



**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**FACTORS AFFECTING SALESPERSON PERFORMANCE:  
THE CASE OF HIDASIE TELECOM**

**BY**  
**BIZUAYEHU FIREW MOSSA**

**FEBRUARY, 2022**  
**ADDIS ABABA, ETHIOPIA**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mesfin Workineh (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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\_\_\_\_\_  
Signature

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## **Acronyms/Abbreviations**

ANOVA      Analysis of Variance

SPSS        Statistical Package for the Social Sciences

HT          Hidasie Telecom

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## ***Abstract***

*This study aims to examine factors affecting salesperson performance in Hidasie-telecom. Accordingly, four factors (emotional intelligence, spiritual intelligence, personality and competency) are identified and examined toward salesperson performance. The research uses explanatory research design and a quantitative approach. For selecting sample of respondents' census method was used. Data were collected from 191 salespersons of Hidasie telecom by distributing 205 questionnaires, and the data analysis was processed by IBM SPSS statistical software version 23 and the data analysis was performed by employing inferential and descriptive statistics. To test the hypothesis, correlation and multiple regression analysis were conducted. Four major assumptions for multiple linear regressions were tested: multi-collinearity, linearity, normality and Homoscedasticity were found to be satisfactory. The finding of this study demonstrated that emotional intelligence, spiritual intelligence, personality and competency significantly affect the sales performance of Hidasie-telecom sales people. The finding specifically indicated that these factors explained the dependent variable by 71.40%. The study finally concludes that; the sales performance of Hidasie-telecom is significantly determined by these four factors. Therefore, the company should give adequate emphasis for these variables to enhance its salesperson performance.*

***Keywords:*** *emotional intelligence, spiritual intelligence, personality, competency, salesperson performance*

# CHAPTER ONE

## INTRODUCTION

This chapter presents an overview of the study. It includes background of the study, statement of the problem, research questions, objective of the study, significance, and scope of the study are broadly written.

### 1.1. Background of the study

For all business organizations, profit is a determinant factor for their existence in the ever changing business environment. The primary objective of a business undertaking is to earn profit. A business organization needs profit not only for its existence but also for expansion and diversification. Keeping other things remain constant, the profitability of business organization engage in selling products or goods depends on its sales.

In this competitive and dynamic world where we live in, to undertake the selling activities of an organization engage in sales, the role played by sales persons is immense and fundamental. Now a day, the sales force is becoming the center of the marketing universe for many organizations because of four reasons: relationship, revenues, service and implementation (Futrell, 1998). Basir, Ahmed, and Kitchen (2010) stated that salespersons are the foremost critical people within a firm's marketing communication process because salespersons occupy a boundary position in an organization. Salespeople are the company's personal connect to its customers (Kotler, 2012). Since sales persons might have better insight into developing trends than any other group some companies use salespersons to forecast or estimate future sales (Kotler, 2012). They represent the organization to customers, interact with them, underpin transactions, and serve as a mechanism to scan and monitor the external environment (Sohi, as cited in Basir et al., 2010).

Furthermore, advances in technology results in organizations facing environments that are extremely complex and dynamic. Moreover, consumers are getting smarter and expect the best from sellers to fulfill their demands and satisfy their needs (Atuahene-Gima & Micheal,

as cited in Basir et al., 2010). Accordingly, in the face of the competitive performance environment and the fast extension of essential scope of products and the need to sell in better approaches to new clients place (Lu, Yueh and Lin, as cited in Talkuder & Jan, 2017), thus, sales persons performance is essential to perform the organizational task efficiently (Hossain et al., as cited in Talkuder & Jan, 2017). The need to increase market share and be the preferred seller have motivated management to understand the factors underpinning salesperson performance. Meanwhile, sales performance has been one of the commonly used variables to gauge the salesperson performance (Morris et. al, as cited in Baris et al., 2010).

In addition, salesperson's performance is one of the key factors influencing sales volume, productivity, customer loyalty and unpredicted expenses (Buciuniene and Skudiene, as cited in Talkuder & Jan, 2017). According to Miao and Evans, salespersons performance in the business organization is vital since they deal with an essential money related, product and client data which could without much of a stretch be exchanged starting with one organization then onto the next (as cited in Talkuder & Jan, 2017). Thus, business people inspiration and responsibility to the organizations are basic variable in the long-term achievement of organizations.

The nature of business engages in price sensitive and many sellers, their dependency on major revenue is from sales. Personal selling is used more with complex, expensive, and risky goods and in markets with fewer and larger sellers (hence, business markets) (Kotler, 2012).

Furthermore, augmenting salesperson's performance through sales force motivation is a developing issue in telecommunication sector (Dutt, as cited in Talkuder & Jan, 2017). The telecommunication industry is growing rapidly despite of economic slowdown and competition worldwide (Uddin et al., as cited in Talkuder & Jan, 2017). Hence, salesperson higher performance in the sales organization is very essential to generate more profit in the organizations. Besides, this study is imperative since an effective performance of the salespersons is essential for developing a business organization (Dutt, as cited in Talkuder & Jan, 2017), but there were very few studies done on factors affecting sales persons

performance in the telecommunication industry as well as in sales organization in Ethiopia as the researcher assesses different researches undertaken in the country.

### **1.1.1. Background of Hidasie Telecom Share Company**

Currently, under Ethio telecom there are 147 distributors, of which 8 national distributor, 47 alternative channel, and 92 regional distributor, who sale its telecom products (Ethio Telecom, 2019). Accordingly, Hidasie Telecom Share Company (HT) is one of among those national distributors which engage in the sales of telecom products, i.e. outsourced by Ethio Telecom. The nature of the business is highly competitive since each sellers wants to maximize their sales and profit. Taking in to account the contribution of sales persons to an organization and the nature of business environment the company subject to this study, the researcher examines the factors that influencing the sales performance of the sales persons in the sales organization, i.e., Hidasie Telecom Share Company, in Ethiopia.

Hidasie Telecom was established in 2011 by the former Employees of the then Ethiopian Telecommunication Corporation (Hidasie Telecom, 2018). Its head quarter is located in capital city of Ethiopia, Addis Ababa. It was initially founded with a paid up capital of Br. 200,000. The company started its business activity by giving maintenance services of vehicles, bill collection, and administering public call offices of Ethio telecom based on contractual agreement. Shortly after its establishment, it is currently one of the leading national distributor and seller of rechargeable airtimes, SIM cards, mobile apparatuses and solar products. Besides, the company is currently engaged in janitorial services and telecom value added services.

As it is showed in the company's annual report of 2019/20, the company basing its head quarter in Addis Ababa is operating its business at the national level in 13 main district offices, about 124 area offices and in about 750 sales outlets. HT has 4,597 total numbers of employees. Out of these numbers 2,293 are permanent and 2,304 workers of different qualifications are also employed by the company as contract. In addition to this, the company accommodates about 2,100 sales persons. The company's paid up capital reaches Birr 303 million as of the budget closing end of 2019/20 annual report.

## **1.2. Statement of the problem**

A review by Spiro et al. 1990, found that sales performance is a result of the executed certain strategic role by salespeople with positive attitude, behavior and working culture like work intelligence or aggressiveness (Cited in Djoni, Oktaviani, and Kirbandoko, 2016). The performance of the sales force is a level at which salespeople can accomplish tasks or work well, reliably and effectively (Challagalla et al, as cited in Djoni et al., 2016). The role of salespersons creativity, which is defined as “new ideas generated and/or novel behaviors exhibited by the salesperson in performing his or her sales job activities” consistently with the behavioral importance in the literature, is an important determinant of sales performance and it has an effect on sales performance (Wang, 2000).

Basir et al. (2010) recognized that the skills possessed by sales persons play a significant role in relation to sales performance. A 1985 Churchill et al research had found that sales persons’ skill identified as determinant of sales performance (as cited Basir et al., 2010). With the category of three dimension of selling skills into three dimensions namely interpersonal skills, salesmanship skills and technical skills had been found be useful predictors of salesperson performance (Rentz et al., as cited in Basir et al., 2000) , and marketing skills as other predictors to a salesperson performance had been introduced (Schillewaert, as cited in Basir et al., 2000). The four dimensions of sales skills namely; interpersonal, salesmanship, technical and marketing skills influence on salesperson performance were examined and the result has been found there was a significant relationship between interpersonal skills and salesperson performance, but the remaining three dimensions were not supported by the study which were uncommon compared to the researches done previously (Basir et al., 2010). However, most studies on the effect of sales skills on sales performance had been undertook previously in developed countries (Basir et al., 2010).

Kotler (2012) states that sales force training is the effort an employer puts forth to provide sales persons job related culture, skills, knowledge, and attitudes that should result in improved performance in the selling environment. To drive higher sales performance it is effective that field sales representatives need to be trained the sales processes which make them



productive (Dalrymple and Cron, as cited in Tesfaye, 2018). Since salespersons play vital role in business organization, the relationship between salespersons training and performance still require more enhanced research (sheen, Naqvi and Khan, as cited in Tesfaye, 2018).

If management have appropriate attitude and involvement in training (Honeycutt et al., as cited in Tesfaye, 2018) sales training increase sales performance (Donaldson, as cited in Tesfaye, 2018). The study undertaken by Tesfaye 2018, although tried to assess the effect of training on sales performance the paper focused only on the methods and organizational support to training and its effect on sales performance. Additionally, the study stated that because of the nature of training, i.e. independent variable, it is difficult for him to imply the training effect on sales performance (Teskaye 2018).

