.3%) of the respondents strongly agreed, and 42 (14%) of respondents selected neutral response.

Concerning the statement 'I have an attitude of openness to experience', the mean score is 4.15 implying that the respondents have a strongly agreement, as 169 (56.3%) of respondents revealed agree, 95(31.7%) of respondents disclosed strongly agree, 29(9.7%) of respondents revealed neutral response, and the rest 7(2.3%) of respondents disclosed strongly disagree response on the stated question.

With regarding to the statement which says 'I believe my personality helps me instill confidence in buyers', the calculated mean value is 4.20 implying that respondent have a strong agreement; and 146(48.7%) of respondents revealed agree, 110(36.7%) of respondents respond strongly agree, 37(12.3%) Of respondents confirmed neutral response and 7(2.3%) of respondents marked disagree on the request question.

Further, with respect to the company motivates me to be effective at work, the mean value is 4.25, it implies that the respondents have a very strongly agreement and 153(51%) of respondents respond agree, 110(36.7%) of respondents revealed strongly agree, 23(7.7%) of respondents disclosed neutral and 7(2.3%) of respondents pointed disagree, the remaining 7(2.3%) of respondents respond as strongly disagree response on the question.

With regarding to the statement which says 'I am open to seeing customer's problems from different angles', the mean score is 4.39 implying that the respondents have a very strong agreement; and 146(48.7%) of respondents revealed strongly agree, 132(44%) of respondents respond agree, 14(4.7%) of respondents confirmed neutral response and 8 (2.7%) of respondents disclosed disagree on the stated question.

Concerning the company makes me feel more comfortable with the outside environment/other people, the calculated mean score is 4.30 implying that the respondents have a strong agreement; and 132(44%) of respondents revealed strongly agree, 125(41.%) of respondents respond agree, and 43(14.3%) of respondents confirmed neutral response on the statement.

With respect to the respondents use the existing information in a creative manner to sell products, the calculated mean score is 4.42 it implies that the respondents have a very strong agreement; and 162(54%) of respondents revealed strongly agree, 110(36.7%) of respondents respond agree, 21(7%) of respondents disclosed neutral response and 7(2.3%) of respondents hooked disagree on the statement.

As the statement which states ‘this job allows me to use personal initiative or judgment in carrying out this work’, the calculated mean score is 4.25, it implies that the respondents have a very strong agreement; and 14(46.7%) of respondents revealed agree, 125(41.7%) of respondents respond strongly agree, 21(7%) of respondents disclosed strongly neutral response and 14(4.7%) of respondents barbed disagree on the asked question.

Focusing on the respondents believe in their own personal ability to achieve their goal, the mean score is 4.44 which implies that the respondents have a very strong agreement; and 167(55.7%) of respondents revealed agree, and 133(44.3%) of respondents respond strongly agree response on the statement.

4.2.2. Descriptive Statistics about Salesperson Competency

This part mainly attempted to focus questions that the salesperson competency affecting on their performance.

Table 4.3. Descriptive statistics summary result of salesperson competency

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
I have the ability to resolve conflicts	F	0	0	8	155	137	4.43	0.547
	P	0%	0%	2.7%	51.7%	45.7%		
I am able to make sales presentations well	F	3	13	57	132	95	4.01	0.879
	P	1%	4.3%	19%	44%	31.7%		
I have a good product knowledge	F	0	11	15	143	131	4.31	0.733
	P	0%	3.7%	5%	47.7%	47.7%		
Searching out new technologies processes. and techniques for use in performing my job	F	0	0	42	149	98	4.11	0.776
	P	0%	0%	14%	49.7%	32.7%		
Improving solutions for novel problems	F	0	5	30	152	113	4.24	0.697
	P	0%	1.7%	10%	50.7%	37.7%		

Generating and evaluating multiple alternatives for novel customer problems.	F	0	0	28	134	138	4.37	0.648
	P	0%	0%	9.3%	44.7%	46%		
Trying to figure out innovative way of doing my sale job.	F	2	8	31	103	156	4.17	0.766
	P	0.7%	2.7%	10.3%	34.3%	52%		
I feel confident that I can effectively change my planned presentation when necessary	F	0	8	21	174	97	4.22	0.645
	P	0%	2.7%	7%	58%	32.3%		
I try to understand how one customer differs from another	F	0	0	14	161	125	4.37	0.572
	P	0%	0%	4.7%	53.7%	41.7%		
I am very flexible in the selling approach I use.	F	0	0	29	147	124	4.32	0.641
	P	0%	0%	9.7%	49%	41.3%		
Total Grand Value							4.26	0.690

Source: Field Survey, 2024

As in the above table indicated that regarding salesperson competency, the calculated mean value of the responses to a statement of I have the ability to resolve conflicts is 4.43, which implies that the respondents have a very strong agreement. While 155(51.7%) of respondents disclosed agree, 137(45.7%) of respondents also marked strongly agree and the remaining 8(2.7%) of respondents pointed neutral answer on the requested question.

With regarding to the respondents able to make sales presentations well, the mean scores of the response is 4.01 which implies that respondents have a very strong agreement, and 132(44%) of respondents selected agree, 95(31.7%) of respondents disclosed strongly agree, 57(19%) of respondents pointed neutral response, 13(4.3%) of respondents affirmed disagree and the rest 3(1%) of respondents disclosed strongly disagree response on that statement.

With respect to the respondents have a good product knowledge, the mean score is 4.31 it implies that the respondents have a very strong agreement; and 143(47.7%) of respondents revealed agree, 131(43.7%) of respondents respond strongly agree, 15(5%) of respondents disclosed neutral response and the remaining 11(3.7%) of respondents hunched disagree on the statement.

Looking at searching a new technology processes and technique for use in performing their job, the calculated mean score is 4.11 which implies that the respondents have a strong agreement and while 149(49.7%) of respondents disclosed agree, 98(32.7%) of respondent pointed strongly agree and 42(14%) of the respondents marked neutral response.

Concerning an improvement of solutions for a novel problem, the calculated mean scores is 4.24 which indicated that the respondents have strong agreement, whereas 152(50.7%) of respondents revealed agree, 113(37.7%) of respondents disclosed strongly agree, 30(10%) of respondents marked neutral response and the rest 5(1.7%) of respondents hooked disagree response.

Request for generating and evaluating multiple alternatives for the novel customer problem, the mean scores is 4.37, it implies that the respondents have a very strong agreement. On the other hand, 138(46%) of respondents disclosed strongly agree, 134(44.7%) of respondents marked agree, and the rest 28(9.3%) of respondents pointed out neutral answer.

With regarding to trying to figure out innovative way of doing my sale job, the mean scores is 4.17, it implies that the respondents have a strong agreement on the issue. While 156(52%) of the respondents disclosed agree, 103(34.3%) of respondents marked strongly agree, 31(10.3%) of the respondents answered neutral response and the rest 8(2.7%) of respondents pointed out disagree answer on that.

As the statement which states I feel confident that I can effectively change my planned presentation when necessary, the calculated mean value is 4.22 which implies that the sampled respondents have strong agreement. Besides, 174(58%) of respondents disclosed agree, 97(32.3%) of respondents marked strongly agree, 21(7%) of respondents revealed neutral and the remaining 7(2.3%) of respondents pointed disagree response.

With respect to I try to understand how one customer differs from another, the mean value is 4.37 which imply that the respondents have a very strong agreement. 161(53.7%) of respondents disclosed agree, 125(41.7%) of respondents pointed out strongly agree and the remaining of 14(4.7%) of respondents revealed neutral response.

As indicated in the table above, I am very flexible in the selling approach I use, the mean value of sampled respondents is 4.32 which implying that the respondents have a very strong agreement. Further, 147(49%) of the respondents supported agree response and 124(41.3%) of respondents designated strongly agree and the rest 29(9.7%) of respondents disclosed neutral response on the stated question.

To sum up, from the total grand mean value 4.26 and standard deviation 0.690 indicated that salesperson competency is relatively highly influence on salesperson performance in the study area. Therefore, it is possible to confirm that salesperson competency had a strong contribution in the salesperson performance in Ayat and Tsehay real estate companies.

4.2.3 Descriptive Statistics about Salespersons' Work Effort

This section has attempted to assess the salespersons' work effort for their performance system in the selected real-estate companies of Addis Ababa.

Table 4.4. Descriptive statistics summary result of salespersons' work effort

Questions		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
I am good at finding-out what customers want	F	0	14	38	102	146	4.27	0.855
	P	0%	4.7%	12.7%	34%	48.7%		
I try very hard to improve my sales skills continuously.	F	7	0	37	125	131	4.24	0.844
	P	2.3%	0%	12.3%	41.7%	43.7%		
I spend a lot of time learning new approaches for dealing with customers.	F	0	0	28	134	138	4.37	0.648
	P	0%	0%	9.3%	44.7%	46%		
I try hard to find the best way to solve the selling problems I encounter.	F	0	7	29	132	132	4.30	0.737
	P	0%	2.3%	9.7%	44%	44%		
I feel I am very capable at the task of selling.	F	7	0	28	177	88	4.13	0.763
	P	2.3%	0%	9.3%	59%	29.3%		
It is easy for me to get customers to see my point of view.	F	0	21	29	154	96	4.08	0.832
	P	0%	7%	9.7%	51.3%	32%		

I am confident of my ability to perform my job well.	F	0	7	21	112	160	4.42	0.724
	P	0%	2.3%	7%	37.3%	53.3%		
I put in a great deal of effort to learn new selling approaches.	F	0	0	35	141	124	4.30	0.666
	P	0%	0%	11.7%	47%	41.3%		
I feel have the capabilities to successful performance to this job.	F	7	0	0	151	142	4.40	0.723
	P	2.3%	0%	0%	50.3%	47.3%		
I have significant autonomy in determining how I do my job.	F	7	0	7	161	125	4.32	0.740
	P	2.3%	0%	2.3%	53.7%	41.7%		
Total Grand Value							4.28	0.753

Source: Field Survey, 2024

To sum up, from the total grand mean value 4.28 and standard deviation 0.753 indicated that salesperson work effort in the selected real estate companies is relatively highly influence in on salespersons' performance. Therefore, it is possible to conclude that the salespersons' work effort had a strong contribution in their performance in the study real estate companies.

As it is summarized in table 5 above, concerning salespersons' work effort, the mean score of responses to the statement 'I am good at finding-out what customers want is 4.27; which implies the respondents have a very strongly agreement. For the statement, 146(48.7%) of the respondents disclosed strongly agree, 102(34%) of respondents respond agreed, and 38(12.7%) of respondent pointed neutral and the rest 14(4.7%) of respondents disclosed disagree.

With respect to the statement, the calculated mean value is 4.24 for the statement 'I try very hard to improve my sales skills continuously. implies that the respondents have a strong agreement. For the same statement, 131(43.7%) of respondents revealed strongly agree, 125 (41.7%) of the respondents agreed, 37 (12.3%) of respondents selected neutral response and the remaining 7(2.3%) of respondents decided strongly disagree response.

Concerning statement 'I spend a lot of time learning new approaches for dealing with customers', the mean score is 4.37 it implies that the respondents have a strongly agreement, as 138 (46%) of respondents revealed strongly agree, 134(44.7%) of respondents disclosed agree, and 28(9.3%) of respondents revealed neutral response on the question.

With regarding to the statement which says ‘I try hard to find the best way to solve the selling problems I encounter’, the mean score is 4.30 which implies that the respondents have a very strong agreement; and 132(44%) of respondents revealed strongly agree, 132(44%) of respondents respond agree, 29(9.7%) of respondents confirmed neutral response and the rest 7 (2.3%) of respondents disclosed disagree response on the request issue.

Further, with respect to I feel I am very capable at the task of selling, the mean score of 4.13 it implies that the respondents have a very strongly agreement and 177 (59%) of respondents respond agree, 88(29.3%) of respondents revealed strongly agree, and 28(9.3%) of respondents disclosed neutral response and the rest 7(2.3%) of respondents marked strongly disagree on that question.

With regarding to the statement which says ‘it is easy for me to get customers to see my point of view,’ the calculated mean score is 4.08, it implies that the respondent have a strong agreement; and 154(51.3%) of respondents revealed agree, 96(32.0%) of respondents respond strongly agree, 29(9.7%) of respondents confirmed neutral response and the remaining 21 (7%) of respondents marked disagree response on the stated question.

Concerning that I am confident of my ability to perform my job well, the mean score is 4.42, it implies that the respondent have a very strong agreement; and 160(53.3%) of respondents revealed strongly agree, 112 (37.3%) of respondents respond agree, 21(7%) of respondents confirmed neutral response and the remaining 7 (2.3%) of respondents pointed disagree on the statement.