The research conducted by Djoni et al. (2016) in Indonesia's Jabodetabek region revealed that incentives and rewards from sold products affect sales performance the direct selling business in PT Srirara Kanaka Pratama. But the satisfaction guarantee and training did not significantly affect the sales performance in PT Srirara Kanaka Pratama (Djoni et al., 2016). According to the research done by Talkuder & Jan(2017) on factors influencing sales persons' performance the case mobile service providers in Bangladesh, the result showed that organizational commitment and compensation had a significant relationship with salesperson performance, whilst, job satisfaction has not significant impact on sales persons' performance. Job satisfaction influence to salesperson's performance and turnover intentions is well-espoused (Johnson and Sohi, as cited in Talkuder & Jan, 2017).

The result of study examined by Buciuniene and Skudiene showed that organizational commitment has positive impact on salesperson's performance in the organization (as cited in Talkuder & Jan, 2017). Also, transformational leadership is important in relation to salespersons or employee's organizational commitment (Buciuniene and Skudiene, as cited in Talkuder & Jan, 2017). Furthermore, according to the study by (Zain and Jan, as cited in Talkuder & Jan, 2017), the findings revealed that organizational commitment has positive impact on tenure.

From different literature reviewed related to the topic of this paper: there were very few studies done on factors affecting salesperson performance in the telecommunication

industry as well as in sales organization in Ethiopia. Some previous studies tried to assess factors affecting salesperson performance by focusing on the methods and organizational support to factors and its effect on sales performance. Although existing research recognizes the importance of aspects of emotional and spiritual intelligence, but the role of emotional intelligence is not well explained in the literature on the performance of salesperson. Moreover, a study on the performance of salesperson has attracted much attention from various researches to find out the combination of effective factors, but the factors that influence the success of a salesperson's performance are still debated because they are determined by many factors.

Hence, based on the phenomenon and research gap, this study aims to examine the effect of emotional intelligence, spiritual intelligence, personality and competency on the salesperson performance in Hidasie Telecom.

### **1.3. Research Questions**

For the purpose of this study, the general research question is “what factors are determining the salesperson performance?” To get the solution of this question the following specific research questions are designed.

1. What is the effect of emotional intelligence on salesperson performance of Hidasie Telecom?
2. What is the effect of spiritual intelligence on salesperson performance of Hidasie Telecom?
3. How salesperson personality affects his/her performance in Hidasie Telecom?
4. What is the effect of salesperson competency on his/her performance in Hidasie Telecom?

### **1.4. Objective of the study**

#### ***1.4.1. General objective of the study***

The general objective of the study is to examine factors affecting salesperson performance.

#### ***1.4.2. Specific objectives of the study***

The specific objectives of this study were:

- To examine the effect of emotional intelligence on salesperson performance of Hidasie Telecom,
- To assess the effect of spiritual intelligence on salesperson performance of Hidasie Telecom,
- To study the effect of salesperson personality on his/her performance in Hidasie Telecom, and
- To analyze the effect of salesperson competency on his/her performance in Hidasie Telecom.

#### **1.5. Significance of the study**

The study will have practical and theoretical significances stated as follows:

- This study contributes to academics for reference and will encourage for further study in the areas of factors affecting salesperson performance.
- This study benefits Hidasie Telecom by knowing the factors affecting its sales persons' performance, develop policies and procedures that will help to boost its sales performance and will achieve its organizational goal.
- For the researcher, this study will be important and requirement for the partial fulfillment of Masters of Art in Business Administration. In addition it will give an opportunity for the researcher to apply theoretical knowledge acquired through the courses.

#### **1.6. Scope of the study**

Although salesperson performance is affected by many other variables, this study delimited itself only assessing on factors affecting salesperson performance by taking the variables such as emotional intelligence, spiritual intelligence, personality and competency.

With regard to location, the study was conducted on Hidasie Telecom Addis Ababa district

offices salespersons.

Moreover, this study employed explanatory research design to address the research questions and objectives. Thus, inferential statistics like correlation and regression analysis were used.

### 1.7. Definition of terms

The operational definitions of the variables involved in the study are provided in the following table.

**Table 1: Operational definition and indicators**

<b>Variable</b>	<b>Operational definition</b>	<b>Indicator</b>
Emotional Intelligence	The ability to understand self-emotions and feelings of yourself and others, and motivated yourself. (Goleman, 2000; Salovey and Mayer, 1990)	Self-regulation, Self-motivation, Social Relationship (AlDosiry et al., 2016; Sony and Mekoth, 2016)
Spiritual Intelligence	Intelligence to place behavior and life in the context of broader, richer, and more meaningful meanings. (Zohar and Marshall, 2000)	Honesty, Wisdom, Focus to contribution (Zohar and Marshall, 2000)
Personality	Basic individual characteristics expressed through ways of thinking, behaving and reacting to an individual's situation.(Setia, 2018)	Extraversion, Agreeableness, Openness to experience (Waheed et al., 2017)
Competency	The expertise possessed by a salesperson in carrying out work activities (Johlke, 2006)	Interpersonal skill, Salesmanship skill, Technical skill (Basir et al., 2010)
Salesperson Performance	Evaluation of activities carried out with the results obtained by marketing personnel based on targets achieved according to company's goal (Zakaria et al., 2017)	Contribute market share, High level of sales, Exceeding sales target (Aqmala and Ardyan, 2019; Basir et al., 2010)

### 1.8. Organization of the study

The study is organized as follows. Chapter one discuss the introduction of the study, chapter two discuss review of theoretical and empirical literature, chapter three discuss research methodology of the study, under chapter four results and discussion of the study are discussed, and chapter five discuss the findings, conclusions and recommendations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

This chapter review and discuss theoretical and empirical literatures on the factors affecting salesperson's performance and develop conceptual framework. Particularly, theories related to salesperson performance theories, determinants of salesperson performance and empirical literature.

#### 2.1. Theoretical literature

##### 2.1.1. *Sales performance*

As reviewed by Spiro et al. 1990, sales performance is a result of the executed certain strategic role by salespeople with positive attitude, behavior and working culture like work intelligence or aggressiveness (as cited in Djoni et al., 2016). Baldauf et al., in their review indicated that, sales performance includes two concepts, namely (1) the behavior displayed by the sales force, (2) the results obtained by the sales force (as cited in Djoni et al., 2016). The performance of the sales force is a level at which salespeople can accomplish tasks or work well, reliably and effectively (Challagalla et al, as cited in Djoni et al., 2016).

According to Wang (2000), sales performance is used as the salesperson's perception of his or her total attainment in sales, particularly in the quantity of sales attained, as compared with his or her fellow salespeople. As Tesfaye (2018) reviewed, sales performance is the basis for the evaluation of the desired outcome of any sales unit, personal selling and sales management. Sales persons as the activist and influencer of sales performance are very strategic in sale performance determination since they have interface between the firm and customers (Teskaye, 2018).

##### 2.1.2. *Salesperson performance*

As cited in Basir et al. (2010) salesperson performance refers to the extent to which a salesperson's contribution to achieving the organizations' sales objectives. For many companies, salespersons are the vital marketing tools in the interface between the

companies and their customers. Working at the interface between the organization and its environment, salespersons perform important boundary-spanning roles (Baldauf & Cravens, as cited in Basir et al., 2010). Good salespersons may offer substantial performance improvements in today's increasingly competitive business environment. A top-quality salesperson who maximizes revenues from current existing customers and systematically identifies and manages new prospects well will allow a business entity to grow faster than before.

According to Sales and Marketing management 1998, the importance of salesperson creativity is evidenced in numerous successful businesses; "An examination of the 25 best sales forces selected revealed a common characteristic of successful salespeople: they all emphasize creative, problem-solving approaches to selling(as cited in Wang, 2000). For the sales organization, finding and solving problems for the customer is a fundamental goal."

The sales force is a powerful driver of revenues, and because salespeople are entrusted with a company's most important asset—its relationship with its customers—they have a significant and often determining impact on an organization's success (Zoltners, Sinha, and Lorimer, 2009).

### ***2.1.3. Sales performance control theories***

#### **1. Agency theory**

Agency Theory describes how goals and objectives are aligned between principals (organization) and agents (salespeople) (Cited in WahlbergJärvenkylä, 2017).

"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. Here the authors refer to examples of using sales performance indicators, variable compensations and evaluation criteria (Wiseman, Gomez-Meija, 1998 as cited in WahlbergJärvenkylä, 2017).

## **2. Personal Selling**

The basic parts of a firm's promotional effort are personal selling, advertising, publicity, and sales promotion. Personal selling is defined as "the personal communication of information to persuade a prospective customer to buy something – a good, service, idea, or something else".

Personal selling messages have the potential to be more persuasive than advertising or publicity due to the face-to-face communication with customers. Personal selling is a critical component of marketing success. The personal selling is a process of the positioning of goods or services in the mind of a particular prospective customer. With increasingly fragmented markets, the role of personal selling becomes extremely important.