With respect to I put in a great deal of effort to learn new selling approaches, the mean score is 4.30 which implies that the respondents have a strong agreement; and 141(47%) of respondents revealed agree, 124(41.3%) of respondents respond strongly agree, and 35(11.7%) of respondents disclosed neutral response on that statement.

As the statement which states ‘I feel have the capabilities to successful performance to this job’, the mean score is 4.40 which implies that the respondents have a very strong agreement; and 151(50.3%) of respondents revealed agree, 142(47.3%) of respondents respond strongly agree and the rest 7(2.3%) of respondents disclosed strongly disagree response on the statement.

Looking at I have significant autonomy in determining how I do my job, the mean score is 4.32 which implies that the respondent have a very strong agreement; and 161(53.7%) of respondents revealed agree, 125(41.7%) of respondents respond strongly agree, 7(2.3%) of respondents disclosed neutral and the rest 7(2.3%) of respondents also marked as strongly disagree response on the statement.

4.2.4 Descriptive Statistics about Salesperson's Performance

Under this part, the researcher has focused on different relevant questions related with how salesperson's performance improvement by considering individual personality, salespersons' competency and salesperson work efforts under the selected real-estate companies.

Table 4.5. Descriptive statistics summary result of Salesperson performance

Items		Responses						
		1 SDA	2 D	3 N	4 A	5 SA	Mean	Std.dev
Improve total sales target achievement	F	0	0	8	155	137	4.43	0.547
	P	0%	0%	2.7%	51.7%	45.7%		
Increase in the number of customers	F	0	7	21	144	128	4.31	0.704
	P	0%	2.3%	7%	48%	42.7%		
Contribution of sales target accomplishment within the set deadline	F	0	7	14	147	132	4.35	0.679
	P	0%	2.3%	4.7%	49%	44%		
Increasing selling effort/ working harder resulted in an increase in unit sales volume /number of customers/ of the company	F	0	7	50	108	135	4.24	0.810
	P	0%	2.3%	16.7%	36%	45%		
Sales target accomplishment within the set deadline	F	0	0	28	147	125	4.32	0.638
	P	0%	0%	9.3%	49%	41.7%		
The company has shown sales growth compared to the previous years	F	0	14	7	175	104	4.23	0.711
	P	0%	4.7%	2.3%	58.3%	34.7%		

The profitability of the company has shown improvement from time to time	F	7	8	51	130	104	4.05	0.913
	P	2.3%	2.7%	17%	43.3%	34.7%		
I believe that the overall performance of the company has been enhanced.	F	0	7	36	154	103	4.18	0.726
	P	0%	2.3%	12%	51.3%	34.3%		
I am effective in making sales presentation.	F	0	0	14	161	125	4.37	0.572
	P	0%	0%	4.7%	53.7%	41.7%		
I have ample knowledge about my company products and customers' desire	F	0	0	29	147	124	4.32	0.641
	P	0%	0%	9.7%	49%	41.3%		
Total Grand value							4.28	0.694

Source: Field Survey, 2024

As it is summarized in the above table, a total grand mean value 4.28 and standard deviation 0.694 indicated that salesperson's performance in real estate as a results of salesperson's individual personality, competency and work effort practices is highly impacted on their performance. Therefore, it is possible to conclude that the salesperson performance in the real estate companies had a strong contribution due to the salespersons overall activities in the selected real estate companies.

As it is indicated in table 6 above, concerning sales performance measurement question, the mean value of responses to the statement 'improve total sales target achievement is 4.43; which implies the respondents have a very strong agreement. For the statement, 155(51.7%) of the respondents disclosed agree, 137(45.7%) of respondents disclosed strongly agree, and the remaining 8 (2.7%) of respondents marked neutral response on that question.

With respect to the statement, the mean value of 4.31 for the statement 'increase in the number of customers', which implies that the respondents have a very strong agreement. For the same statement, 144(48%) of respondents revealed agree, 128(42.7%) of the respondents pointed strongly agree, 21(7%) of respondents selected neutral response and the remaining 7(2.3%) of respondents decided disagree response.

Concerning statement ‘contribution of sales target accomplishment within the set deadline’, the mean value is 4.35 implies that the respondents have a very strong agreement, as 147(49%) of respondents revealed agree, 132(44%) of respondents disclosed strongly agree, 14(4.7%) of respondents revealed neutral and 7(2.3%) of respondent marked disagree response on the question.

With regarding to the statement which says ‘increasing selling effort/ working harder resulted in an increase in unit sales volume /number of customers/ of the company’, the mean value is 4.24 implies that respondents have a very strong agreement; and 135(45%) of respondents revealed strongly agree, 108(36%) of respondents respond agree, 50(16.7%) of respondents confirmed neutral response and 7 (2.3%) of respondents disclosed disagree response on that issue.

Further, with respect to the sales target accomplishment within the set deadline, the mean score of 4.32 which implies that respondents have a very strongly agreement and 147 (49%) of respondents respond agree, 125(41.7%) of respondents revealed strongly agree, and the rest of 28(9.3%) of respondents marked neutral response on the stated question.

With regarding to the statement which says ‘the company has shown sales growth compared to the previous years,’ the calculated mean value is 4.23 which implies that the respondent have a strong agreement. And also 175(58.3%) of respondents revealed strongly agree, 104(34.7%) of respondents respond strongly agree, 14(4.7%) of respondents confirmed disagree response and the rest 7(2.3%) of respondents marked neutral response on the stated question.

Concerning the profitability of the company has shown improvement from time to time, the mean score is 4.05 implies that the respondent have a strong agreement; and 130(43.3%) of respondents revealed agree, 104 (34.7%) of respondents respond strongly agree, 51(17%) of respondents confirmed neutral response, 8 (2.7%) of respondents pointed disagree and the rest 7(2.3%) of respondents disclosed strongly disagree on the statement.

With respect to I believe that the overall performance of the company has been enhanced, the mean value is 4.18 which implies that the respondents have a strong agreement; and 154(51.3%) of respondents revealed agree, 103(34.3%) of respondents respond strongly agree, 36(12%) of respondents disclosed neutral and the rest 7(2.3%) of respondents hooked disagree response on the statement.