The role of personal selling will continue to be of overwhelming importance in the case of those companies operating in markets characterized by high volume customized goods and services with relatively long and complex decision making processes (Brooksbank, 1995, as cited in Jaramillo & Marshall, 2003).

### ***2.1.4. Determinants of Sales Performance***

The salesperson is an important element in the sales process (Abdullah and Wibisono, 2013; Williams, Spiro, and Fine, 1990). Salesperson performance is one of the factors driving the company's success (Aqmala and Ardyan, 2019).

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 (Purwanto, 2002).

Salesperson plays a key role not only in customer relationship management but also in understanding, creating, communicating and delivering value to customers, which in turn increases sales of company performance (Wisker and Poulis, 2015). Although the company has a

good product, without the support of its marketing and sales personnel were adequate, the product will be in vain (Adiyanto and Sunaryo, 2017).

A study on the performance of salesperson has attracted much attention from various researches to find out the combination of effective factors (Yakasai and Jan, 2015), but the factors that influence the success of a salesperson's performance are still debated because they are determined by many factors (Udayana, Farida, and Ardan, 2019).

Therefore, this study focuses on internal employees to identify the factors. Emotional intelligence contributes 80% of a person's success compared to intellectual intelligence (Goleman, 2000). Emotional intelligence is a strong factor for predicting performance (Rangarajan and Jayamala, 2014; Sastre Castillo and Danvila Del Valle, 2017; Vratskikh, Al-Lozi, and Maqableh, 2016). Wisker and Poulis (2015) argued that individual high emotional intelligence tends to show a higher level of performance results.

Muhammad Ali (2018) states emotional intelligence is the ability to realize and understand one's own emotions to understand the emotional reactions of others that produce better, deeper and stronger relationships.

Another intelligence that is believed to make someone work better, think creatively, and have a view is spiritual intelligence (Zohar and Marshall, 2000). Sulistiyani (2017) concluded spirituality in the workplace is work meaningfulness, work based on passion, delighted in the task of responsibility, solidarity, and harmony among employees.

It is proven by the significant positive impact on employee innovative behavior. Research by Ali (2018) showed that the higher the spiritual intelligence, the better the performance of human resources.

Although existing research recognizes the importance of aspects of emotional and spiritual intelligence (Malik and Tariq, 2016; Noermijati, Sunaryo, and Ratri, 2019; Sharma and Upadhyaya, 2018), but the role of emotional intelligence is not well-explained in the literature on the performance of salesperson (Kadic-Maglajlic, Vida, Obadia, and Plank, 2016).

The results of several studies state that emotional intelligence has a negative relationship with



employee performance (Baxter, Hayward, and Amos, 2008), meanwhile other research concluded that emotional intelligence does not directly influence the salesperson's performance (Wisker and Poulis, 2015). The results of other studies explained emotional intelligence has a direct and positive impact on creativity, but the influence spirituality intelligence is weak (Rodrigues, Jorge, Pires, and António, 2019).

Based on the phenomenon and research gap, this study proposed to integrates emotional and spiritual intelligence, personality and competency factors as factors that contribute positively to the human resources performance.

This study offers this specific idea with the following arguments: first, a salesperson with high emotional intelligence can manage emotions more effectively against the pressure of work targets imposed on him. Krishnan, Mahphoth, Ahmad, and A'yudin (2018) stated that competencies of emotional intelligence could actually affect employee performance in the workplace. Second, a salesperson that has the capability of intelligence to give meaning or value in the job will have the resilience to face and solve problems. Spiritual intelligence and personality traits are two important components and have a meaningful role in the organization (Farsani, Arofzad, and Hosaini, 2013; Sancoko, Setiawan, and Troena, 2019). Third, salesperson skills determine the success or failure of a company in achieving its goal. A salesperson that has good competence will produce good quality service to customers (Zakaria, Ferdinand, and Raharjo, 2017). Research by Punwatkar and Varghese (2014) showed that product knowledge, listening ability, convincing skills, handling objections, and interpersonal skills are the main competencies that affect salesperson performance.

Based on the explanation above, this study aims to examine the role of emotional intelligence, spiritual intelligence, personality and competency in improving the salesperson performance in Hidassie Telecom.

## **2.2. Empirical Review**

Research studies undertaken by different academicians based on the agency theory and organizational theory stipulated that sales performance is affected by many factors. So, for the purpose of this study, an empirical review of the variables which have been identified by the researcher is reviewed below.

### ***2.2.1. Emotional Intelligence and Salesperson Performance***

The concept of emotional intelligence has received great attention in organizational behavior and human resource management, especially in predicting employee performance. The research literature has recognized the relationship between emotional intelligence and human resources performance (AlDosiry, Alkhadher, AlAqraa, and Anderson, 2016; Mukti Ali, Sukoco, and Suaedi, 2018; Haryono, Rosady, and MdSaad, 2018; Mahmood, Arshad, Ahmed, Akhtar, and Rafique, 2015; O'Boyle Jr, Humphrey, Pollack, Hawver, and Story, 2011; Pettijohn, Rozell, and Newman, 2010; Vveinhardt, Bendaraviciene, and Vinickyte, 2019).

Emotional intelligence will produce better, deeper, and stronger relationships with customers in a business environment so that it is very beneficial for the company's marketing efforts.

Thus sales department employees are generally responsible for maintaining direct contact with customers, and employee emotional intelligence has an impact on sales that can improve business (Muhammad Ali, 2018).

### ***2.2.2. Spiritual Intelligence and Salesperson Performance***

In recent decades, spirituality in the workplace has gradually appreciated, because many leaders consider spirituality as a solution (Sheng and Chen, 2012). The work environment is filled with a meaningful work atmosphere that will explore brilliant ideas in order to enhance innovative behavior (Sulistiyani, 2017). Many studies show that applying a spiritual mindset in the workplace encourages creativity and innovation in workers and increases employee productivity, and leads to better overall organizational performance (Mahmood, Arshad, Ahmed, Akhtar, and Khan, 2018; Mahmood et al., 2015; Malik and Tariq, 2016; Marques, Dhiman, and King, 2005; Philippus, Afnan, Noermijati, and Achmad, 2016; Tischler, Biberman, and McKeage, 2002). Afsar and Badir (2017) explained spirituality in the workplace is encouraged by the willingness

of an employee to find the meanings and objectives in his work and strengthen their relevance to work and organization. Spiritual intelligence has a positive impact on the workplace as the results of creativity, skills, abilities, values and personality according to the demands of the organization.

### ***2.2.3. Personality and Salesperson Performance***

Retnawati and Nuryakin (2016) define the performance of salespeople as various measures of success based on what the company decides. Abidin (2016) stated one of the important factors that affect the performance of an employee is personality. Many research such as Yang and Hwang (2014), explained that personality has a significant positive effect on employee performance. Study Salleh and Kamaruddin (2011) showed two dimensions of personality, namely high self-efficacy and self-monitoring attributes, related to the salesperson performance of insurance agents. Saeed and Siddiqui (2018) concluded the nature of Muslim personality which consists of piety, forgiveness, and truth has a significant positive effect on sales performance. Kawiana, Dewi, Martini, and Suardana (2018) also suggested that there was an influence of personality on Bank employee's performance in Bali.

### ***2.2.4. Competency and Salesperson Performance***

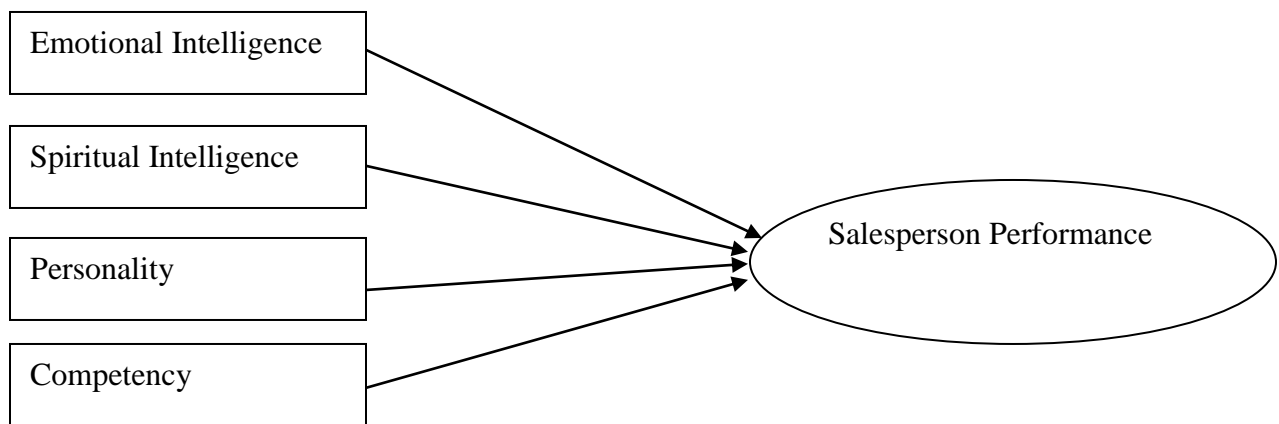
Basir, Ahmad, and Kitchen (2010) stated that there are many factors that contribute to the performance of salespeople; however, the skills of salespeople play an important role in seller performance. The resulting study of Basir et al. (2010) on the salesperson's performance revealed that the influence of interpersonal skills positively affecting the performance.

Punwatkar and Varghese (2014) stated that competence, namely skills and abilities, plays a vital role in job responsibilities by an individual in a particular professional field that leads to job performance. Rajan and Srinivasan (2015) found that product and customer knowledge, also competitive knowledge plays an important role in increasing sales force in the Indian Pharmaceutical Industry. Zakaria et al. (2017), based on it study stated that achieving higher sales performance can be done by a process where the salesperson's technical competencies which consist of product knowledge, competitor products, unique product selling points and their benefits, have a positive effect on the salesperson performance. These results are reinforced by the study of Amalia, Riyanto, and Farouk (2018) which showed interpersonal skills,

salesmanship skills, and technical skills have a positive and significant effect on salesperson performance.

### 2.3. Conceptual Framework

As indicated on the review of related literature many researchers have indicated that the independent variables, (emotional intelligence, spiritual intelligence, personality and competency) have positive relationship with salespeople Performance. The entire hypothesizes is derived from the review of related literature and summarized in the following figure.



**Figure 1: Conceptual framework of the study**

Source: Adopted from Asyhari and Sitty, 2020.

### 2.4. Research Hypotheses

**H<sub>1</sub>:** Emotional intelligence has a positive effect on salesperson performance.

**H<sub>2</sub>:** Spiritual intelligence has a positive effect on salesperson performance.

**H<sub>3</sub>:** Personality has a positive effect on salesperson performance.

**H<sub>4</sub>:** Competency has a positive effect on salesperson performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research approach**

There is a tendency to divide research into qualitative and quantitative, when approach to research has been considered as the criteria of classification. Qualitative research involves studies that do not attempt to quantify the results through statistical summary or analysis. Quantitative research is the systematic and scientific investigation of quantitative properties, phenomena and their relationship. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. Thus, this research was use quantitative approach which involves statistical models such as means, standard deviations, correlations, and regressions analysis.

#### **3.2. Research design**

This research design focuses more on the end product of the research problem; methodology pays more attention to the research process and the kinds of tools and procedures to be used. According to (Saunders, Lewis and Thornhill, 2007), suggest an explanatory study type of research design for researches that study "...a situation or a problem in order to explain the relationships between variables." So, since this study has the objective to gain a deeper understanding on factors affecting salesperson performance, by evaluating the relationship among different variables, therefore, the researcher has employed an explanatory research design.

#### **3.3. Target population**

Hidasie telecom has 13 district offices and 124 area offices in Ethiopia. For the purpose of this study the researcher selected as target population two district offices and 20 area offices; these are targeted because of their large area coverage and hold large number of salesperson. Accordingly, the targeted offices have 205 salesperson and taken as targeted population of the study.

### **3.4. Sample size & sampling techniques**

To draw sample respondents from a population purposive and simple random sampling techniques was used. From the total 13 district offices and 124 area office of Hidasie Telecom, the researcher employed purposive sampling. Hence, two district offices in Addis Ababa and 20 area offices were selected. Accordingly, the total numbers of sales persons under the selected offices are 205 in number and the researcher considered all of them as respondents of the study.

### **3.5. Data source and instruments**

This study was used primary data and secondary data. For the primary data a questionnaire survey instrument was employed. The questionnaire was structured as it is the case in quantitative research design. The primary data was collected from 205 sales persons, which is considered sufficiently representative picture of the study area.

Since the study was employed structured questionnaire, it includes content with general information and Likert scale. The general information includes; age, gender, years of sales experience, educational background, educational level and income of the respondents. The questionnaire used structured as it is the case in quantitative research design. The study used a five point Likert Scale from (1) strongly disagree to (5) strongly agree. To measure all the variables, the researcher directly took up highly validated measurements from different researchers which are organized into one by Rahman (Rahman, 2014).

The secondary sources of data were gathered mainly from Hidasie telecom sales and marketing department, website of the company, published and unpublished ways.

### **3.6. Procedures of Data Collection**

#### ***3.6.1. Questionnaire Survey***

The questionnaires' was prepared with one languages i.e., English and translated to Amharic. After preparation of questionnaire, by adopting and adapting from related studies; formats, sequences and instruments was evaluated by academic advisor prior to the data collection so as to maintain the validity of the instruments. Then after, before the distribution and

collection of the survey questions to the total sample populations, reliability test was performed with the standard reliability test instrument.

On the data collection time, questionnaire was delivered by hand to each respondent in a convenient and available ways. Some late respondents were reminded by the researcher and delegated persons via walk-in and on the phone call. And all the hand it back questionnaires was checked by the researcher for incompetency, missed values and other types of errors. Therefore, the proper ones were used in the analysis of the study.

### **3.7. Validity and Reliability Test**

#### **3.7.1. Validity**

Since validity of a research study is a conceptual and scientific soundness, the test focused on eliminating or minimizing the effect of extraneous influences, variables and explanations that might detract the accuracy of the ultimate findings. After the researcher has constructed the questionnaire, pre-testing was done with persons who have knowledge of the area by allowing them to read it. Then the instrument was evaluated by academic advisor prior to the data collection so as to maintain its validity and to increase the accuracy and usefulness of the findings, in which it allows greater confidences of the study.

#### **3.7.2. Reliability Test**

Reliability refers to the consistent of measurements throughout the entire finding of the study and it is a determination of obtaining the same result with in the sample of respondents. Therefore, the reliability checks for internal consistency of variables were done by using Cronbach's Alpha coefficient.

According Zikmund et al. (2010) coefficient alpha ranges in value from 0, meaning no consistency, to 1, meaning complete consistency (all items yield corresponding values). Generally speaking, scales with a coefficient  $\alpha$  between 0.80 and 0.95 are considered to have very good reliability. Scales with a coefficient  $\alpha$  between 0.70 and 0.80 are considered to have good reliability, and an  $\alpha$  value between 0.60 and 0.70 indicates fair reliability. When the coefficient  $\alpha$  is below 0.6, the scale has poor reliability.

Since performing internal consistency test makes a greater confidence on the reliability of the entire findings of the research, the survey result indicates in the below table that there is fair and an acceptable and “very good” internal consistency of each independent variable’s parameters used. And the study has the sum of the overall variables average Cronbach’s alpha value of ( $\alpha = .914$ ) and the reliability test of the study is located on “Acceptable” range.

**Table 2: Cronbach's Alpha Reliability Test**

<b>Reliability Statistics</b>			
Variables	Cronbach's Alpha Values	N of Items	Reliability of Range ( $\alpha$ )
Emotional Intelligence	.802	12	Very Good
Spiritual Intelligence	.647	6	Fair
Personality	.604	4	Fair
Competency	.822	5	Very Good
Salesperson Performance	.728	6	Good
Overall	.914	33	Very Good

*Source: Survey Result, 2021*

The lowest Alpha registered is .604 (personality) and the highest is .822 (Competency). Therefore, it can be inferred that all measures are internally consistent.

### **3.8. Method of data Analysis**

As the data collection method was quantitative and qualitative, the data analysis was performed by inferential and descriptive statistics. The data analysis was processed by IBM SPSS statistics (statistical Package for social scientists) software version 23, which is purposefully prepared for helping the finding using statistical analysis.

#### **3.8.1. Descriptive Statistical Analysis**

After validity test and the data collection, the collected data was analyzed and the final report was produced through central tendency measurements (frequency and frequency distribution, valid & cumulative percentage and mean). In addition to this, with the help of SPSS, figures and tabular explanations was used to present the result.



### **3.8.2. Inferential Statistical Analysis**

In inferential statistical analysis; correlation and multiple linear regression method was utilized using statistical package for social sciences (SPSS) software. These statistical tools usage and methods of presentation are described as follows.

#### **1. Correlation**

Correlation ( $r$ ) is used to describe the degree of relationship among two variables. Since all variables are measured as an interval level, Pearson product moment correlation was used.

Correlation “ $r$ ” outputs are always lies between -1.0 and +1.0 and if “ $r$ ” is negative, there exists a negative relationship between the variables; if it's positive, the relationship is positive. While computing a correlation, the significance level shall be set at 95% with alpha value of  $< 0.05$ .

#### **2. Multiple Regression Analysis**

Multiple regression analysis is a major statistical tool for predicting the unknown value of a variable from the known value of two or more variables. And it is about finding a relationship between variables and forming a model. The Model was developed using four independent variables, which have influences on a salesperson performance.

$$Y(x) = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where  $Y$  is the response and the independent variables are those which explain the response ranges from  $X_1$  to  $X_4$ .

Where:

$Y$ = salesperson performance

$X_1$ = Emotional intelligence

$X_2$ = Spiritual intelligence

$X_3$ = Personality

$X_4$ = Competence

$\epsilon$  = Error Term

### **3.9. Ethical considerations**

In order to keep the confidentiality of the data given by respondents, the respondents was not require writing their name and assured that their responses was treated in strict confidentiality. On reviewing related literatures and on writing findings, analysis and interpretation, the

confidentiality of the prior findings, publications and other written or non-written material which are helpful throughout the study was remained confidential, sited well and the data was kept for a reasonable period of time.