As the statement which states ‘I am effective in making sales presentation, the mean score is 4.37 implies that the respondents have a strong agreement; and 161(53.7%) of respondents revealed agree, 125(41.7%) of respondents respond strongly agree and the rest 7(2.3%) of respondents disclosed neutral response on the statement.

Looking at I have ample knowledge about my company products and customers’ desire, the mean score is 4.32 implies that the respondent have a strong agreement; and 147(49%) of respondents revealed agree, 124 (41.3%) of respondents respond strongly agree, and 29 (9.7%) of respondents disclosed neutral response on the statement.

4.4. Correlational Analysis of Salespersons’ Performance

Table 4.6. Correlation Coefficient

		Salesperson’s Performance
Salesperson Personality	Pearson Correlation	.631**
	Sig. (2-tailed)	.001
	N	300
Salesperson Work-effort	Pearson Correlation	.749**
	Sig. (2-tailed)	.001
	N	300
Salesperson Competency	Pearson Correlation	.519**
	Sig. (2-tailed)	.001
	N	300
Salesperson Performance	Pearson Correlation	1
	Sig. (2-tailed)	.001
	N	300

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

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

The confidence interval of the difference is 95% (i.e., $p \leq 0.05$). A p-value less than $\alpha=0.05$ indicates there is enough statistical evidence to reject the assumption of the mean values of the three independent variables are equal but if $p>0.05$, there is no adequate statistical evidence to reject the assumption. The above table indicated all questions and elements regarding the relationship of all three factors are highly significant on salesperson performance under two real-estates companies, because of all three of this p value is equal to 0.001. As depicted in the table above, the relationship between independents variables like salesperson individual personality,

salesperson work-effort and salesperson competency and the dependent variable (salesperson performance) is positive and statistically significant ($\text{sig}=0.001$).

Apart from this, salesperson individual personality, salesperson work-effort and salesperson competency factors have positively correlated with salesperson performance in Ayat and Tsehay Real estate companies of Addis Ababa. As correlation analysis result indicated in the above table salesperson work-effort factor had a positive significant relationship with salesperson performance in selected real estate companies that having a correlation coefficient of $r=0.749$ at the significance level of $0.001(\text{sig}=0.001)$. As the correlation analysis result indicated in the above table, salesperson individual personality had also a positive relationship with salesperson performance that having a correlation coefficient of $r=0.631$ at the significance level of $0.001(\text{sig}=0.001)$. As a correlation analysis result indicated that in the above table, salesperson competency had also a positive relationship with salesperson performance that having a correlation coefficient of $r=0.519$ at the significance level of $0.001(\text{sig}=0.001)$.

In conclusion, the magnitude between salesperson individual personalities, salesperson work-effort and salesperson competency factors with salesperson performance under Ayat and Tsehay real estate companies had positively correlated, so, all above mentioned three factors had a significant influence on salesperson performance under Ayat and Tsehay real estate companies of Addis Ababa.

4.5 Linear regression Analysis

A linear regression analysis is used to discover the relationship between one dependent variable and a number of independent/explanatory variables. Simple linear regression also tells that how much of the variance in the dependent variable can be explained by independent variables.. Linear regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on the dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. Specifically, this linear regression is conducted in order to examine the effects of selected three determinant factors for salesperson on their performance in the two selected real-estate companies which is clearly stated. In this study the required preliminary assumptions that the data must meet to make the analysis reliable and valid has been made. The following assumptions of linear regressions have tested by using SPSS output result.

4.5.1. Linearity Assumption Test

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Balance, 2004). Linearity assumption is tested by producing scatterplots of the relationship between independent variable and the dependent variable. If the test for linearity has a significance value smaller than 0.05, this indicates that there is a linear relationship. On the other hand, a graphical approach is used to observe plots for linearity. The data points being arranged in the shape of oval display linearity. Linearity is the relationship between the dependent and the independent variables are linear in nature.

Looking at the scatterplot, the relationship between explanatory variable and the dependent variable establish to be linear as shown in the graph below.

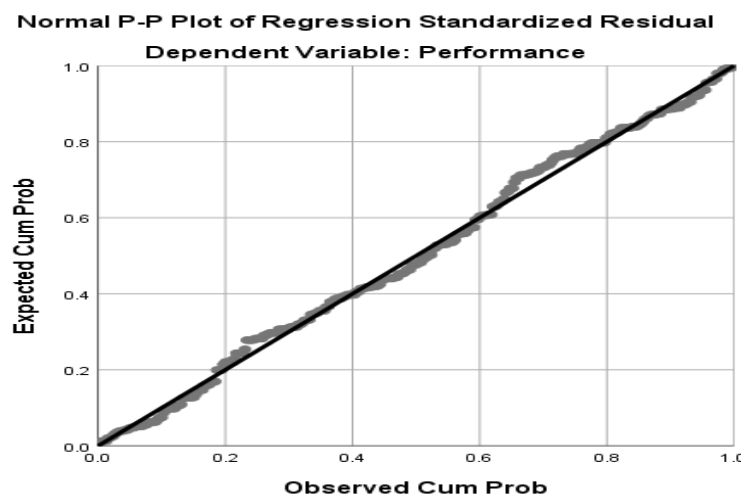


Figure4.1. Linearity Assumption test

4.5.2. Normality Assumption Test

Normality has used to describe a symmetrical, bell-shaped curve, which has the greatest frequency of scores around in the middle combined with smaller frequencies towards the extremes. Normality test is used to determine whether the error term is normally distributed. When hypothesis tests and confidence limits are to be used, the residuals are assumed to follow the normal distribution. The residuals are assumed to follow the normal probability distribution with zero mean and constant variance. This can be evaluated using a normal probability plot of the residuals. Hence, normality test for the data used in this study disclosed by the following histogram that clearly show that error terms are normally distributed.

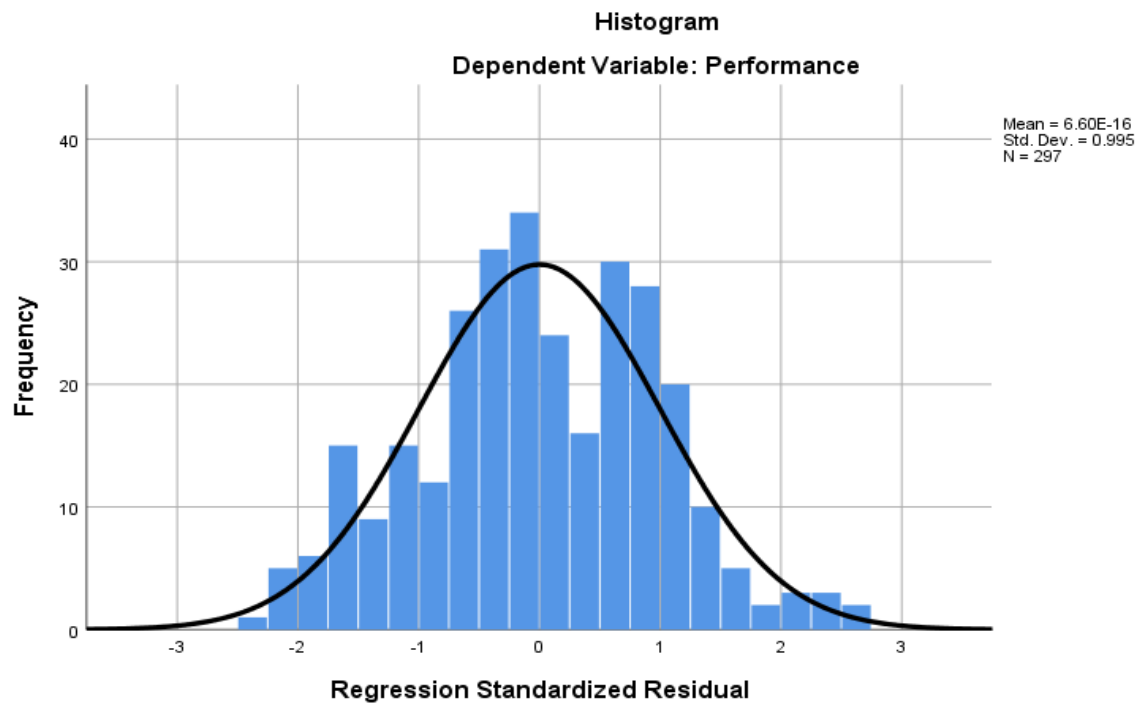


Figure 4.2. Normality Assumption test

4.5.3. Multicollinearity Assumption Test

Burns (2008) also state that a VIF value greater than 10 is also a concerns there were a serious collinearity problem. Field (2009), also underline that, values for “tolerance” below 0.1 indicate serious problems, although several statisticians suggests that values for “tolerance” below 0.2 are worthy of concern. Collinearity, or multicollinearity, is the existence of near-linear relationships among the set of independent variables.

Multi-collinearity is a problem when for any predictor the R^2 between that predictor and the remaining predictors is very high. As indicated in the table 8 below, all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10 that indicates that there is no problem of multicollinearity in this study.

Table 4.7. Result of Multi-collinearity test

Coefficients^a		
Model	Collinearity Statistics	
	Tolerance	VIF
Individual Personality	.482	2.074
Competency	.418	2.391
Work efforts	.773	1.294
a. Dependent Variable: Salespersons' performance		

Source: Field Survey, 2024

4.5.4. Homoscedasticity Assumption Test

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that errors are spread out consistently between the variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity is an assumption that requires the degree of random noise in the dependent variable to remain the same regardless of the values of the independent variables. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value. Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution. Heteroscedasticity is indicated when the scatter is not even; fan and butterfly shapes are common patterns of violation. To assess homoscedasticity, it is created a scatterplot of standardized residuals versus standardized predicted values using SPSS and found that heteroscedasticity has not a major problem as depicted in the figure below.

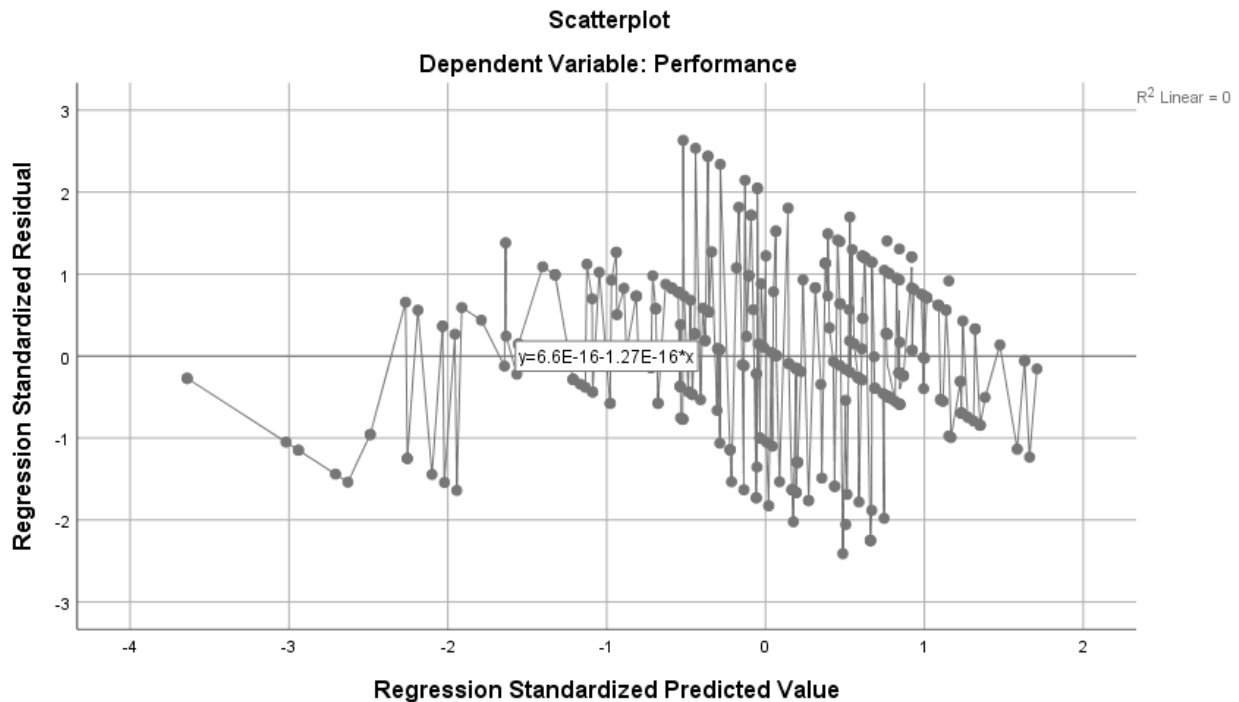


Figure4.3. Homoscedasticity Assumption Test

4.5.5 Model Summary

As depicted in the below table a model summary, the "R" column represents the value of R, the linear correlation coefficient. R value of 0.783 indicates very strong correlation between sales performance and the three factors (salesperson individual personalities, salesperson work-effort and salesperson competency) which shows a worthy level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. As we can see in the table below, R2 value of 0.613 indicates that 61.3% of the variation in the salesperson performance can be explained by the three factors (independent variables included in the model). The remaining 38.7% variation is explained by stochastic error term (e) meaning that 38.3% of changes in salesperson performance under Ayat and Tsehay real estate companies selling practices have explained by factors that are not explained in the model.