Moreover, some problems related to the participation in the study were predicted to occur as well. Due to the fact that sales peoples are usually limited in time and bound to perform their organizational tasks it might be problematic for them to be involved in the survey, to overcome this issue the questionnaires was relatively time saving, effective, easy to answer and precise.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter present and reveal the findings and statistical analysis used to evaluate the research question that are established in chapter one. The data was coded and edited for correcting omissions and errors and finally prepared for analysis. This chapter has two parts: the primary part deals with the demographic characteristics of the respondents and also the second part presents the analysis and interpretation the determinants of salesperson performance.

#### 4.1. Response Rate of questionnaire distribution

The respondents were given 205 questionnaires and 191 (93.17%) of Hidasie Telecom sample respondents completed and returned the questionnaire just in time while the remaining 14 (6.83%) of them didn't return. Therefore, since the response rate is 93.17%, the following analysis was made on the 191 responses of respondents.

#### 4.2. Demographic characteristics of respondents

A demographic characteristic of respondents working in Hidasie Telecom at Addis Ababa district offices is summarized by the following table.

**Table 3: Demographic Characteristic of Respondents**

Variables	Description	Frequency	Percentage
Gender	Male	89	46.6%
	Female	102	53.4%
Age	< 25 Years Old	9	4.7%
	25 – 35 Years Old	115	60.2%
	36 – 45 Years Old	54	28.3%
	> 45 Years Old	13	6.8%

Education	High School Certificate	28	14.7%
	Diploma	89	46.6%
	BA Degree	71	37.2%
	Masters and Above	3	1.6%
Sales Experience	<1 Year	3	1.6%
	1 – 3 Years	25	13.1%
	3-5 Years	79	41.4%
	>5 Years	84	44.0%

*Source: Survey Result, 2021*

It is important to note that, based on the data indicated above in table 3 the researcher can infer that majority of the salesperson in Hidasie telecom in terms of gender 102 (53.4%) of them are females. Besides, as can be observed from the table 3 above, in terms of age group the majority of 115 (60.2%) of the employees were in the age of 25 to 35 years. From this one can understand that most of the Hidasie Telecom salesperson employees were fall in the age of 25 to 35 years. This implies, the majorities of the employees are relatively young, at working age interval and fit to take activities of salesperson responsibilities.

From the table 3 shown above regarding educational level of respondents, majority of them, which is 89 (46.6%), hold diploma. From this result one can realize that significant numbers of the Hidasie Telecom, salesperson employees hold diploma education level. The low level of employees in academic qualification may contribute to inefficient and ineffective performance and this boldly affects the performance of salesperson because of the current dynamic nature of telecom products. Regarding data presented in table 3 above, a significant number of respondents that were 84 (44%) of the employees were serving their company more than 5 years while others 79 (41.4%) of the employees were serving their company within the service rage of 3 to 5 years. Besides, the remaining proportion of employees 25 (13.1%) and 3 (1.6%) were serving their

company in the range of 1 to 3 years and less than 1 year, respectively. Thus, the above data clearly illustrates that majority of the Hidasie Telecom salespeople employees have reasonably adequate experiences to carry out responsibility and to provide sufficient information about what is going on in their perspective company. Moreover, an experienced employee can influence his/her fellow counterparts/work colleagues to strive to bring and align their effort with their company goals, mission as well as vision.

From table 3 indicated above, with regard to qualification of respondents, majority of the respondents qualification is Accounting discipline 96 (50.3%), marketing, management and economics qualification holder are 29 (15.2%), 17 (8.9%) and 11(5.8%), respectively. Moreover, 38 (19.9%) of the salesperson qualification is non-business field. From this one can infer that majority of the salesperson qualification is business related field of study. However, the numbers of salesperson directly studying marketing are few in number. This implies that, there is a need for training on marketing area for the salespeople to equip with salesmanship skill.

### **4.3. Analysis of Collected Data Related to factors affecting salesperson performance**

In this section, perceptions of respondents towards factors affecting salesperson performance were presented. For the purpose descriptive statistics mean and standard deviation were employed to measure their perception on the variables provided for them to rate. Moreover, inferential statistics like correlation and regression were employed to test the effect of those independent variables on the sales performance of the employees.

#### **4.3.1. Descriptive Analysis**

Table 4 below shows that among the emotional intelligence components, while the respondents significantly agreed on all the components their agreement on: they do not lose control while attending any customer ( $M = 4.53$ ,  $SD = 0.961$ ); they have sufficient levels of energy to ensure the completion of targets ( $M = 4.51$ ,  $SD = 0.570$ ); they are aware of the impact their mood have on the customer ( $M = 4.51$ ,  $SD = 0.597$ ); they do not become despondent (hopeless) when things go wrong ( $M = 4.45$ ,  $SD = 0.751$ ) and they are able to manage emotion when carrying out work ( $M = 4.43$ ,  $SD = 1.002$ ) are to great extent. Since the response results found for the

aforementioned question items mean score is greater than 4, there is high agreement on the statement. This result implies that the salesperson of Hidasie Telecom recognize, manage and control their emotional intelligence which help them to deal with their customer smoothly.

**Table 4: Emotional Intelligence perception of respondents**

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
I am able to recognize my emotions	191	2	5	4.23	1.056
I am able to manage emotion when carrying out work	191	1	5	4.43	1.002
I do not lose control while attending any customer	191	1	5	4.53	.961
I have sufficient levels of energy to ensure the completion of targets	191	3	5	4.51	.570
I am aware of the impact my moods have on the customer	191	3	5	4.51	.597
I am able to balance my short and long term goals effectively	191	2	5	3.95	.766
I do not become despondent (hopeless) when things go wrong	191	1	5	4.45	.715
Before making a decision I listen to the views of others	191	3	5	4.18	.747
I am aware when others staff members are upset or having any problem	191	1	5	4.00	1.110
I take into account the input received from others when making a decision	191	2	5	4.16	.868
I take initiatives to resolve others problems	191	2	5	3.98	1.008
I can accept criticism with an open mind	191	2	5	4.16	.868
Valid N (listwise)	191				

*Source: Field survey, 2021*

From table 5 indicated below, one can observe that among the spiritual intelligence components, while the respondents significantly agreed on all the components their agreement score is relatively high among others on: I have the integrity to commit with truth and honesty (M = 4.75, SD = 0.587); My ability to find meaning and purpose in life helps me adapt to stressful situations (M = 4.48, SD = 0.826); I am aware of a deeper connection between myself and other people (M

= 4.18, SD = 0.801); I recognize qualities in people which are more meaningful than their body, personality, or emotions (M = 4.13, SD = 0.915) and When I experience a failure, I am still able to find meaning in it (M = 4.06, SD = 0.853). This result, the mean score which is greater than 4 for the statements mentioned above, implies that the salesperson of Hidasie Telecom have high spiritual intelligence to place behavior and life in the context of broader, richer, and more meaningful way.

**Table 5: Spiritual Intelligence perception of respondents**

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
I have spent time contemplating the purpose or reason for my existence	191	1	5	3.61	1.413
I have the integrity to commit with truth and honesty	191	2	5	4.75	.587
My ability to find meaning and purpose in life helps me adapt to stressful situations	191	1	5	4.48	.826
I am aware of a deeper connection between myself and other people	191	3	5	4.18	.801
When I experience a failure, I am still able to find meaning in it	191	2	5	4.06	.853
I recognize qualities in people which are more meaningful than their body, personality, or emotions	191	1	5	4.13	.915
Valid N (listwise)	191				

*Source: Field survey, 2021*

Table 6 shown below presents the respondents response on their perception of personality and one can observe that the respondents significantly agreed that they rarely feel nervous or worried at work place (M = 4.47, SD = 0.845); they are more comfortable with the outside environment and other people (M = 4.17, SD = 0.942); they have accuracy and discipline at work (M = 4.46, SD = 0.856) and they have an attitude of openness to experience (M = 4.67, SD = 0.689). The mean scores result, which is greater than 4, for the statements given above implies that the salesperson of Hidasie Telecom have high and positive perception to their basic individual characteristics expressed through ways of thinking, behaving and reacting to an individual's situation.

**Table 6: Personality Perception of respondents**

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
I rarely feel nervous or worried at work place	191	1	5	4.47	.845
I am more comfortable with the outside environment and other people	191	1	5	4.17	.942
I have accuracy and discipline at work	191	1	5	4.46	.856
I have an attitude of openness to experience	191	1	5	4.67	.689
Valid N (listwise)	191				

Source: Field survey, 2021

Table 7 presents the respondents response on their perception of competency and it is observed that the respondents significantly agreed that they have the ability to resolve conflicts with customers (M = 4.49, SD = 0.680); they are able to make sales presentations very well (M = 4.44, SD = 0.921); they have good product knowledge to present for customers (M = 4.17, SD = 0.942); they can explain the benefits of what they are selling to the buyer (M = 4.41, SD = 0.919) and they are being warm and genuine with customers (M = 4.41, SD = 0.919). Since the mean scores of the statements mentioned above are greater than 4 for each, the result implies that the salesperson of Hidasie telecom possessed high expertise in carrying out work activities.