Table 4.8. Linear regression result of factors effect on salespersons' performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783	.613	.609	2.64225
a. Predictors: (Constant), Competency, Personality, Work Effort				
b. Dependent variable: Salesperson performance				

Source: Field Survey, computed in SPSS, 2024

4.5.6 ANOVA Model Fit

ANOVA analysis is use to analysis of variance for it compares the variance between variables and tests whether the overall regression model is a good fit for the data. As depicted in the below table the value of R and R² found from the model summary is statistically significant at (F=154.622), (P<0.001) and it can be said that there is a relationship between the three factors with salesperson performance in Ayat and Tsehay real estate companies of Addis Ababa.

Table 4.9. ANOVA model fit

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	3238.459	3	1079.486	154.622	.001
	Residual	2045.568	293	6.981		
	Total	5284.027	296			
a. Dependent Variable: Salesperson's Performance						
b. Predictors: (Constant), Salesperson's Competency, Personality, Work Effort						

Source: Field Survey, 2024

4.5.7 Regression Coefficients

Table 4.10. Regression coefficients

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.600	2.166		2.586	.001
	Salesperson Personality	.201	.053	.198	3.777	.001
	Salesperson Work Effort	.411	.046	.504	8.975	.001
	Salesperson Competency	.257	.050	.213	5.156	.001
a. Dependent Variable: Salesperson Performance						
b. Predictors: (Constant), Salesperson's Competency, Personality, Work Effort						

Source: Field Survey, computed in SPSS, 2024

Standardized Coefficients

The standardized coefficients are useful to know which of the different independent variables is more important. They are used in comparison of impact of any independent variable on the dependent variable. Therefore, the strength of each independent (predictor) variable effect on the criterion (dependent) variable can be inquired by standardized Beta coefficient.

Therefore, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. Thus, as indicated in regression coefficients in the above table, Salesperson Work Effort (B=.504), Salesperson Competency (B=.213), and Salesperson Personality (B=.198) factors are making significant contribution to the prediction for salesperson performance under two selected real estate companies in selling practice in the study area. As it can be seen from the regression coefficient table, all selected factors like Salesperson's competency, salesperson personality, salesperson work effort had statistically significant contribution and affects salesperson performance in selected real estate companies at 95% confidence level, since their p-values are .001 and the significance level for them were less than 0.05 ($p < 0.05$). In general, salesperson work effort is the most significant

independent variable that has significant statistical contribution to salesperson performance in Ayat and Tsehay real estate companies of Addis Ababa with p-value of .001.

As stated in chapter three, the study used the following linear regression model to establish the statistical significance of the independent variables on the dependent variable.

$$Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \epsilon_i$$

Where,

Y = Dependent variable (Salesperson performance)

α = constant

β = (Beta value) coefficient of slope of regression model

X1= Salesperson personality

X2= Salesperson competency

X3= Salesperson work effort

ϵ_i = error of terms

In the model, α = Constant, β_1 to β_3 = regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other variables in the model constant and ϵ = Error term which captures the unexplained variation in the model.

Salespersons' performance $i = 0.600 + 0.198 X_1 + 0.213 X_2 + 0.504 X_3 + \epsilon_i$

The constant value ($\alpha = 0.600$) shows that salesperson performance would be 0.600 if other variables (salesperson personality, salesperson competency and salesperson work effort) of the model were zero. On the other hand, a beta coefficient of 0.198, 0.213 and 0.504 indicates that if there is one unit increase in Salesperson personality, salesperson competency and salesperson work effort factors respectively leads to increase in the salesperson performance in Ayat and Tsehay real estate companies by 19.8%, 21.3%, and 50.4% respectively. In addition, the Error term (ϵ) estimate was assumed zero.

Table 4.11. Summary of Tested Hypothesis

Hypothesis	Results
H ₁ : Personality has a positive effect on salesperson performance	H1: Accepted
H ₂ : Competency has a positive effect on salesperson performance	H1: Accepted
H ₃ : Work effort has positive effect on salesperson performance.	H1: Accepted

Source: Field Survey, 2024

4.6 Discussion of the Results

Concerning salespersons' individual personality on salesperson performance, similar with this findings Yamoah (2023) indicated that individual personal factors is considered intra-individual factors. Salespersons' individual personality and aptitude have a stronger relationship when selling real estate to the concerned customers. Yamoah also stated that certain individual qualities and characteristics make some sales people highly successful.

This finding is in line with findings of the study done by Natan (2022) indicated that individual personality traits also play a crucial role in determining a salesperson's effectiveness. Traits such as self-efficacy, which refers to one's belief in their own abilities, can enhance a salesperson's confidence and motivation. Self-monitoring, another personality trait, allows salespeople to adapt their behavior according to different customer preferences and situations. Additionally, salesperson truthfulness can contribute to building trust and rapport with customers.

This study result is in line with findings of the study done by Natan (2022) indicated the salesperson work commitment leads them to channel their efforts and strive harder in order to accomplish these goals successfully. As salesperson self-efficacy strengthens, it enhances the effectiveness of goal-setting by providing individuals with the confidence and belief that they can perform well in the given task. A result of this, the salespersons with high self-efficacy are more likely to set challenging and specific goals, and they invest the necessary effort to achieve real estates' goal.

Linh (2019) confirmed that social relationship between salesperson and his customer's representatives have strong effect on sales performance than his adaptive selling behavior and customer orientation. It's the implication for manager to encourage their salespeople to develop emotional attachment among parties networking in order to improve their salesperson performance strategically.

Compatible with this finding a study done by Natan (2022) stated that the skills and competencies of salespeople are vital for their performance. Salespeople who possess technical expertise and competence are more likely to achieve higher sales performance in the real- estate companies of Addis Ababa.

This study is confirmed that agency theory which a study conducted by Wahlberg (2017) indicated agency theory can be used to define sales goals that help sales managers minimize the difference in opinion on activities between the managers and salespersons want the salesperson to focus their work and time on the expected performance in the organization.

Compatible finding with this study made by Asyhari & Yuwalliatin (2020) described that the salesperson is an important element in the sales process. Salesperson performance is one of the factors driving the company's success. The salesperson in companies has a vital role because they are required to meet sales targets, building a relationship and corporate image through the services provided to customers.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This study has been conducted to examine the factors affecting salespersons performance in Ayat and Tsehay Real estate Companies of Addis Ababa. The study mainly focused on examine the effect of salesperson personality on salesperson performance, explain the effect of salesperson competency on salesperson performance, and investigate the effect of salesperson work effort on salesperson performance in Ayat and Tsehay real-estate companies of Addis Ababa.

5.1 Summary of Findings

A total of 328 questionnaires were distributed out of which 300 (91.5%) were returned, whereas 28(8.5%) questionnaires were not returned from respondents. To check the reliability, overall value of Cronbach alpha ($\alpha = 0.921$) has been obtained and the internal consistency test of research instruments was found in “excellent” reliability range.

The respondents’ profile of salesperson in Ayat and Tsehay real-estate companies designated that a huge numbers of the respondents are female which amount 171 (57%) of the total respondent. The age range of respondents a large numbers of respondents are found in the age range of 31-50 account of 151(50.3%) from the total respondents. The largest portions 196 (65.3%) of respondents graduated with bachelor degree, and concerning the salesperson selling experience in year/s., 188(62.7%) respondents worked from 1-5 year/s’ experience in the real-estate companies .

Descriptive statistical analysis computed by using independent variable (salesperson competence, salesperson individual personality and salesperson work effort factors) with dependent variable (salesperson performance). The findings indicated that the mean score for the measures of salesperson personality (4.30), salesperson competency (4.26), and salesperson work effort (4.28) have shown that in three factors of the respondents had a strong agreement of 4.28 mean score. On the other hand, the mean score of salesperson performance in real estate selling process (4.28) implies that the respondents’ have a strong agreement on the stated questions at all.

Pearson correlation coefficients indicated the relationships between the dependent (salesperson performance) and independent variables (salesperson competence, salesperson individual personality and salesperson work effort factors). The study showed that there was a strong positive statistically significant relationship between each independent variable and the dependent variable. Based on the Pearson correlation analysis result, all three selected factors for salesperson performance, salesperson work effort ($r=0.749$, $p<0.01$), salesperson personality ($r=0.631$, $p<0.01$), and salesperson competency ($r=0.519$, $p<0.01$) had significant correlation with salesperson performance in Ayat and Tsehay real-estate companies of Addis Ababa.

Linear regression analysis has used to determine whether the independent variables will influence the dependent variable. Linearity is the relationship between the dependent and the independent variables are linear in nature. Normality assumption test was checked and clearly showed that error terms are normally distributed. Multi-collinearity assumption in this study indicated that all of the independent variables were found to have a tolerance of more than 0.1 and a VIF value of less than 10 which indicated that there is no problem of multi-collinearity in this study. To check homoscedasticity assumption test, it is created a scatterplot of standardized residuals versus standardized predicted values, it is indicated that heteroscedasticity has not a major problem in the data of this study.

As it is indicated in the finding, regression coefficient R value of 0.783 indicates very strong correlation between salesperson performance and the three factors (salesperson work effort, salesperson competency and salesperson individual personality) which shows a worthy level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. As indicated in the findings of this study, R^2 value of 0.613 indicates that 61.3% of the variation in the salesperson performance can be explained by the three factors (independent variables included in the model). The remaining 38.7% variation is explained by stochastic error term (e) meaning that 38.7% of changes in salesperson performance under real-estate companies selling practices have explained by factors that are not explained in the model.

ANOVA analysis is used to scrutinize variance for it compares the variance between variables and tests whether the overall regression model is a good fit for the data. As indicated in a model summary is statistically significant at ($F=154.622$), ($P<0.001$) and it can be said that there is a relationship between salesperson personality, salesperson competence and salesperson work effort factors with salesperson performance under Ayat and Tsehay real-estate companies selling practices in Addis Ababa.

The regression analysis indicated that the explanatory variables selected factors such as salespersons' personality, salespersons' competence and salespersons' work effort factors had statistically significant contribution for salespersons' performance at 95% confidence level, since their p-values are .001, .001, and .001 and the significance level for them have less than 0.05 ($p<0.05$).

The selected explanatory variables like salespersons' personality, salespersons' competence and salespersons' work effort significance level were .001, 0.001, and .001 at $p<0.05$ respectively. This implies that all selected salespersons selling activity factors had a positive significant effect on salespersons' performance in Ayat and Tsehay real-estate companies of Addis Ababa. To summarize, salesperson work effort was the most significant factor in the real estate selling practices that determined the salespersons' performance as compared with salespersons' competency and salespersons' individual personality.

5.2. Conclusion

Based on the results of this study, the following conclusions were drawn. As indicated in the findings of this study salesperson work effort had strong positive and statistically significant correlation with salesperson performance in Ayat and Tsehay real-estate companies of Addis Ababa. The other factor salesperson competence and salesperson individual personality also had positive and statistically significant correlation with salesperson performance in the selected real-estate companies of Addis Ababa. Therefore, it is concluded that salesperson work effort was the most significant independent variable that had a significant statistical contribution to salesperson performance in Ayat and Tsehay real-estate companies under salesperson selling practices. Next to salesperson work effort, salesperson individual personality was the significant predictor for salesperson performance and had a significant contribution to selling practices in real-estate companies for this study.

Therefore, it is possible to conclude based on correlation analysis that the more salespersons invested personal effort on their selling work and salespersons have virtuous individual personality that more influence on their own selling performance within the expected level. Based on the aforementioned statement, it is possible to say that the respondents believe that the salesperson performance amenable under real-estate selling work should require an ability to handle hindrance factors that may be happened on salesperson personality, competency and work effort accurately, it has brought a significant change on salesperson performance in the real estate companies.