**Table 7: Competency perception of respondents**

Descriptive Statistics					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
I have the ability to resolve conflicts with customers	191	1	5	4.49	.680
I am able to make sales presentations very well	191	1	5	4.44	.921
I have good product knowledge to present for customers	191	1	5	4.17	.942
I can explain the benefits of what I am selling to the buyer	191	1	5	4.41	.919
I am being warm and genuine with customers	191	1	5	4.47	.845
Valid N (listwise)	191				

Source: Field survey, 2021



From table 8 one can observe that among the sales performance components, while the respondents significantly agreed on all the components their agreement score is relatively high among others on: My Contribution of sales target accomplishment within the set deadline is high (M = 4.67, SD = 0.689); I exhibited increments in the number of customers served (M = 4.41, SD = 0.919); I am one of the highest performers in terms of planning and time management in my team (M = 4.16, SD = 0.868); I quickly sale high volume of products of my organization (M = 4.12, SD = 0.1.014) and I have the ability to reach the sales target set by my department (M = 4.07, SD = 0.976). The mean score results for the above statements is greater than 4, which implies that the salesperson of Hidasie telecom perceived their sales performance achievement is high based on targets achieved according to company's goal.

**Table 8: Sales Performance perception of respondents**

<b>Descriptive Statistics</b>					
Statements	N	Minimum	Maximum	Mean	Std. Deviation
I quickly sale high volume of products of my organization	191	1	5	4.12	1.014
I have the ability to reach the sales target set by my department	191	1	5	4.07	.976
I am one of the highest achiever in my department	191	2	5	3.93	.976
I am one of the highest performers in terms of planning and time management in my team	191	2	5	4.16	.868
My Contribution of sales target accomplishment within the set deadline is high	191	1	5	4.67	.689
I exhibited increments in the number of customers served	191	1	5	4.41	.919
Valid N (listwise)	191				

*Source: Field survey, 2021*

#### **4.3.2. Inferential statistics analysis**

To test the hypothesis formulated in chapter two and achieve specific research objective of the study, a multiple regression analysis was conducted and presented as follows.

### 4.3.2.1. Correlation

Correlation shows how the strength or the magnitude and direction of the variable relationship with each other. The linear relationship between variables can be measured by correlation coefficient (R), which is commonly called as Pearson product moment correlation. Pearson’s “R” mainly measures the data from the interval or ratio level and used to measure based on the deviation from the mean.

**Table 9: Correlation matrix**

		Correlations				
		Spiritual Intelligence	Personality	Emotional Intelligence	Competency	Sales Performance
Spiritual Intelligence	Pearson Correlation	1	.589**	.457**	.678**	.670**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	191	191	191	191	191
Personality	Pearson Correlation	.589**	1	.340**	.876**	.752**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	191	191	191	191	191
Emotional Intelligence	Pearson Correlation	.457**	.340**	1	.498**	.531**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	191	191	191	191	191
Competency	Pearson Correlation	.678**	.876**	.498**	1	.820**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	191	191	191	191	191
Sales Performance	Pearson Correlation	.670**	.752**	.531**	.820**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	191	191	191	191	191

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

Source: Field survey, 2021

The study used the Pearson’s coefficient of correlation (r) to study the correlation between the study variables. From the table 9, it was observed that there was a positive correlation between

spiritual intelligence and sales performance with a correlation  $r = 0.670$ , there is also a positive correlation between personality and sales performance with correlation value of  $r = 0.752$ , a positive correlation between emotional intelligence and sales performance with a value of  $r = 0.531$  and a positive correlation between competency and sales performance with a correlation value of  $r = 0.820$ . This shows that there was positive correlation between emotional intelligence, personality, spiritual intelligence, competency and sales performance.

#### 4.3.2.2. Multiple Regression Assumption Test

Before running the multiple regression analysis the major assumptions for the model were tested: linearity, normality, multi-collinearity and independence of residuals (Hair et al. 1998: 69).

##### 1. Assumption 1- Multi-collinearity

Collinearity diagnostics was performed on the variables as part of the multiple regression procedure. Two values are obtained, Tolerance and VIF.

If the tolerance value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multi-collinearity. The other value is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). The VIF value less than 10 indicated that there is no multi-collinearity problem in the model.

Therefore, the multi-collinearity statistics presented below in table 10 revealed the Tolerance value greater than 0.1 and VIF value significantly below 10. This shows that there was no multi-collinearity problem with in the model.

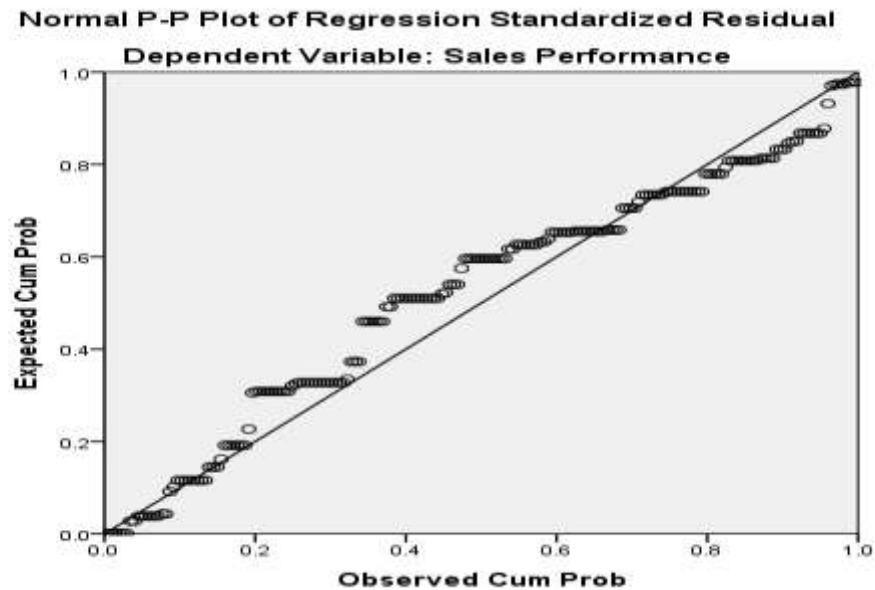
**Table 10: Multi-collinearity assumptions**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Spiritual Intelligence	.521	1.919
Personality	.220	4.547
Emotional Intelligence	.686	1.458
Competency	.169	5.930

*Source: Field survey, 2021*

## 2. Assumption 2-Linearity Relationship

The other assumption for computing multiple regressions is the linearity relationship tests between dependent and the independent variables. The assumption of the linearity is that there is a straight-line relationship between two variables. It represents the degree to which the change in the dependent variable is associated with the independent variable. Accordingly, the test for this study depicted in the following figure 2 showed that a linear relationship exists for each dependent variable and their independent variables in the study. So, linearity of the relationship assumption was met.



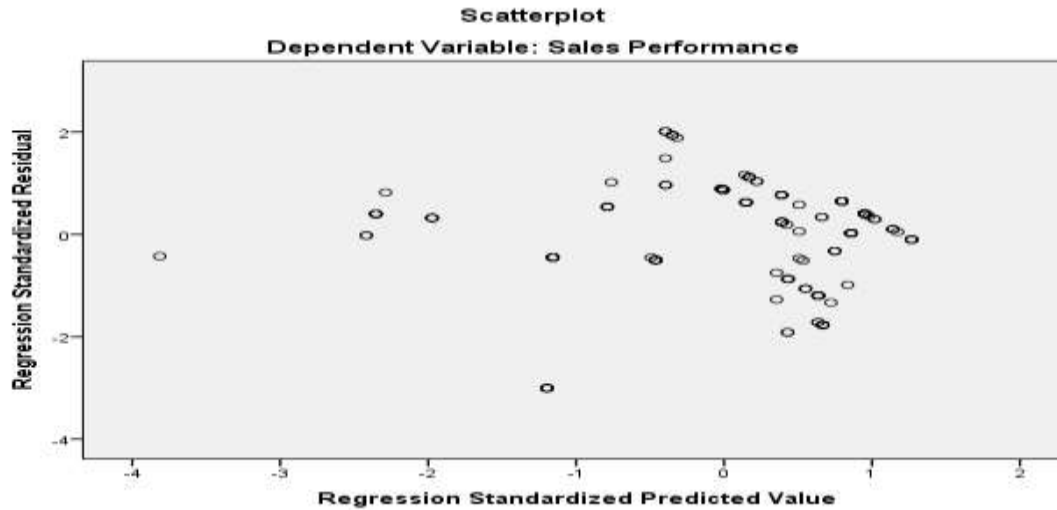
**Figure 2: Linearity assumption**

*Source: Field survey, 2021*

## 3. Assumption 3- Homoscedasticity

This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regressions standardized predicted value. The homogeneity of the variance (equal variance) is an assumption for computing multiple regressions in which the model errors are generally assumed to have an unknown but finite variance that is constant across all levels of the predictor variables.

From the scatter plot figure 3 below the visual inspection of the average results of the dependent variable sales performance and its determinants is constructed. Homoscedasticity is not really a pressing problem of this particular study.