In regression analysis salesperson work effort factor had a strong significant influence on salesperson performance; this indicated that more availability salesperson work effort help to growth selling work and effectively perform of the salesperson in real-estate companies.

Therefore, it is concluded that when salesperson performance underlying in salesperson work effort, salesperson competency and salesperson individual personality factors had a significant effect on salesperson performance at the anticipated flat.

To clinch based on the results of the study, it is possible to conclude that salesperson's work effort, salesperson competency and salesperson individual personality factors could have positive significant effect on salesperson performance in selling work of real-estate companies. This study result affirmed that all three selected independent variables (salesperson work effort, salesperson competency and salesperson individual personality factors) have positive significant effect and contribution for the salesperson performance in the Ayat and Tsehay real-estate companies of Addis Ababa.

In conclusion, based on the respondents' response, it is can be noted that the salesperson work effort, salesperson competency and salesperson individual personality are diminished through time, there will be a low performance of the salesperson under real estate companies. Further, salesperson work effort was a pivotal factor for salesperson performance; therefore, the real estate company leaders should invest many facilities that may be improved salesperson performance by their real-estate selling work.

5.3. Recommendations

Depends on the findings of this study, the latter ideas have forwarded as recommendations that helps the real-estate companies besides others some concerned researcher. These suggestions are:

- First, experienced real estate company leaders should continuously support and empower to the naïve salespersons through frequently evaluates their selling competency to fit the expected level.
- Second, the experienced and naïve salespersons should improve their selling competence to provide appropriate service to the potential stakeholders and customers.
- Third, the awareness creation training should deliver to salespersons by the field expertise to improve salespersons individual personality for making virtuous ethic on the salesperson and compatible with the demographic factors of the customers in their work environment.
- Finally, the real estate companies are recommended to design incentive packages and create good working environment to motivate sales people to show high performance.

Recommendations future researcher:

The researcher recommends future study is required to construct on current body of knowledge and create a continuous upgrading of salesperson performance by revealing the existing salesperson works in real-estate selling practice by using qualitative research methods. Consequently, it is expected to growth the income of the real-estate companies and improves salesperson performance in line with the presetting organization objective.

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SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MARKETING MANAGEMENT

Appendix 1: Questionnaire

Dear Respondent, I am a student at St. Mary's University pursuing studies in masters of marketing management. The aim of this questionnaire is to collect data for a research entitled "Factors that Affecting for salesperson performance in Ayat and Tsehay real estate companies of Addis Ababa". The survey intended to evaluate the overall salesperson performance in real estate companies' administration and determinants factors for the salespersons activities. It will be a great contribution if you may complete all the items covered in the questionnaire since your opinion is of greatest significant. Dear respondent/s, I shall promise that information you are going to give here is very important for the study; and any information you provided in this questionnaire will be kept confidential and used only for this study.

Thank you in advance for your cooperation!

NB:

- Do not write your name
- Place a tick mark (✓) in the boxes
- Please, respond all questions
- For the Likert scale five alternatives are given abbreviated as: 5(SA)-Strongly Agree, 4(A)-Agree, 3(N)-Neutral, 2(DA) – Disagree and 1(SD) - Strongly Disagree in a box provided.

I. Respondents' Demographic Profile

Age: 18-30 ☐ 31-50, ☐ >50 ☐

Sex: Male ☐ Female ☐

Education: Diploma ☐ Degree ☐ Master's ☐

Position: Manager ☐ Team Leader ☐ Supervisor ☐ Customer Representative ☐

Department Sales ☐ Marketing ☐

How long have you been employed in a selling position----

How many hours per week did you devote to your job at real estate company -----

Part II: This part of the questionnaire intends to examine factors that affecting for salespersons performance in Ayat and Tsehay real-estate companies of Addis Ababa.

Please put a check mark (✓) under option that reflects your perception to the given statement.

I. Salespersons' individual personality factor

No	Items	5	4	3	2	1
		SA	A	N	DA	SD
1.	I am more comfortable with the outside environment and other people					
2.	I have accuracy and discipline at work					
3.	I have an attitude of openness to experience					
4.	I believe my personality helps me instill confidence in buyers					
5.	The company motivates me to be effective at work					
6.	I am open to seeing customer's problems from different angles					
7.	The company makes me feel more comfortable with the outside environment/other people					
8.	I use the existing information in a creative manner to sell products					
9.	This job allows me to use personal initiative or judgment in carrying out this work.					
10.	I belief in my own personal abilities to achieve my goal					

II. Salespersons' competency factor

No	Items	5	4	3	2	1
		SA	A	N	DA	SD
1.	I have the ability to resolve conflicts					
2.	I am able to make sales presentations well					
3.	I have a good product knowledge					
4.	Searching out new technologies processes. and techniques for use in performing my job					
5.	Improving solutions for novel problems					
6.	Generating and evaluating multiple alternatives for novel customer problems.					
7.	Trying to figure out innovative way of doing my sale job.					
8.	I feel confident that I can effectively change my planned presentation when necessary					
9.	I try to understand how one customer differs from another					
10.	I am very flexible in the selling approach I use.					

III. Salespersons' work effort factor

No	Items	5	4	3	2	1
		SA	A	N	DA	SD
1.	I am good at finding-out what customers want					
2.	I try very hard to improve my sales skills continuously.					
3.	I spend a lot of time learning new approaches for dealing with customers.					
4.	I try hard to find the best way to solve the selling problems I encounter.					
5.	I feel I am very capable at the task of selling.					
6.	It is easy for me to get customers to see my point of view.					
7.	I am confident of my ability to perform my job well.					
8.	I put in a great deal of effort to learn new selling approaches.					
9.	I feel have the capabilities to successful performance to this job.					
10.	I have significant autonomy in determining how I do my job.					

IV Salespersons' performance

No	Items	5	4	3	2	1
		SA	A	N	DA	SD
1.	Improve total sales target achievement					
2.	Increase in the number of customers					
3.	Contribution of sales target accomplishment within the set deadline					
4.	Increasing selling effort/ working harder resulted in an increase in unit sales volume /number of customers/ of the company					
5.	Sales target accomplishment within the set deadline					
6.	The company has shown sales growth compared to the previous years					
7.	The profitability of the company has shown improvement from time to time					
8.	I believe that the overall performance of the company has been enhanced.					
9.	I am effective in making sales presentation.					
10.	I have ample knowledge about my company products and customers' desire					