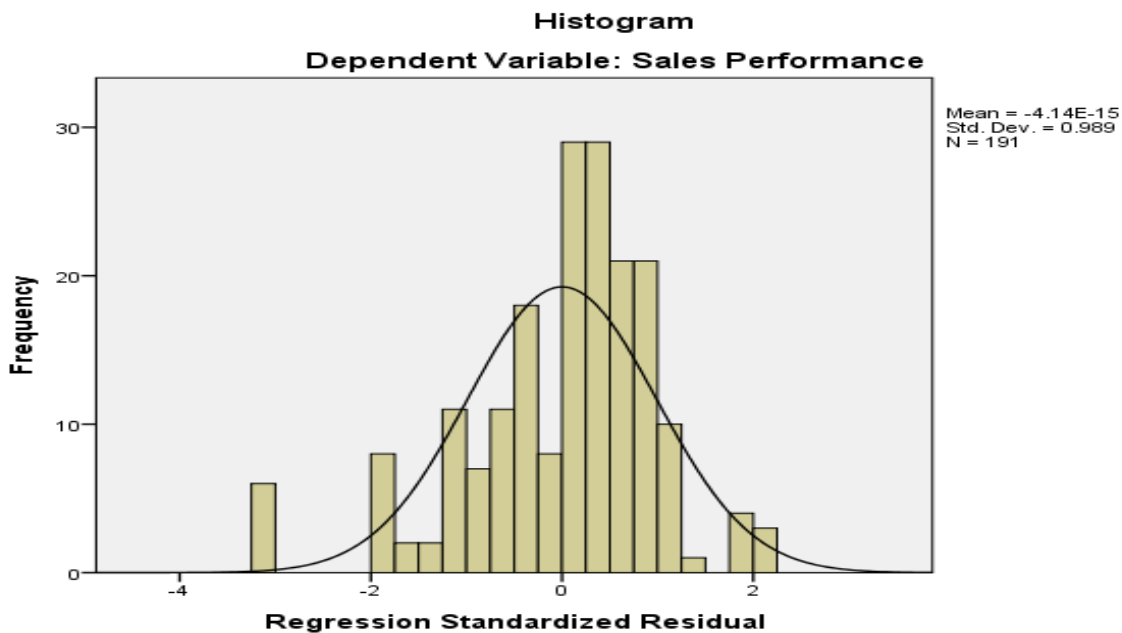


**Figure 3: Scatter plot for dependent variable (sales performance)**

*Source: Field survey, 2021*

#### 4. Assumption 4- Normality Distribution

Screening continuous variables for normality is an important early step in almost every multivariate analysis, particularly when the inference is goal. This assumption shows in the Multiple regressions require the independent variables to be normally distributed. As showed in the following histogram figure 4 the independent variables are normally distributed.



**Figure 4: Normality test**

*Source: Field survey, 2021*

A multiple linear regression is an appropriate statistical analysis when the goal of the research is to investigate the predictive relationship between a predictor (independent) variable and a continuous criterion (dependent) variable (Tabachnick & Fidell, 2012). Accordingly, to test the relationship between factors affecting salesperson’s performance and their perception of performance the following regression analysis were used.

From Table 11 the regression model summary of dependent and independent variables result indicated that the factors emotional intelligence, spiritual intelligence, personality and competency of the salespeople explained their performance by adjusted  $R^2= 71.40\%$ , which is significant at  $p\text{-value} < 0.01$ . This indicated that those factors used in this research to identify the determinants of salesperson’s performance are the major one and the rest 28.6% predictors of salesperson’s performance are not included in this research.

**Table 11: Regression Model Summary**

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.848 <sup>a</sup>	.720	.714	.31818	.720	119.346	4	186	.000

a. Predictors: (Constant), Competency, Emotional Intelligence , Spiritual Intelligence, Personality

b. Dependent Variable: Sales Performance

Source: Field survey, 2021

Table 12 of the ANOVA table below presents analysis for the determinants of salesperson’s performance and helps to measure appropriateness of the model fitness employed.

Based on the regression results in the table 11, the significant value is 0.000, which is  $P < 0.01$ , thus the model is statistically significant at F- value of 119.346 in predicating the relationship between independent variables and salespeople performance. Therefore, the result supported appropriateness of the model fitness employed.

**Table 12: ANOVA Table**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.330	4	12.083	119.346	.000 <sup>b</sup>
	Residual	18.831	186	.101		
	Total	67.161	190			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Competency, Emotional Intelligence , Spiritual Intelligence, Personality

*Source: Field survey, 2021*

From the coefficient table 13 below depicts that all the independent variables of the model statistically significantly affect the dependent variables. It is observed that the beta value of emotional intelligence is 0.197, which is statistically significant at (t-test= 3.460 and p- value < 0.001). This implies emotional intelligence of salespeople has significant effect on their sales performance.

With regard to spiritual intelligence, as indicated in the table 13 below, it significantly determine the performance of salespeople of Hidasie telecom at beta value of 0.187, t-test = 3.284 and p- value < 0.001. In addition, the table indicated the personality of salespeople also significantly affects the sales performance of salespeople at beta value of 0.228, t-test = 2.626 and p- value < 0.009. Moreover, table 13 indicated the competency of the salespeople also has a positive significant effect on their performance with beta value of 0.385, t-test = 4.537 and p- value < 0.000.

Based on the results of the below regression coefficient spiritual intelligence, personality, emotional intelligence and competency factors have positive significant effect on the performance. Therefore, all factors can determine positively and significantly the sales performance of Hidasie telecom employees.

**Table 13: Coefficient table**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.104	.258		-.404	.687		
	Spiritual Intelligence	.187	.057	.177	3.284	.001	.521	1.919
	Personality	.228	.087	.217	2.626	.009	.220	4.547
	Emotional Intelligence	.197	.057	.162	3.460	.001	.686	1.458
	Competency	.385	.085	.429	4.537	.000	.169	5.930

*Source: Field survey, 2021*

Based on the multiple regression analysis the hypothesis made in chapter two was summarized in the following table 14.

**Table 14: Summary of hypothesis tested**

Statement of Hypothesis	Accepted/rejected
H1. Emotional intelligence has a positive effect on salesperson performance.	Accepted
H2. Spiritual intelligence has a positive effect on salesperson performance.	Accepted
H3. Personality has a positive effect on salesperson performance.	Accepted
H4. Competency has a positive effect on salesperson performance.	Accepted

*Source: Field survey, 2021*

#### **4.4. Discussion of the results**

The main objective of this study is to determine factors affecting salesperson's performance in Hidasie telecom by considering variables like emotional intelligence, spiritual intelligence, personality and competencies. Based on data analysis result, it was found that all the four hypotheses tested were supported, that competency has the strongest influence on salesperson performance followed by personality, emotional intelligence and spiritual intelligence. Hence, the finding support study by Arti (2018) which demonstrated emotional-spiritual intelligence has a significantly positive effect on performance of human resource (Cited in Asyhari and Sitty, 2020). Furthermore, it is supported by Zakaria et al. (2017) which concluded that competency have a positive influence the performance of salesperson's.



It can be seen that the salesperson ability to understand self-regulation, self-awareness, self-motivation, social responsibility and empathy are the vital abilities for their performance. The result of this study shows that emotional intelligence plays an important role in enlightening salesperson performance. This findings is supported by the previous studies conducted by (O'Boyle Jr et al., 2011; Putri and Gustomo, 2012; Rahman, 2014; Shamsuddin and Vratskikh et al., 2016; Sastre Castillo and Danvila Del Valle, 2017; Hendrastuti et al., 2018; Noermijati et al., 2019; Rahman, Shah, and Jan 2019), that emotional intelligence has a strong and positive effect on the performance of employees in the organization. Furthermore, Sony and Mekoth, 2016 supported emotional intelligence such as self-emotional appraisal, others' emotional appraisal, and regulation of emotion and use of emotion, have indirect positively impact toward job performance through frontline employee adaptability.

This study finds that spiritual intelligence has a positive and significant effect on the salesperson's performance. These findings are in line with the belief of Zohar and Marshall (2000) that intelligence to place behavior and life in the context of broader, Richer, and more meaningful, and it is needed for superior performance, making employees work better, think creatively, and have a wide view. It strengthens the study done by (Tischler et al., 2002; Rani, Abidin, and Hamid, 2013; Malik and Tariq, 2016; Afsar and Badir, 2017; and Hendrastuti et al., 2018), signifying that spiritual intelligence effects toward performance of employees. The current study shows intelligence to place behavior and life in the context of broader, richer, and more meaningful, possibly will drive better performance of human resource. According to the study finding of Mahmood et al., 2018, employees embracing spiritual intelligence are able to contribute in a meaningful effective way of creating better organizational outcomes.

The findings of this study also point out there is a positive significant effect personality has on the performance of salesperson. This result is supported by Setia (2018) who mentioned personality is a valid predictor of employee job performance in the organization. The finding also consistent with previous studies (Salleh and Kamaruddin, 2011; Abidin, 2016; Saeed and Siddiqui, 2018; Kawiana et al., 2018) that there is positive significant influence that personality model (conscientiousness, extraversion, agreeableness, openness to experience, and emotional stability) has on sales people performance. This study reinforced the findings of Kawiana et al. (2018) concluded that there is significant influence personality has on employee performance.

From the analysis made above, it is observed that competency has a significant impact on salesperson performance. This situation indicates that the higher salesmanship skills, interpersonal skills and technical skills will result in increased salesperson performance. These results supported by Rajan and Srinivasan (2015) that the product/ customer knowledge and client evaluation are certain basic skill sets, which can increase the sales people performance in the organization. Similar results were found by (Johlke, 2006; Basir et al., 2010; Ade, 2018) who discovered that marketing skills, technical skills and salesmanship skills contribute high for the salesperson performance achievement. Furthermore, the research findings supported by Amalia et al. (2018) shows that salesmanship, interpersonal and technical skills give a contribution to salesperson performance on profit companies.

In general, the findings of this study is supported by many previous researchers and summarized the emotional intelligence, spiritual intelligence, personality and competence of the salespeople of Hidasie telecom have positive significant effect on their performance.

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

In this chapter the findings, conclusions drawn on the research questions and recommendations forwarded are presented.

#### 5.1. Findings

The total sample size was 205 and the same numbers of questionnaires were distributed for the sales people of Hidasia telecom. Out of which, 191 questionnaires were completed and returned. The overall variables average Cronbach's alpha value is ( $\alpha = .914$ ) and the reliability test of the study is located on "Acceptable and Very Good" range.

The correlation between emotional intelligence and sales people performance is positive and significantly correlated at ( $r = .531^{**}$ ), ( $P < 0.01$ ) with moderate magnitude of correlation. The correlation between spiritual intelligence and sales people performance is positive and significantly correlated at ( $r = .670^{**}$ ), ( $P < 0.01$ ) with moderate magnitude of correlation. The correlation between personality and sales people performance is positive and significantly correlated at ( $r = .752^{**}$ ), ( $P < 0.01$ ) with strong magnitude of correlation. Moreover, the correlation between competency and sales people performance is positive and significantly correlated at ( $r = .820^{**}$ ), ( $P < 0.01$ ) with strong magnitude of correlation

The model summary results showed that, a linear combination of all the independent variables considered under the study predicts (Adjusted  $R^2 = .714$ ), of the variance in the dependent variable of sales people's performance and the ANOVA test result showed that, the value of  $R$  and  $R^2$  obtained under the model summary part was statistically significant at ( $F = 119.346$ ), ( $P < 0.001$ ).

The unstandardized beta coefficient of each independent variables is; emotional intelligence ( $\beta = 0.197$ ), spiritual intelligence ( $\beta = 0.187$ ), personality ( $\beta = .228$ ), competency ( $\beta = 0.385$ ), each independent variables Beta value is significant and positively affect the salesperson's performance.

## **5.2. Conclusions**

The objective of this study is to examine factors affecting the salesperson performance of Hidasie telecom by studying four independent variables (emotional intelligence, spiritual intelligence, personality and competency).

The study findings depict that all the factors considered in this study have positive and significant relationship with the sales performance of the Hidasie Telecom employees, as a result the entire hypothesis formulated were accepted.

Particularly, among those factors considered in this study emotional intelligence plays an important role in enhancing the salesperson performance, which is supported by the findings of (Mukti Ali et al., 2018; Hendrastuti et al., 2018; Gani et al., 2018; Noermijati et al., 2019; Rahman, Shah, and Jan 2019). Furthermore, Sony and Mekoth, 2016 supported emotional intelligence such as self-emotional appraisal, others' emotional appraisal, and regulation of emotion and use of emotion, have indirect positively impact toward job performance through frontline employee adaptability. Therefore, it can be concluded that the emotional intelligence positively and significantly contributes to the performance and require a focus.

This study also concludes spiritual intelligence which is expressed in terms of defining behavior and life in the context of broader, richer, and more meaningful ways; which is needed for superior performance, making employees work better, think creatively, and have a wide view. The finding is supported by (Malik and Tariq, 2016; Afsar and Badir, 2017; and Hendrastuti et al., 2018). Therefore, it can be concluded employees embracing spiritual intelligence are able to contribute in a meaningful effective way of creating better organizational outcomes.

The findings of this study also point out there is a positive significant effect personality has on the performance of salesperson. This result reinforced the findings of Kawiana et al. (2018) concluded that there is significant influence personality has on employee performance. Therefore, there is a positive and significant influence that personality model (conscientiousness, extraversion, agreeableness, openness to experience, and emotional stability) has on sales people performance.

Competency also one of the factors identified and has a significant impact on salesperson

performance. This result supported by Rajan and Srinivasan (2015) that the product/ customer knowledge and client evaluation are certain basic skill sets, which can increase the sales people performance in the organization. Thus, it can be concluded that the higher salesmanship skills, interpersonal skills and technical skills will result in increased salesperson performance.

### **5.3. Recommendations**

Based on the finding and conclusion of the study, the following recommendations were forwarded.

- It is observed that the emotional intelligence has significant effect on the sales people performance of Hidasie telecom. Therefore, the company is recommended to keep intact and enhance more the emotional intelligence of its' sales people by designing strategies and training that support employees self-regulation, self-motivation and social relationship.
- This study recommends that the sales force should hold intelligence to place behavior and life in the context of broader, richer, and more meaningful meanings; which constitute the spiritual intelligence. Since this spiritual intelligence has significant effect on sales people performance, Hidasie telecom should focus on enhancing the sales force intelligence on this aspect by supporting them to have honesty, wisdom and focus to contribution.
- It was concluded also the personality of sales people has significant effect on the performance of sales people. Therefore, it is recommended that the Hidasie telecom should ensure its sales force extent of extroversion, agreeableness and openness to experience is to the required level.
- Moreover, the competency factor also has significant effect on the performance of sales force of Hidasie telecom. Therefore, the company is recommended to measure and improve the skill possessed by a salesperson in carrying out their work activities. Particularly, the Hidasie telecom is recommended to focus on improving the interpersonal skill, salesmanship skill and technical skill of the sales force to achieve the highest performance.

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## Appendix 1: Questionnaire



### ST. MARY'S UNIVERSITY

#### SCHOOL OF GRADUATE STUDIES

#### DEPARTMENT OF BUSINESS ADMINISTRATION

#### Questionnaire for respondents

Dear Respondent, I am Bizuayehu Firew, a graduate student at ST. Mary's University, I am conducting research on the topic "Factors Affecting Salesperson Performance: The Case of Hidasie Telecom" for the partial fulfillment of Master of Arts in business administration. I kindly request you to spend some minutes of your time in filling the questionnaire honestly. The information you would provide me is highly essential for successful completion of this study. Please answer all items objectively. The research assures you that information provided will be kept confidential and be used only for an academic purpose.

Note: kindly put a (√) mark with the option that reflects your level of agreement with the given statement.

#### Part I: Demographic Data of the respondents.

1	Gender	<input type="checkbox"/>	Male	<input type="checkbox"/>	Female
2	Age	<input type="checkbox"/>	18 to 25 years	<input type="checkbox"/>	26 to 35 years
		<input type="checkbox"/>	36 to 45 years	<input type="checkbox"/>	Above 45 years
3	Education level	<input type="checkbox"/>	High school completed	<input type="checkbox"/>	BA/BSc Degree
		<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Masters and above
4	Sales Experience	<input type="checkbox"/>	Less than 1 Year	<input type="checkbox"/>	1 to 3 Years
		<input type="checkbox"/>	3 to 5 Years	<input type="checkbox"/>	above 5 years



5 Qualification


Marketing

Management


Accounting

Economics

If other, specify \_\_\_\_\_

**PART II: Please state your level of opinion for each given statement using the following scales:**

1 = Not at all 2 = To a little extent 3 = To some extent 4 = To a great extent 5 = To a very great extent

No.	Perceptions of respondents towards the factors affecting salesperson performance	Agreement scale				
		1	2	3	4	5
	<b>Items</b>					
<b>A</b>	<b>Emotional Intelligence</b>					
1	I am able to recognize my emotions					
2	I am able to manage emotion when carrying out work					
3	I do not lose control while attending any customer					
4	I am aware of the impact my moods have on the customer					
5	I have sufficient levels of energy to ensure the completion of targets					
6	I am able to balance my short and long term goals effectively					
7	I do not become despondent (hopeless) when things go wrong					
8	Before making a decision I listen to the views of others					
9	I am aware when others staff members are upset or having any problem					
10	I take into account the input received from others when making a decision					
11	I take initiatives to resolve others problems					
12	I can accept criticism with an open mind					
<b>B</b>	<b>Spiritual Intelligence</b>					
1	I have spent time contemplating the purpose or reason for my existence.					
2	I have the integrity to commit with truth and honesty					
3	My ability to find meaning and purpose in life helps me adapt to stressful situations.					
4	I am aware of a deeper connection between myself and other people.					
5	When I experience a failure, I am still able to find meaning in it.					
6	I recognize qualities in people which are more meaningful than their body, personality, or emotions.					
<b>C</b>	<b>Personality</b>					
1	I rarely feel nervous or worried at work place					
2	I am more comfortable with the outside environment and other people					
3	I having accuracy and discipline at work					
4	I have an attitude of openness to experience					
<b>D</b>	<b>Competency</b>					
1	I have the ability to resolve conflicts with customers					
2	I am able to make sales presentations very well					
3	I have good product knowledge to present for customers					
4	I can explain the benefits of what I am selling to the buyer					

5	I am being warm and genuine with customers.					
<b>E</b>	<b>Salesperson Performance</b>					
1	I quickly sale high volume of products of my organization					
2	I have the ability to reach the sales target set by my department					
3	I am one of the highest achiever in my department					
4	I am one of the highest performers in terms of planning and time management in my team					
5	My Contribution of sales target accomplishment within the set deadline is high					
6	I exhibited increments in the number of customers served					